

Committee: Executive
Date: Monday 8 April 2013
Time: 6.30 pm
Venue Bodicote House, Bodicote, Banbury, OX15 4AA

Membership

Councillor Barry Wood (Chairman)	Councillor G A Reynolds (Vice-Chairman)
Councillor Ken Atack	Councillor Norman Bolster
Councillor John Donaldson	Councillor Michael Gibbard
Councillor Tony Ilott	Councillor Nigel Morris
Councillor D M Pickford	Councillor Nicholas Turner

AGENDA

1. Apologies for Absence

2. Declarations of Interest

Members are asked to declare any interest and the nature of that interest that they may have in any of the items under consideration at this meeting.

3. Petitions and Requests to Address the Meeting

The Chairman to report on any requests to submit petitions or to address the meeting.

4. Urgent Business

The Chairman to advise whether they have agreed to any item of urgent business being admitted to the agenda.

5. **Minutes** (Pages 1 - 10)

6.35pm

To confirm as a correct record the Minutes of the meeting held on 4 March 2013.

Strategy and Policy

6. **Joint Corporate Procurement Strategy and Action Plan 2013/14** (Pages 11 - 42)

6.40pm

Report of Head of Finance and Procurement

Summary

This report brings forward for Members' approval, the joint procurement strategy and action plan for 2013/14 for the council. The primary objective of the procurement strategy is the setting out of a clear framework for the procurement of goods, services and works that assist in reducing service budgets in line with severe funding reduction while being fit for the purpose, meeting the needs of local people and service users, and providing value for money over their lifetime.

Recommendations

The Executive is recommended:

- (1) to consider and approve the joint corporate procurement strategy and action plan for 2013/14 for the council which is attached at Appendix 1.

7. **Waste Strategy** (Pages 43 - 106)

6.50pm

Report of Head of Environmental Services

Summary

For members to consider a number of Waste Management changes and to note the range of activities being undertaken to drive tonnages to landfill down and increase recycling

Recommendations

The Executive is recommended:

- (1) To adopt the new Oxfordshire Joint Municipal Waste Management Strategy
- (2) To approve the Oxfordshire Waste Partnership deed of variation
- (3) To approve a trial expanded trade recycling service focused on Bicester
- (4) To approve the approach regarding Controlled Waste Regulations
- (5) To note the activities underway to promote recycling and reduce waste going to landfill

Service Delivery and Innovation

8. Shop Fronts and Advertisements Guidance Document (Pages 107 - 138)

7.00pm

Report of Head of Strategic Planning and the Economy

Summary

To seek the approval of the Executive to confirm this design guidance as acceptable within the district.

Recommendations

The Executive is recommended:

- (1) To approve the document

Urgent Business

9. Urgent Business

Any other items which the Chairman has decided are urgent.

(Meeting scheduled to close at 7.15 pm)

Information about this Agenda

Apologies for Absence

Apologies for absence should be notified to democracy@cherwellandsouthnorthants.gov.uk or 01295 221589 prior to the start of the meeting.

Declarations of Interest

Members are asked to declare interests at item 2 on the agenda or if arriving after the start of the meeting, at the start of the relevant agenda item.

Local Government and Finance Act 1992 – Budget Setting, Contracts & Supplementary Estimates

Members are reminded that any member who is two months in arrears with Council Tax must declare the fact and may speak but not vote on any decision which involves budget setting, extending or agreeing contracts or incurring expenditure not provided for in the agreed budget for a given year and could affect calculations on the level of Council Tax.

Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

This agenda constitutes the 5 day notice required by Regulation 5 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 in terms of the intention to consider an item of business in private.

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Queries Regarding this Agenda

Please contact Natasha Clark, Democratic and Elections
natasha.clark@cherwellandsouthnorthants.gov.uk, 01295 221589

Sue Smith
Chief Executive

Published on Wednesday 27 March 2013

Agenda Item 5

Cherwell District Council

Executive

Minutes of a meeting of the Executive held at Bodicote House, Bodicote, Banbury, OX15 4AA, on 4 March 2013 at 6.30 pm

Present: Councillor Barry Wood, Leader of the Council (Chairman)
Councillor G A Reynolds, Deputy Leader of the Council (Vice-Chairman)

Councillor Ken Atack, Lead Member for Financial Management
Councillor Norman Bolster, Lead Member for Estates and the Economy
Councillor John Donaldson, Lead Member for Banbury Brighter Futures
Councillor Michael Gibbard, Lead Member for Planning
Councillor Tony Ilott, Lead Member for Public Protection
Councillor Nigel Morris, Lead Member for Clean and Green
Councillor D M Pickford, Lead Member for Housing

Also Present: Councillor Sean Woodcock, Leader of the Labour Group
Councillor Tim Emptage, Leader of the Liberal Democrat Group

Apologies for absence: Councillor Nicholas Turner, Lead Member for Performance and Customers

Officers: Calvin Bell, Director of Development
Ian Davies, Director of Community and Environment
Martin Henry, Director of Resources / Section 151 Officer
Kevin Lane, Head of Law and Governance / Monitoring Officer
Adrian Colwell, Head of Strategic Planning and the Economy
Pat Simpson, Programme Manager
Claire Taylor, Corporate Performance Manager
Natasha Clark, Team Leader, Democratic and Elections

97 **Declarations of Interest**

There were no declarations of interest.

98 **Petitions and Requests to Address the Meeting**

There were no petitions or requests to address the meeting.

99 **Urgent Business**

There were no items of urgent business.

100 **Minutes**

The minutes of the meeting held on 4 February 2013 were agreed as a correct record and signed by the Chairman.

101 **Local Plan 2012 Update**

The Head of Strategic Planning and the Economy submitted a report which presented an update report on the progress made to complete the Local Plan 2012.

In introducing the report, the Lead Member for Planning advised Executive that during the consultation, which ran from October to December 2012, about 200 organisations and individuals made comments on the Plan (excluding two action groups with multiple signatures), equating to approximately 2000 individual comments / points.

In parallel to the consultation, a substantial evidence base was nearing completion and additional studies had either been completed or were at an advanced stage.

As a result of the representations received and additional evidence, a number of changes to the Local Plan were proposed for further consideration and testing including, where necessary, through the Sustainability Appraisal.

The Lead Member for Planning explained that officers had received advice from Counsel on the final stages of plan completion and the implications of the proposed changes arising from new evidence and representations.

The Local Plan must be considered 'sound' at Examination by the Secretary of State to be adopted by the Council and Counsel's advice was now shaping the process for the completion of Plan drafting and the next steps to be taken. The legal advice received was to rerun the Sustainability Appraisal to take account of the proposed changes and to carry out a six week focussed consultation on these few major changes to the Local Plan.

In response to the comments of Councillor Tim Emptage, Leader of the Liberal Democrat Group, the Lead Member for Planning confirmed that there would be a Kidlington Masterplan in due course however the Local Plan was the priority at the present time.

Members commended officers for their ongoing hard work on the Local Plan.

Resolved

- (1) That the progress being made to complete the Cherwell Local Plan be noted.
- (2) That the additional 'focused' consultation required be approved.

Reasons

Securing the adoption of a 'sound' up to date Local Plan for the District is a priority for Cherwell District Council as it will guide the growth of the District over the next 19 years.

Options

Option One To approve the additional 'focussed' consultation.

Option Two To proceed to submission at this stage but this would be 'unsound'.

102 **Update on Major Programmes**

The Head of Transformation which provided an update on progress in implementing robust governance of major change projects.

Resolved

- (1) That the work done to embed the governance standards for the Place Programme and Transformation Programme for Cherwell District Council and South Northamptonshire Council, including acting on guidance offered by Internal Audit, be noted.
- (2) That the development of a Statement of Recommended Practice in relation to how major projects are managed, and the forthcoming opportunities for Members to be briefed on the methodology be noted.
- (3) That the plans to acquire temporary project management resources to ensure the robust delivery of the council's major projects, and build future project management capacity be noted.

Reasons

In September 2012, Executive received an update on the implementation of the governance structure for the Council's major projects agreed earlier in the year.

This report is to further update members on the progress made in implementing the governance, and its extension into project management, now set out in a Statement of Recommended Practice (SoRP). A similar report is being considered by the SNC Cabinet.

Options

Option One There is no alternative option. Members have already approved the general approach to maximising the effective use of scarce resource through the organisation of projects into programmes. This report seeks simply to update members.

Performance Management Framework 2012/13 Third Quarter Performance Report

The Head of Transformation and Corporate Performance Manager submitted a report which presented the Council's performance for the period 01 October to 31 December 2012 as measured through the Performance Management Framework.

Resolved

- (1) That the following achievements be noted:

Cherwell: A District of Opportunity

- 103 affordable homes have been delivered within the district at the end of Quarter three, exceeding the target of 100 homes and supporting opportunities for developing self builds.
- Strengthening the leisure and retail facilities in Banbury and Bicester, Bolton Road is making good progress, a meeting has been held with Aberdeen Properties, and possible design solutions have been taken forward to a meeting with a potential supermarket.

A Cleaner Greener Cherwell

- The Council has been involved in a successful county-wide partnership bid (led by the Health Service) that has secured funding to run the Warm Homes Healthy People scheme again this winter. Extensive promotion is planned.
- Eco Bicester houses are expected to for building to start in early 2013 following discharge of planning conditions and obligations. Building of houses has not started as yet.

A Safe, Healthy and Thriving District

- Oxfordshire County Council has a list of 78 families as part of the Thriving Families group to share with the attendees of the fortnightly Joint Agency and Tasking Coordination Group.
- 75% of grass pitches in South West Bicester Sports Village are constructed (drained and seeded) but work has now been suspended until ground conditions improve in the spring.
- Funding and planning approvals have been given for the new hospital on the existing site. Awaiting financial close and construction is due to start in early 2013.
- Support volunteering across the district – This is now reporting as Green, development through Voluntary Organisations Forum, plus reactive support on one to one basis has been delivered. Volunteering arrangements with Citizens Advice Bureau are now back on track and volunteers have been successfully placed with several organisations.

An Accessible Value for Money Council

- Secure savings of £800,000 to help meet medium term financial deficit has been achieved to date and savings built into the draft

2013/14 budget. (note: by the time of this meeting of the Executive, the budget will have been set).

- Improving our website and access has been furthered by the Webteam and the Customers Services team who meet monthly to review the 'top tasks' features on the homepage to ensure the high demand services are easily accessible online. A re-branding exercise is underway to have the same look and feel across all service pages providing a seamless view for the customer.
- The average speed to answer calls has improved to 1minute 9seconds from 1minute 27seconds, with a decrease of 20.8% calls being abandoned.

(2) That the following performance related matters be identified for review or consideration in future reports:

Cherwell: A District of Opportunity

- The Brighter Futures in Banbury programme is reporting Amber due to significant changes with the theme leads, this is a potential risk to the programme. Currently the programme is broadly on track with funding support given to the Banbury Street Pastors and also integration with the Thriving Families project supporting some of the most vulnerable families in Banbury.

A Cleaner Greener Cherwell

- The recycling rate is below the 2011/12 outturn due to a growth in landfill tonnage especially since street sweepings can no longer be composted. Landfill tonnage is up 1000 tonnes on last year, half of this is due to a change in policy from the Environment Agency. We continue to strive to increase the recycling rate within the district with a target of above 57% for 2013/2014.

A Safe Healthy and Thriving District

- The roll out of the "best bar none" scheme is reporting as Amber and has done for the last 3 performance reports. A steering group of members and lead assessors (had to be trained) have been identified. This was initially delayed due to assessors requiring training. A meeting held at South Northants Council has identified a local training course: all assessors will be trained during April 2013. Two day training course has been confirmed in Northampton. Partnership Inspector Storey is currently working on the delivery plan.
- Support the local NHS to retain and develop health services at the Horton General Hospital – This is reporting as Amber. The Community Partnership Network is in transition to examine a range of new roles regarding the health and social care sector reforms. In the meantime Oxford University Hospitals Trust is continuing to respond to a very challenging financial savings target which when coupled with technological improvements in clinical care and continuing national changes and directives to how services are to be delivered means that further service change at the Horton appears inevitable.

An Accessible Value for Money Council

- The number of complaints referred to the Ombudsman for Quarter 3 is 7, an increase of 4 from Quarter two. 6 of these complaints were within Planning and all related to the permission given for two garages. The remainder complaint was regarding business rates.

(3) That the progress on issues raised in the Quarter two report be noted.

Reasons

This report presents the Council's performance against its corporate scorecard for the second quarter of 2012/13. It includes an overview of successes, areas for improvement and emerging issues to be considered.

Options

Option One

- (1) To note the achievements referred to in paragraph 1.3
- (2) To recommend that officers report in the fourth quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the recommendations outlined in paragraph 1.5 and 1.6 identifying areas of improvement and areas of further consideration for review.

Option Two

To identify any additional issues for further consideration or review.

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2012/13 Quarter 3 Finance Report

The Head of Finance and Procurement submitted a report which summarised the Council's Revenue, Capital, Procurement action plan and Treasury performance for the first 9 months of the financial year 2012/13 and projections for the full 2012/13 period.

These were measured by the budget monitoring function and reported via the Performance Management Framework (PMF) informing the 2013/14 budget process

Resolved

- (1) That the projected revenue and capital position at December 2012 be noted.
- (2) That the Q3 performance against the 2012/13 investment strategy be noted.

- (3) That the contents and the progress against the Corporate Procurement Action Plan and the Procurement savings achieved at December 2012 be noted.

Reasons

In line with good practice budget monitoring is undertaken on a monthly basis within the Council. The revenue, capital, treasury and procurement position is reported monthly to the Joint Management Team and formally to the Executive on a quarterly basis. This report includes the position at Q3 – December 2012.

Options

Option One To review current performance levels and considers any actions arising.

Option Two To approve or reject the recommendations above or request that Officers provide additional information.

105 **Exclusion of the Press and Public**

Resolved

That, in accordance with Section 100A(4) of Local Government Act 1972, the press and public be excluded from the meeting for the following item of business, on the grounds that they could involve the likely disclosure of exempt information as defined in paragraph 3 of Schedule 12A of that Act.

106 **Bodicote Park**

The Head of Regeneration and Housing submitted an exempt report regarding Bodicote Park.

Resolved

- (1) As set out in the exempt minute.
- (2) A set out in the exempt minute.

Reasons

As set out in the exempt minute.

Options

As set out in the exempt minute.

The meeting ended at 7.45 pm

Chairman:

Date:

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

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Executive

Joint Corporate Procurement Strategy and Action Plan 2013/14

8 April 2013

Report of the Head of Finance and Procurement

PURPOSE OF REPORT

This report brings forward for Members' approval, the joint procurement strategy and action plan for 2013/14 for the council. The primary objective of the procurement strategy is the setting out of a clear framework for the procurement of goods, services and works that assist in reducing service budgets in line with severe funding reduction while being fit for the purpose, meeting the needs of local people and service users, and providing value for money over their lifetime.

This report is public

Recommendations

The Executive is recommended:

- (1) to consider and approve the joint corporate procurement strategy and action plan for 2013/14 for the council which is attached at Appendix 1.

Executive Summary

Purpose and objectives of the procurement strategy

- 1.1 Cherwell District Council adopted its first formal Procurement Action Plan in 2007/08 and has refreshed it annually to cover the period to March 2012. The Council has exploited the benefits of contemporary procurement practice by investing in the formation of a Corporate Procurement Team in 2008 that operates under an innovative "invest to save" initiative, with annual targets ensuring the operation is both "self funding" and providing additional returns.
- 1.2 Procurement has a very strong link with finance, contract management, compliance and efficiencies and so the Council positioned the Corporate Procurement Team within finance under the direction of the Head of Finance.
- 1.3 The approach has secured cashable savings of £2.16m against a target of £925,000 from April 2008 to March 2013 with £120,000 achieved in year. Further non-cashable savings of more than £230,000 and capital savings of some £395,000 have been achieved over the same period. The cumulative total for contracts let for more than a year from April 2008 to March 2013 is

£2.8m. The approach to procurement outlined within the attached strategy via the now established joint procurement team based on forward planning and ever increasing collaboration allow the team to continue to be self funded and guarantee year on year savings with the target for 2012/13 cashable savings being set at £75,000 and 50% of their costs being met via work undertaken for other Councils and on major capital projects where it would have cost more than double to source external procurement advice.

- 1.4 The work undertaken by the joint procurement team with supplier engagement – particularly with local SMEs – has been recognised by the Government Opportunities 2013 Procurement Awards with the team's submission achieving the position of Finalist GO Best Supplier Engagement with the potential of winning the overall award at the award ceremony at the end of April.
- 1.5 The challenge of continuing to provide year on year cashable savings when many areas of spend at both Councils are already under effective contracts which have delivered substantial savings is to be met by a number of initiatives:
 - building procurement options appraisals into service delivery planning;
 - focusing on collaboration which best delivers economies of scale savings;
 - delivering more outcome based specifications which encourage supplier innovations;
 - working with suppliers to introduce more efficient ways of working;
 - improving contract management to drive out further savings;
 - exploiting savings from prompt payment discounts and inflation controls;
 - providing services for other public sector partners.
- 1.6 The purpose of the procurement strategy is to communicate clearly to stakeholders, operational managers, procurement specialists and suppliers in the private and voluntary sectors, the council's vision for the procurement of goods, services and works so that each may play a meaningful role in improving the procurement practices and delivering budget reductions at the council.
- 1.7 The strategy sets out the framework for all our procurement activity. It confirms the objectives that we should be aiming to achieve, the policies to be considered and followed and the mechanisms by which we will put in place the council's vision.

Priorities

- 1.8 This strategy aims to ensure a coordinated approach is adopted across the council that reflects our aims and objectives. Procurement acts as one of the building block enablers to the Councils' objectives from the wider countywide and regional partnerships right down through business plans to individual officer action plans. Contract management forms part of the procurement cycle and there is interdependence between the two functions.
- 1.9 The Strategy demonstrates how, in the words of the Procurement Pledge for Local Authorities agreed in July 2012, the Council will use procurement to help:

- Deliver value for public money
- Drive local social and economic growth and regeneration
- Provide inclusive services through a diverse supplier base.

This strategy looks to deliver these objectives by:

- Releasing continued savings from joint working with South Northamptonshire and Stratford-on-Avon District Council;
- Extending collaboration from Oxfordshire and Buckinghamshire into Northamptonshire and Cambridgeshire to improve procurement buying power;
- Building sustainable methodologies based on the whole-life costs that take account of the Public Services (Social Value) Act 2012;
- Providing procurement advice and project support to transformation programmes;
- Engaging effectively with SMEs and local businesses and fulfilling the remit of the Localism Act 2011, the Big Society agenda and the implications of the Local Government Resource Review.

- 1.9 Achievement of the above objectives will deliver value for money, provide innovative solutions and demonstrate the Council's commitment to shaping the local community and supporting wider social, economic and environmental objectives.

Conclusion

- 1.10 The joint corporate procurement strategy has a fundamental role in helping the Council reduce its services budget and protect front line services as it manages the implications of reduced government funding.

- 1.11 The full procurement strategy is set out as an Appendix 1. It also contains:

- The Action Plan outlining key objectives for 2013/14;
- The procurement performance indicators which are the key measures the council will collect and benchmark against other similar authorities.

Consultations

Various consultations with internal and external stakeholders. A review of best practice examples from other high performing authorities.

Implications

Financial:

Financial Effects: There are no adverse financial effects on the Council by implementing the procurement strategy. The cashable savings target will assist in protecting Council services and managing funding reductions.

Comments checked by Nicola Jackson, Corporate Finance Manager, 01295 221731.

Legal:

Legal work very closely with procurement to ensure that our processes are compliant and not open to challenge. The monitoring officer also plays a key role as part of the PSG Core and Strategy Groups.

Comments checked by Kevin Lane, Head of Law and Governance, 0300 0030107

Risk Management: The main risks to the Council associated with this recommendation are legal (mitigated through the procurement and contract formation process) and service failure impacting on the customer (mitigated through contract and performance management).

Comments checked by Claire Taylor, Corporate Performance Manager 0300 003011

Wards Affected

All

Corporate Plan Themes

An Accessible, Value for Money Council

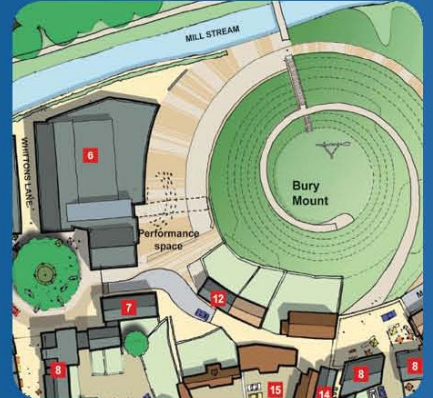
Executive Portfolio

Councillor Ken Atack – Lead Member Financial Management

Document Information

Appendix No	Title
Appendix 1	Joint Procurement Strategy and Action Plan 2013/14
Background Papers	
None	
Report Author	Karen Curtin, Head of Finance and Procurement Viv Hichens, Corporate Strategic Procurement Manager
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Joint Corporate Procurement Strategy and Action Plan 2013/14



Foreword

Enabling the Councils to deliver 'better for less'

The challenges facing local government are well known. Funding has fallen significantly over the current spending review period; demand for key services continues to rise; and residents rightly retain high expectations about the quality of services they receive, with an increasing appetite for personalised services. Councils must balance differing objectives such as increased choice and diversified provision with the need to deliver major budget savings.

There is huge pressure on councils to deliver better for less; to maximise the value of every pound that they spend; and to think hard about whether existing ways of working remain the best approaches to delivering the services that local people want.

Local Government Association's 'Better for Less' publication

Cherwell District Council and South Northamptonshire Council recognise that procurement is a critical enabler for delivering better for less and achieving sustainable outcomes for its local communities. It has a fundamental role in helping the Councils reduce their service budgets in line with severe funding reductions and in embracing the Localism and Social Value agendas.

This strategy provides a clear framework for all procurement activity and assists in the delivery of the Councils' business plans. The Councils continue to use the model of a self-funding corporate procurement team.

The joint procurement team has been in place since July 2012 and is building on the excellent year on year cashable savings previously achieved, which have outweighed their costs and provided added value across the entire expenditure programme.

The cashable savings target for procurement for Cherwell District Council for 2012/13 is £75,000 and the target for South Northamptonshire is £50,000. In addition to this, the team will seek to fund 50% of its costs via work undertaken for other Councils and on major capital projects where it would have cost more than double to source external procurement advice.

The joint procurement strategy's vision for 2013/14 is to meet the challenges being laid down for local authorities head on as they are asked to re-shape and re-engineer how they deliver their services to:

- reduce budget expenditure and provide better for less;
- reap the benefits of joint working and collaboration via savings and efficiencies;
- retain sustainability at the core of procurement in spite of the pressure on budgets;
- deliver on the Localism Act 2011, the Social Value Act 2012 and the Local Government Resource Review.

Achievement of these objectives will demonstrate the Councils' commitment to shaping the local community and the delivery of savings which are redirected into front line services.

Councillor Ken Atack
Lead Member Financial Management
Procurement Champion

Councillor Ian McCord
Portfolio Holder for Resources
Procurement Champion

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1. Clear vision of expected outcomes

Local Government Procurement Pledge:

Local government will use all efforts to use procurement to help:

- Deliver value for public money
- Drive local social and economic growth and regeneration
- Provide inclusive services through a diverse supplier base.

Procurement Pledge for Local Authorities, July 2012

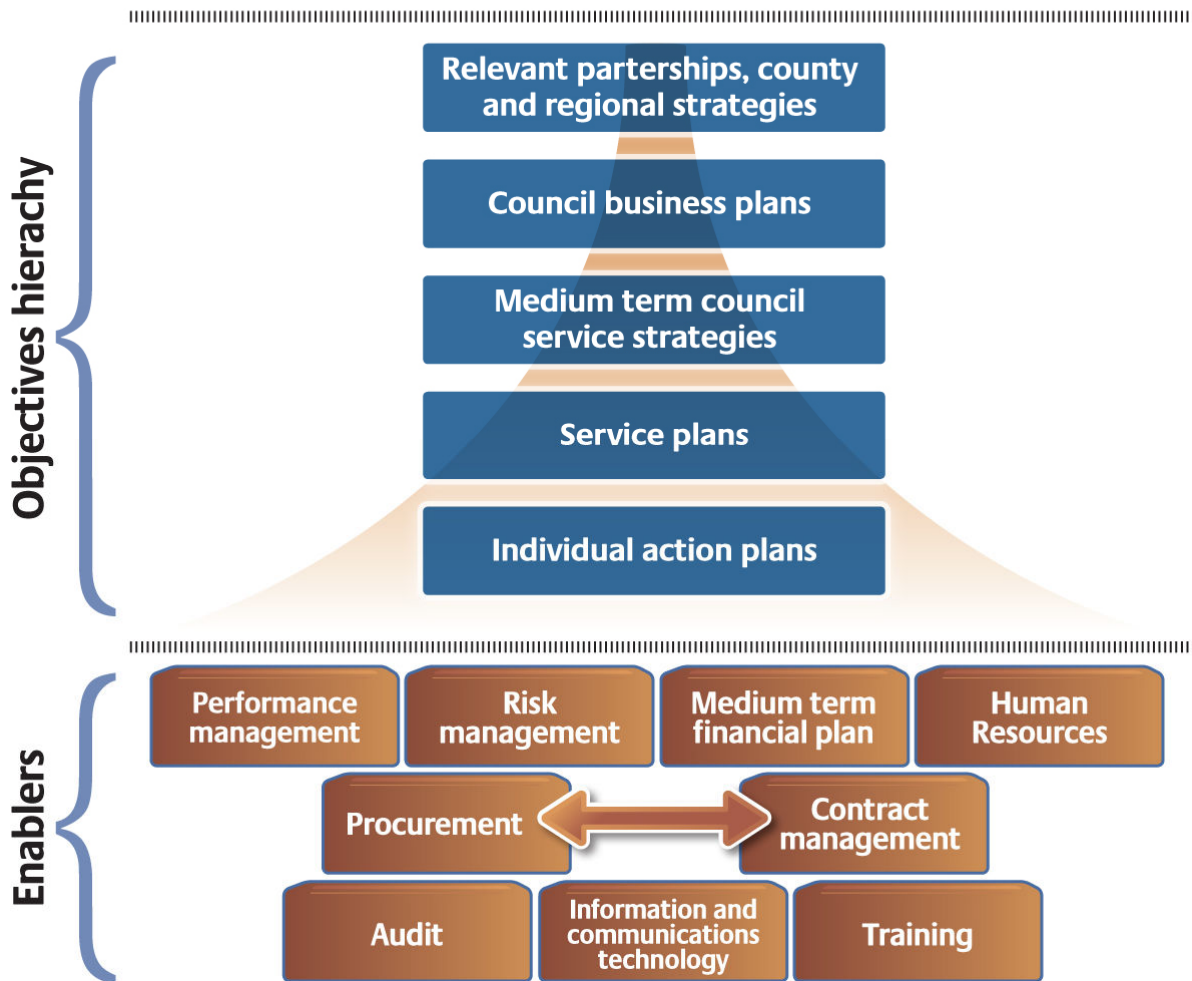
- 1.1 Both Councils are committed to the Local Government Procurement Pledge made by the Local Government Association in July 2012. The joint procurement team has 'made a good start with the savings we have already delivered' and now more than ever the further embedding of forward looking procurement practices via a joint procurement team provides an opportunity to assist both authorities in their transformation journey delivering increased efficiencies and significant additional cashable savings.
- 1.2 Having established the "invest to save" model of procurement delivery at both Councils with annual savings targets ensuring the operation is both "self funding" and providing additional returns, the focus of the joint procurement team will be the delivery of new cashable savings amounting to £75,000 for Cherwell District Council and £50,000 for South Northamptonshire Council in 2013/14. In addition to this, the team will seek to fund 50% of its costs via work undertaken for other Councils and on major capital projects where it would have cost more than double to source external procurement advice.
- 1.3 The challenge of continuing to provide year on year cashable savings when many areas of spend at both Councils are already under effective contracts which have delivered substantial savings is to be met by a number of initiatives:
 - building procurement options appraisals into service delivery planning;
 - focusing on collaboration which best delivers economies of scale savings;
 - delivering more outcome based specifications which encourage supplier innovations;
 - working with suppliers to introduce more efficient ways of working;
 - improving contract management to drive out further savings;
 - exploiting savings from prompt payment discounts and inflation controls;
 - providing services for other public sector partners.
- 1.4 The joint procurement team's skills are to be utilised in assisting both councils on their transformation journey as alternative models of service delivery are considered.
- 1.5 By moving sustainability beyond environmental to socio-economic considerations the strategy will deliver savings, efficiencies and the remit of the Social Value Act 2012.
- 1.6 The joint procurement strategy aims to encourage buy-in to contracts and framework it has established and sell its services to other public sector partners.
- 1.7 Both councils need to ensure they are prepared for the impact of the Localism Act 2011, the Social Value Act 2012, the forthcoming Big Society initiatives, the implications of the Local Government Resource Review and the fundamental review of public procurement law by the European Commission, which could challenge the way the authorities deliver their services. The joint procurement strategy involves the sharing of best practice with other authorities across the region to ensure the councils meet these challenges head on.

2. Strategic procurement

“One of the things I believe we need to get better at is in identifying best practice, publicising and emulating that best practice, and then leveraging it as effectively as possible across central government and other areas of the public sector.”

John Collington, Head of Procurement, Cabinet Office Efficiency and Reform Group

Delivering council objectives



2.1 Linking procurement to the delivering of council objectives

2.1.1 Procurement acts as one of the building block enablers to the Councils' objectives from the wider countywide and regional partnerships right down through business plans to individual officer action plans. Contract management forms part of the procurement cycle and there is interdependence between the two functions.

2.2 Embedding value for money

2.2.1 The Councils' drive for value for money and delivering better for less is directly linked to the Government's efficiency agenda and feeds into the Councils' medium term financial plans. The joint procurement team's role involves embedding best practice from analysing the best means for projected expenditure in service plans right through to the delivery of robust contracts with effective performance management mechanisms with the potential to deliver further year on year savings.

2.3 Sustainable procurement, the Public Services (Social Value) Act 2012 and whole life costing

- 2.3.1 Strategic procurement by nature is sustainable procurement and by considering socio-economic and environmental factors it can deliver the best value for money over the lifetime of the goods, services or works being procured. The focus needs to be on the whole life cost of all that is procured rather than just focusing on the up front prices.
- 2.3.2 The Social Value Act 2012 sets out a number of requirements that public authorities must comply with before starting the procurement process for an above-threshold services contract, including consideration of:
- how what is being procured might improve the economic, social and environmental well-being of the Council's area;
 - how the proposed improvements in economic, social and environmental well-being might be secured;
 - whether consultation has been, or is proposed to be, undertaken on the potential improvements themselves or how they might be secured;
- 2.3.3 Legislation, therefore, allows factors such as carbon footprint, replacement cycles and social benefits to be taken into consideration with the evaluation process with the onus on suppliers to provide information about expected lifetimes and warranties when supplying goods and the demonstration of sustainable practices when it comes to services and works. The correct stage to address these issues is right at the beginning of the procurement process – during the formation of the business case and in the writing of the specification.
- 2.3.4 Section 3 develops the Councils approach to Sustainable Procurement and outlines how the joint procurement team will work with the Environmental Officers at each Council to ensure that sustainability is a golden thread that runs through all procurement exercises and is part of the drive for securing better for less.

2.4 Equalities

- 2.4.1 The Councils have in place pre-qualifying safeguards that ensure all work carried out on behalf of the Councils by external contractors is compliant with the latest equalities legislation with each interested party providing evidence not only of the policy but how it is put into practice.
- 2.4.2 The equalities questionnaires aim to:
- Establish that all organisations applying for work with the Councils have a genuine commitment to equality of opportunity and that this will be effectively applied in their service delivery.
 - Encourage best practice with all organisations that work for the Councils.
 - Protect the Councils from prosecution in failing to meet its own commitments to equal opportunities legislation.
- 2.6.3 An Equality Impact Assessment has been carried out on the Procurement Strategy and Action Plan in line with the requirements of the Equality Standard and the Equality Act (2010) and is compliant.

2.5 Collaboration

2.5.1 Both Councils have already demonstrated how effective collaboration with other public bodies and partnering arrangements makes an essential contribution towards providing better for less with a number of high profile projects.

Current Collaborative Procurement Arrangements at South Northamptonshire Council and Cherwell District Council



2.5.2 The joint procurement teams will seek to build upon and share the range of collaborative partnerships in place across both authorities as outlined in the diagram above. The focus will continue to be:

- The sharing of annual forward plans and contracts registers to identify the best opportunities for economies of scale purchasing;
- Utilising frameworks put in place by organisations with much greater buying power than the combined Councils' needs;
- Devising specifications and performance criteria which will encourage supplier innovations and introduce more efficient ways of working;

- The sharing of the resources required for putting contracts in place.
- Working on initiatives such as prompt payment discounts, market engagement workshops, joint e-tendering purchasing and the delivery of procurement and contract management training to officers across the Councils.

2.5.3 An alternative form of collaboration is the use of a professional buying organisation (PBO). The use of PBOs is well established by both Councils and are used to:

- provide low-value, high-volume supplies, such as stationery and cleaning materials – often via catalogues;
- act as agents in setting up/facilitating joint contracts for groups of public authorities;
- supply goods and services, such as fuel and mobile telephones;
- act as a forum for the exchange of information and learning regarding procurement and commissioning;
- provide a source of procurement advice and guidance;
- establish national or regional contracts.

2.6 Delivering value for money via the public, private and voluntary sectors

2.6.1 The Councils are committed to the promotion of a mixed economy of service provision to provide better for less by working with public, private and voluntary sector organisations.

Public Sector

2.6.2 The Councils continue to look for partnership opportunities within the public sector including the NHS, the police and educational establishments across a range of areas from corporate supplies such as agency staff, stationery, and cleaning materials to services such as internal audit and facilities management to works such as construction and property maintenance.

Small and Medium-Sized Enterprises (SMEs)

2.6.3 The Councils have a strong commitment to developing the local economy and will continue to engage effectively with SMEs by:

- Providing workshops for individual opportunities such as printing, engineering services, facilities management and property maintenance;
- Breaking requirements down into individual lots where appropriate to allow local specialists an opportunity to bid for contracts;
- Making it a condition of larger schemes that contractors allow Council contractors to bid for sub-contracted work.

The Voluntary Sector

2.6.4 The Councils engage with the voluntary sector via a range of grant aided initiatives and there is currently a move to the commissioning of services with contractual performance obligations which provide better service delivery for the community. A good recent example was the commissioning of voluntary services covering debt advice, car driving schemes and initiatives to increase the pool of volunteers across the Cherwell district which also drew in partnerships from across the South Northamptonshire district.

2.6.5 The Council is actively looking into facilitating the Localism Act 2011, the Big Society Agenda and the Local Government Resource Review and how procurement can play a part in releasing resources, funds and support from a central position by pushing them down to a local level to enable local people to take local actions and decisions for themselves. Both Councils are seeking to utilise partnerships with the Northamptonshire Procurement Network Group and the Strategic Procurement Partnership for Oxfordshire to share resources and deliver a joined up response, especially in terms of how Big Society initiatives are assessed and evaluated.

2.7 Governance and compliance

- 2.7.1 All procurement activities must be conducted in compliance with the Councils' Joint Contract Procedure Rules (JCPR) and the relevant EU procurement legislation. Advice should be sought from Law and Governance on any compliance issues that arise.
- 2.7.2 Reporting on procurement activities, requests for approval and contract management reports need to be handled within approved governance arrangements. The Joint Procurement Steering Group provides a platform for the major value and high risk contracts to be discussed.
- 2.7.3 Section 5 of this strategy and action plan outlines the roles and responsibilities of all key officers from the Joint Procurement Steering Group with the Head of Finance and Procurement as lead to the responsible officers for each procurement exercise.
- 2.7.4 Effective application of procurement across the Councils will only be delivered through the active participation and strict compliance of all those who control budgets and authorise expenditure as well as those with appropriate technical expertise/service experience. The joint procurement team is responsible for engaging with all such officers and for embedding an understanding of the Contract Procedure Rules.
- 2.7.5 Once contracts or other procurement arrangements are in place, the joint procurement team needs to ensure ongoing compliance and for this purpose contract management responsibility is being clearly defined so that each contract has an 'owner'. Performance monitoring against key performance indicators is an essential function to ensure that value for money is being achieved. The working relationship between procurement officers and contract managers is vital.

2.8 References

- 2.8.1 Other corporate strategies to ensure business continuity for all users and delivery of Councils' objectives.
- 2.8.2 The Councils have many applicable policies and practices relevant to this strategy, which include, but are not limited to:
- Corporate Procurement Rules
 - Standing Orders
 - Whistle blowing Policy
 - Risk Management Policy
 - Performance Management Framework
 - Equality and Diversity Policy

3. Sustainable procurement

“Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.”

The National Sustainable Procurement Action Plan, ‘Procuring the Future’

3.1 Putting sustainable procurement into practice

- 3.1.1 As outlined in Section 2.3, Sustainable Procurement is about taking environmental, social and economic factors into account in purchasing decisions. It is about looking at what your products are made of, where they come from and who has made them.
- 3.1.2 Value for money is delivered by considering the optimum combination of whole life cost (including cost to the environment in terms of environmental impact) and quality (or fitness for purpose) to meet the user’s requirements. In other words, considering the environmental, social and financial costs over the total lifespan of whatever is being purchased.
- 3.1.3 Purchasing in a sustainable manner offers potential whole life cost savings, supports the Councils’ Business Plans and Low Carbon Strategies and safeguards our reputations as responsible public bodies working to protect the health of our staff and the residents of and visitors to our Districts. The key objectives addressed by this strategy are:
- Reducing fossil fuel use to minimise climate change
 - Reducing use of hazardous and harmful materials (expanded on in the Councils’ Quick Guide to Sustainable Procurement)
 - Reducing waste
 - Improving public health and quality of life
 - Increasing levels of employment, skills and equality across the districts
 - Ensuring fair pay and working conditions throughout our supply chain
 - Protecting biodiversity
 - Complying with current legislation and anticipating future legislation

3.2 Key principles of the Councils’ approach to sustainable procurement

3.2.1 People, Education and Awareness

- Promote awareness, train and encourage internal procurers and commissioners to review their consumption of goods and services, reduce waste and adopt more environmentally friendly alternative products.
- All procurement staff will participate in specialist Sustainable Procurement training, including the use of sustainable procurement toolkits, and will participate in annual refreshers.
- Sustainable Procurement will be incorporated in to the induction, job descriptions, objectives and recruitment criteria for all relevant staff.

3.4.2 Policy, Strategy & Communications

- Consider the costs and benefits of environmentally preferable goods and services as alternatives.
- Investigate opportunities for the recycling and re-use of materials where appropriate.

- Deliver the procurement actions associated with the Councils' Low Carbon and Climate Change Strategies.
- Work in partnership with other organisations in Northamptonshire and Oxfordshire and across the East Midlands and South East regions to improve sustainable procurement.

3.4.3. Procurement Process

- Prior to any procurement process, buyers will review the aggregate requirement to minimise volume, scale, costs and environmental impact, establishing that:
 - there is a genuine operational need for the purchase;
 - all cost effective opportunities for products to be shared, upgraded, refurbished, leased or delivered as a service have been exploited;
 - the product will be used efficiently, minimising waste;
 - the forecast of what is remaining is accurate.
- Where relevant, buyers will identify actions to reduce impacts through supplier pre-qualification, specifications, evaluation criteria, supplier development and continuous improvement.
- Make procurement decisions based on long term value for money using whole life costing, including initial purchase cost, operating, and management and disposal costs.
- Whole life costing will be used for all capital investments, waste contracts and in comparing consumables against reusable alternatives.
- Ensure that where appropriate, suppliers' environmental credentials are considered in the supplier evaluation process and that environmental criteria are used in the award of contracts.
- Ensure that consideration is given to inclusion, within all specifications, of a facility for suppliers to submit offers for environmentally friendly alternatives.
- Specify, wherever possible and practicable, the use of environmentally friendly goods.

3.4.4 Engaging Suppliers

- When considering the sourcing strategy, buyers will consider the potential to:
 - break down larger contracts to match SME and Social Enterprise capacity;
 - encourage collaboration between local SMEs and Social Enterprises to compete for larger contracts;
 - encourage larger suppliers to sub-contract to local SMEs and Social Enterprises and;
 - hold supplier pre-tender workshops to explain the Councils' environmental and equality objectives, explore opportunities for innovation and ensure that specifications are deliverable by the marketplace.
- Encourage and persuade suppliers to adopt environmentally friendly processes and supply environmentally friendly goods and services.

4. Objectives and outcomes

In order to achieve our vision for procurement at both Councils it is vital that we have clear overarching objectives and outcomes.

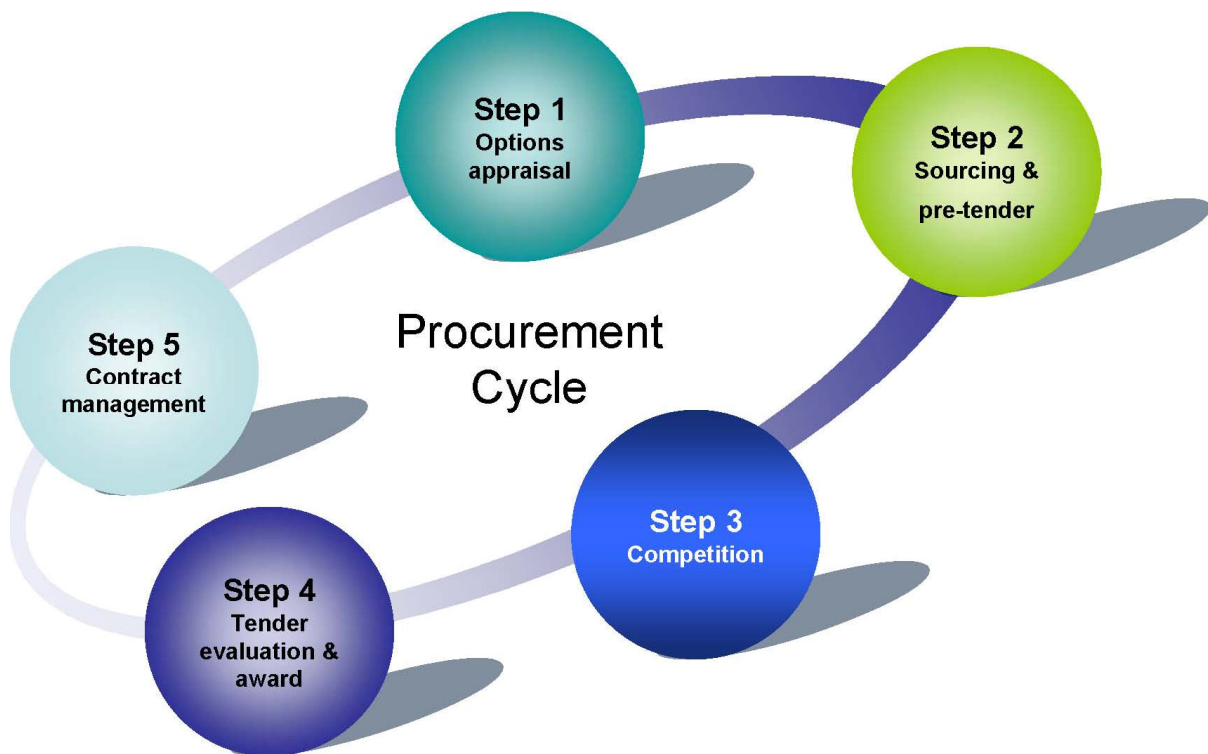
Objectives	Outcomes
Alignment with the Councils' strategic objectives and business plans	Assisting, adding value and mitigating risks with the transformation programme
Compliance	Mitigating the risk of challenge and contract failure
Promotion of what procurement can offer both organisations	Effective, compliant and value for money contracts
Value for money	Reduction in revenue budgets to meet savings targets
Collaboration and partnership	Increased value for money via economies of scale, spreading the cost of procurement and improving efficient working practices including the introduction of a single set of Contract Procedure Rules common to both Councils
Qualified and highly skilled procurement resource	A qualitative resource able to both meet the growing procurement needs of the Councils and to be sold on as a service to other Councils
Optimum utilisation of technology	Reduction in administration and more time to focus on improved outcomes and value for money
Sustainability at the core	Additional savings via focusing on lifetime costs and meeting the Council's sustainability targets
Internal stakeholder engagement	More effective outcomes via early engagement and a process of continuous improvement
Effective supplier engagement – particularly with local businesses and SMEs	Better value for money and meeting the Councils' requirements to engage with the local economy
Benchmarking	Assurance that contracted rates provide value for money within each market sector
Reflective learning and recording of achievements	Continuous improvement and further promotion to the internal market of the value of working with the procurement function

5. Improving processes

“There is a pressing need to push forward with both the efficiency and transparency agendas and the best businesses have always understood that to save money you have to keep looking for ways of doing things differently.”

Francis Maude, Minister for the Cabinet Office

- 5.1 Both councils have worked hard at improving their procurement processes seeking to actively engage with the market and reduce the burden of the tendering process on potential suppliers. Key to this has been embedding an appreciation of the entire procurement life cycle from planning to contract expiry, as detailed in the diagram below:



- 5.2 While many officers have taken on board the importance of an auditable and competitive process, the implementation of a joint procurement team provides an opportunity to:
- Review and align the Contract Procedure Rules and procurement guidelines;
 - Produce a single set of procurement templates which take the best from both councils;
 - Embed procurement forward planning into the service plan process;
 - Develop the options appraisal methodology to take account of the changing procurement landscape and the growing range of solutions for service delivery;
 - Implement a corporate approach to contract management with the sharing of best practice across both councils.

A shared set of rules and guidelines

- 5.3** It is vital for officers across both councils to have a common set of Contract Procedure Rules with clear roles and responsibilities that can be allocated and owned, from the Joint Management Team to the Joint Procurement Steering Group to project officers and the joint procurement team. This will ensure a consistency of approach and mitigate against the risk of non compliance issues arising from having different rules in different places. Underpinning this there needs to be clear guidelines for operational and procurement staff alike, which go beyond tick box lists to encouraging best practice and strategies that delivery lifetime value from contracts.

Procurement templates fit for multiple purposes

- 5.4** By bringing together and further developing the templates from low value, straight forward invitation to quote exercises to high value, complex collaborative exercises for goods, services and works both authorities will be equipped with the latest set of tools which will be subject to regular review and adaptable to the changing needs of the councils' procurement programme.

Embedding Procurement forward planning in the service planning process

- 5.5** Heads of Service and operational managers have been approached during the service planning process to identify potential projects before the start of the financial year and this information will:
- Enable better forward planning and identification of the procurement route which will provide best value for money;
 - Ensure the optimum allocation of procurement resources throughout the year;
 - Provide the opportunity to compare forward plans with other councils across the region reap the maximum benefit from economies of scale and buying power.

Ensuring all options are considered

- 5.6** The procurement landscape is more complex than ever and it isn't enough to simply presume that the council needs more of the same or that external provision is best or that if there is a framework available the Councils should use it. By involving the joint procurement team at the outset of projects better quality contracts which provide greater savings and whose management are less of a drain on internal resources can be delivered across all areas.

Getting more out of contracts – corporately

- 5.7** Both Councils have shining examples of best practice when it comes to contract management but this is seldom shared corporately. The forming of a joint procurement team provides an opportunity to develop effective contract management models to fit all service areas. By focusing on outcome based performance indicators (which add value to contracts, mitigate the risk of failure and ensure savings promised at tender stage are realised) more time can be spent on delivering the wider transformation programme.
- 5.8** This is an area which is a key focus for many other local authorities at present and procurement network channels can be effectively used to reduce the cost of implementing processes and, where appropriate, the procurement of contract management software.

6. Roles and responsibilities

6.1 Ownership and Governance

Successful procurement requires an awareness of wider business issues such as culture change, communication, people skills and multi-stakeholder requirements, all of which must be addressed to ensure that changes are successfully implemented and contribute positively to Council policy.

This strategy is owned by the Head of Finance and Procurement and will be updated annually in accordance with progress to date. The strategy and action plan will be reviewed at the quarterly meeting of the Joint Procurement Steering Group Strategy Group.

The Head of Finance and Procurement has professional responsibility for the joint corporate procurement team and discharges this responsibility through the Procurement Manager.

The Procurement Manager also has day to day responsibility for:

- taking a lead in the development, implementation and monitoring of the procurement strategy and action plan, reporting progress to Head of Finance and Procurement and the Joint Procurement Steering Group Strategy Group
- managing the Contracts Register
- administering meetings of the Joint Procurement Steering Group Strategy Group
- organising all procurement requirements across both councils via the joint procurement team
- providing strategic and operational support, guidance and advice on procurement practice to all service areas across both Councils
- Becoming a focal point for sharing good practice across the Council
- Delivering and facilitating procurement training to the joint procurement team and officers across both Councils
- Undertaking an onward going cycle of spend analysis on the Councils' expenditure to highlight areas for potential savings/benefits to both authorities.

The joint procurement team will set and maintain standards and provide a range of training opportunities that lead skills development for all officers involved with procurement.

The Head of Law and Governance is the guardian of the Contract Procedure Rules and has delegated authority to amend them in the light of any changes in the law which necessitate this.

6.2 Joint Procurement Steering Group

The Joint Procurement Steering Group comprises a Core Group of:

- The Head of Finance and Procurement (as Lead)
- The Monitoring Officer
- The Section 151 Officer
- The Portfolio Holder for Resources at South Northamptonshire Council and the Lead Member for Financial Management at Cherwell District Council (on a case by case basis at his/her election)

or their nominees and a Strategy Group comprising:

- The Portfolio Holder for Resources at South Northamptonshire Council
- The Lead Member for Financial Management at Cherwell District Council
- The Head of Finance and Procurement (as Lead)
- The Monitoring Officer
- The Section 151 Officer
- A nominated Head of Service – rolling one year membership from each directorate
- The Procurement Manager

or their nominees.

The PSG core group meets whenever there is business to discuss and the Strategy Group meets quarterly.

The function of the PSG Core Group is to:

- Consider and, if appropriate, authorise the undertaking of any procurement between the relevant thresholds at each Council, and
- Consider and, if appropriate, approve the award of all Contracts between the relevant thresholds at each Council.
- Waive the call for competition over the threshold agreed for a Head of Service at each Council up to the relevant EU threshold for goods, services and works.

The terms of reference of the Joint PSG Strategy Group are to:

- Review and monitor the Joint Procurement Action Plan
- To monitor and advise on the Councils' delivery of value for money and sustainable outcomes through its procurement strategy, action plan and annual work programme;
- To closely monitor and introduce initiatives to meet the requirements of the Localism Bill;
- Perform a strategic and scrutiny role in relation to the Councils' commissioning programme and all matters relating to the Councils' contracting policy;
- Provide a forum for Project Officers to discuss policy development, seek strategic advice and raise questions, issues and problems with contract policy;
- Define and spread best-practice as it relates to contracting and contract management and monitoring;
- Provide advice to Officers as appropriate on contracting issues;
- To monitor the impact and advise Members and the Shared Chief Executive on the need for any revision to the Contract Procedure Rules (CPR), including changes to financial thresholds.

6.3 Directors

- Oversee procurement activity within their Directorate;
- Ensure the requirements of the CPR are upheld at all times; and

6.4 Heads of Service

- Ensure there is sufficient budget available for the works, services and/or supplies to be acquired by their Project Officer;
- Ensure that the procurement proceeds in all respects in conformity with the CPR;
- Authorise procurement projects and Contract awards affecting their service within their responsibility threshold;
- Record on the Council's Contracts Register the detail of all Contracts exceeding £10,000 that are awarded in connection with their service area;
- Manage all Contracts within their service area;

- Waive the call for competition as per the procedures at each Council below the agreed threshold;
- Sign Contracts within their responsibility threshold on the Council's behalf;
- Produce half yearly Contract management reports to the Joint PSG Strategy Group
- Review, in conjunction with the Corporate Procurement Manager, any Approved Supplier List created by the Council for their service area in accordance with section 26 of the CPR.

6.5 Officers Responsible for Procurement Projects

- Plan and co-ordinate specific procurement projects;
- Obtain all necessary authorisations (whether from their Head of Service, the Joint PSG Core Group or the Cabinet/Executive) prior to progressing any stage of a procurement project;
- Draw up or revise tender specifications with the support of the assigned procurement officer
- Ensure the Contract forms chosen for use in connection with the procurement are appropriate for their intended purpose;
- Collate and assemble all tender documentation;
- Undertake competitive processes, particularly bid evaluations, in such a way as to ensure all bidders are treated fairly and equally;
- Prepare reports to the Executive, the Joint PSG Core Group, the Joint PSG Strategy Group or Service Heads as appropriate;
- Ensure all necessary permissions are concluded before their Contract begins;
- Administer and monitor their Contracts on a day to day basis to ensure compliance with the specified standards;
- Ensure prompt payment to suppliers for work done to the required standard so as to further the Council's Economic Development Strategy objectives;
- Ensure on a bi-monthly basis that information held on the Contracts Register is fully up-to-date; and
- Manage and maintain any Approved Supplier List created by the Council for their service area in conjunction with the joint Corporate Procurement Manager.

6.6 Joint Procurement Team

- The key role of the joint procurement team is to work in co-operation with departments to ensure value for money (right time, place, quantity, quality and price) procurement practice – from options appraisal right through to the completion of the contract life cycle – is being exercised by departments and to support them as necessary to promote best practice in line with the Contract Procedure Rules. Essential to the success of this objective is the rigorous monitoring of an audit and compliance plan to enable contracts to be established for relevant aspects of the business and recorded on the corporate contracts register.
- The scope of the joint procurement team within the Councils has been clearly defined as 'gamekeeper' for the Councils Contract Procedure Rules, the provider of tender and contract management assistance and advice and the manager of the corporate contracts register, ensuring that professional procurement processes are followed and recognised and a consistent approach applied to all projects.
- The joint procurement team provides leadership and has already developed a good track record of managing successful procurement projects across both Councils.
- The team will provide savings and a robust contract management process that requires further embedding across all service areas.

7. How will we know how we are doing?

7.1 The Procurement Manager reports to the Head of Finance and Procurement on a regular basis on the following:

- Progress against the targets set out in the procurement strategy and action plan;
- Opportunities for major collaborative ventures;
- Reports on specific procurement exercises.

The joint procurement team seeks feedback from our internal and external customers on a project by project basis.

The joint procurement team undertakes benchmarking against expenditure by other local authorities and public bodies to evidence value for money within all contracts.

The Joint Procurement Steering Group will oversee the implementation of this procurement strategy and the delivery of the action plan.

The Joint Procurement Steering Group will meet quarterly and be responsible for the achievement of the corporate efficiency and savings targets; to programme manage projects especially the large savings areas; to identify non-contract spend and schedule actions on the procurement plan, and to undertake a scrutiny role to ensure that contracts are effectively managed and to ensure that projected savings are monitored and delivered.

Each Council has a member champion for procurement whose role is to:

- Promote procurement at a Joint Management Team level and raise the profile of procurement with members;
- Receive quarterly updates of the procurement action plan to monitor progress on its implementation;
- Make recommendations to the Joint Management Team for changes in strategy, policy or corporate resources.

Key Performance Indicators

The Council will report quarterly on the three indicators listed below:

KPI 1 – Cashable Savings

Procurement cashable savings target of £50,000 for South Northamptonshire Council and £75,000 for Cherwell District Council. Target 25% of target achieved per quarter.

KPI 2 – 50% of Departmental Costs from Work on Capital Projects and for Other Public Centre Partners

To be recorded alongside the cashable savings record.

KPI 3 - Customer Satisfaction

Percentage of customers satisfied or very satisfied with the procurement service received. Target 80%+. The joint procurement team will be base lined via a customer satisfaction survey in April 2013 and will then be measured annually.

8. Action plan and timescales

8.1 Embedding Good Governance and Best Practice

Action	Lead	Timescale
<ul style="list-style-type: none"> • Regular engagement with officers at Directorate Management Team, Service Management Team, operational team levels: <ul style="list-style-type: none"> ○ Procurement Manager and Senior Procurement Officers to have regular slot across three tiers of meetings; ○ Each directorate to have a senior member of the team assigned: <ul style="list-style-type: none"> – Resources – Corporate Procurement Manager – Community and Environment – Senior Procurement Officer (SNC) – Development – Senior Procurement Officer (CDC) 	Corporate Procurement Manager and Senior Procurement Officers	Onward going
<ul style="list-style-type: none"> • Regular updates and reminders via: <ul style="list-style-type: none"> ○ Intranet – ‘Did you know?’ sections, etc ○ In Brief – need to know information ○ Team briefings 	Senior Procurement Officers	Onward going
<ul style="list-style-type: none"> • Use of divisional coordinators as a corporate means of enabling a two-way communication between procurement and the service areas <ul style="list-style-type: none"> ○ Quarterly briefing to Divisional Coordinators ○ Ad hoc issue raising by Divisional Coordinators and feeding of information from Procurement. 	Procurement Officers	Onward going

8.2 Value for Money and Transparency		
Action	Lead	Focus
<ul style="list-style-type: none"> • Deliver significant cost and efficiency savings; Cherwell District Council - £75,000 target and South Northamptonshire £50,000 target. 	Corporate Procurement Manager	25% at Q1, 50% at Q2, 75% at Q3, 100% at Q4
<ul style="list-style-type: none"> • Meet 50% of the departmental cost via delivery of capital projects and work for other public sector partners. 	Corporate Procurement Manager	12.5% at Q1, 25% at Q2, 37.5% at Q3, 50% at Q4
<ul style="list-style-type: none"> • Monitor off contract and expenditure approved without an order: <ul style="list-style-type: none"> ○ Promoting benefits of correct purchasing sequence; ○ Challenging habitual offenders by escalating within Finance. 	Procurement Officers	Monthly
<ul style="list-style-type: none"> • Ensure clear visibility and procedures for all procurement exercises with data published on corporate websites. 	Team objective	Onward going

8.3 Local Business and SME Engagement		
Action	Lead	Focus
<ul style="list-style-type: none"> Identify by category and type those areas where SME engagement is appropriate. 	Corporate Procurement Manager	Onward going with quarterly updates.
<ul style="list-style-type: none"> Allocate on the forward plan which projects will involve a market engagement exercise with a focus on SMEs. 	Corporate Procurement Manager	Onward going with quarterly updates.
<ul style="list-style-type: none"> Ensure corporate websites make it easier for local businesses to trade with us: <ul style="list-style-type: none"> Develop use of engagement forums for all relevant projects Seek and record feedback from local businesses 	Procurement Officers	Onward going.
<ul style="list-style-type: none"> Provide links to both corporate websites on FSB, Chambers of Commerce and other local business link websites; 	Senior Procurement Officers	Onward going.
<ul style="list-style-type: none"> Attend appropriate breakfast and other meetings. 	Corporate Procurement Manager and Senior Procurement Officers	Onward going.
<ul style="list-style-type: none"> Participate in business engagement exercises undertaken by the Economic Development teams at both councils. 	Team	Onward going.
<ul style="list-style-type: none"> Track expenditures with local businesses and SME`s. 	Procurement Officers	Monthly.

8.4 Collaboration		
Action	Lead	Focus
<ul style="list-style-type: none"> • Provide a clear forward plan for working between SNC and CDC <ul style="list-style-type: none"> ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Corporate Procurement Manager	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Provide a clear five-year work plan with Stratford <ul style="list-style-type: none"> ○ Assign officers for each project in 2013/14 ○ Monitor outcomes – not just in terms of savings ○ Undertake lessons learnt exercise for procurement and service areas after each project 	Corporate Procurement Manager & Senior Procurement Officers	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Review opportunities and evidence follow up with: <ul style="list-style-type: none"> ○ Strategic Procurement Partnership for Oxfordshire ○ Northamptonshire Procurement Forum ○ East Midlands Cities and Districts Procurement Forum (Northamptonshire, Nottinghamshire, Derbyshire, Lincolnshire, Cambridgeshire) ○ Milton Keynes, Oxfordshire and Buckinghamshire Procurement Partnership 	Corporate Procurement Manager & Senior Procurement Officers	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Review opportunities with Warwickshire and Buckinghamshire authorities 	Corporate Procurement Manager	Onward going with quarterly updates.

8.5 Selling Services		
Action	Lead	Focus
<ul style="list-style-type: none"> • Identify: <ul style="list-style-type: none"> ○ Contracts to be sold ○ Approaches to be sold ○ Ideas to be sold • Create action plan with clear objectives • Monitor and feedback results in terms of: <ul style="list-style-type: none"> ○ Income ○ Savings ○ Efficiencies 	<p>Corporate Procurement Manager</p> <p>Corporate Procurement Manager</p> <p>Corporate Procurement Manager</p>	<p>Onward going with quarterly updates.</p> <p>Onward going with quarterly updates.</p> <p>Onward going with quarterly updates.</p>

8.6 Transformation		
Action	Lead	Progress to date
<ul style="list-style-type: none"> • Assess level of procurement support required for the following programmes: <ul style="list-style-type: none"> ○ Moat Lane Relocation ○ Silverstone ○ Brackley Swimming project ○ Build! Programme (Affordable Housing across Cherwell) ○ Bicester Civic Building ○ Canalside and Spiceball Regeneration ○ South West Bicester Sports Village ○ Postal Services Review • Agree payment methodology with service areas where appropriate • Report back on outcomes and successes 	<p>Corporate Procurement Manager</p> <p>Head of Finance Corporate Procurement Manager</p>	<p>Q1 with quarterly updates after then.</p> <p>Q1 with quarterly updates after then. Onward going with quarterly updates.</p>

8.7 Contract Management		
Action	Lead	Focus

8.7 Contract Management		
Action	Lead	Focus
<ul style="list-style-type: none"> • Convene a contract management steering group 	Senior Procurement Officers	Q2
<ul style="list-style-type: none"> • Agree objectives along lines of: <ul style="list-style-type: none"> ○ Clear contract management methodologies ○ Examples of best practice ○ Reference guide of 'do's' and 'don'ts' ○ Review adoption of hosted corporate contract management system 	Senior Procurement Officers	Q3
<ul style="list-style-type: none"> • Report back on outcomes and successes 	Senior Procurement Officers	Q4

8.8 Sustainability		
Action	Lead	Focus
<ul style="list-style-type: none"> • Determine which projects for the year provide the best focus for sustainability considerations 	Corporate Procurement Manager	Q1
<ul style="list-style-type: none"> • Evidence that each and every project has considered sustainability implications: <ul style="list-style-type: none"> ○ Use of sustainability and CSR sections in pre-qualification elements and as part of the specification and evaluation criteria. 	Team	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Emphasize sustainability considerations at options appraisal stage with officers. 	Team	Onward going with quarterly updates.
<ul style="list-style-type: none"> • Include sustainability considerations within tenders. 	Team	Onward going with quarterly updates.

Executive

Waste Strategy

8 April 2013

Report of Head of Environmental Services

PURPOSE OF REPORT

For members to consider a number of Waste Management changes and to note the range of activities being undertaken to drive tonnages to landfill down and increase recycling

This report is public

Recommendations

The Executive is recommended:

- (1) To adopt the new Oxfordshire Joint Municipal Waste Management Strategy
- (2) To approve the Oxfordshire Waste Partnership deed of variation
- (3) To approve a trial expanded trade recycling service focused on Bicester
- (4) To approve the approach regarding Controlled Waste Regulations
- (5) To note the activities underway to promote recycling and reduce waste going to landfill

Executive Summary

Introduction

- 1.1 The first Oxfordshire Joint Municipal Waste Management Strategy covered the period 2007 – 2012. The Oxfordshire Waste Partnership has been working on a new revised Joint Municipal Waste Management Strategy to cover the next five year period.
- 1.2 Since the previous Waste Strategy was developed there have been a number of changes. Recycling rates in Oxfordshire have risen from around 38% in 2006/07 to over 60% in 2011/12, the amount of waste going to landfill has fallen, food waste recycling across Oxfordshire has become widespread and a new energy from waste facility is under construction to largely replace landfill.
- 1.3 In addition waste has increasingly become a resource. For example commingled dry recycling now produces an income rather than being a cost

as it was prior to 2012. Small incomes are now derived from other materials such as batteries and Waste Electronic & Electrical Equipment (WEEE).

- 1.4 The new Oxfordshire Joint Municipal Waste Management Strategy is attached in Appendix 1. The vision is 'We will work in partnership to reduce waste and to maximise reuse, recycling and composting. We will treat residual waste before disposal to further recover value and to minimise the environmental impact of managing our waste stream'.
- 1.5 The Strategy sets new recycling targets with a 65% recycling target by 2020 and a 70% recycling target by 2025.
- 1.6 Although these targets are Oxfordshire wide, the targets are considerably greater than the current Cherwell recycling pledge of 57% in '13/14. A great number of activities commenced in 2012 and are continuing into 2013 to try to drive recycling rates forward. However to achieve a performance around 65% by 2020 will require a significant performance improvement.
- 1.7 Since 2009, financial arrangements have been in place to reward/penalise the collection authorities in Oxfordshire for the amount of waste each collection authority sends to landfill. The targets for each collection authority are calculated each year from the amount of waste produced across the County and the amount of waste which needs to be diverted to meet the recycling targets in the Oxfordshire Joint Municipal Waste Management Strategy. With recycling rates in 2011/12 hitting 60%, the 2015 target of 45% recycling and 2020 target of 55% were no longer relevant.
- 1.8 Altering these targets to the new targets in the new strategy would greatly reduce payments to the collection authorities. The County Council wanted to reduce overall payments since landfill diversion payments were costing them in excess of £1m. After lengthy discussions and a meeting of the Leaders of each Council, a new payment arrangement was agreed which no longer related to landfill tonnages. This agreement was approved at the Oxfordshire Waste Partnership meeting in January.
- 1.9 A deed of variation to the payments has been agreed and is submitted for approval.(Appendix 2)
- 1.10 Within the Oxfordshire Joint Municipal Waste Management Strategy is a commitment to help businesses, particularly small and medium enterprises (SMEs) to access recycling services. Landfill tax is making landfill disposal expensive in comparison to trade recycling. Hence trade waste especially focused on trade recycling is presenting a number of opportunities for the Council.
- 1.11 The classification of what wastes are considered household wastes and which waste charges can be made for has been clarified in the Controlled Waste Regulations 2012. Many of the categories of properties in the new regulations apply to few or no properties in Cherwell. However it is important that clarity exists on which properties can be charged.
- 1.12 The current household waste collection system was launched in August 2003. There have been improvements and additions to the scheme launched almost ten years ago such as food waste recycling, battery recycling and most recently the introduction of kerbside WEEE recycling last month. The recycling rate has risen from 10% in 2002/03 to 43% in 2004/05 to over 57%

in 2010/11. However despite promotion work recycling tonnages have been slipping and residual waste tonnages have been gradually growing.

Proposals

- 1.13 To agree to adopt the new Oxfordshire Joint Municipal Waste Strategy which sets out a strategy for the management of waste in Cherwell and across Oxfordshire.
- 1.14 To agree the deed of variation which sets out revised payments from the County Council to the collection authorities.
- 1.15 To agree to launch a trade recycling scheme in the Bicester which provides good quality recycling service to businesses and reduces the net cost of the waste collection service.
- 1.16 To agree the approach in dealing with various waste categories
- 1.17 To note and support the drive to maximise recycling and minimise waste going to landfill

Conclusion

- 1.18 The Oxfordshire Joint Municipal Waste Management Strategy presents a new agreed strategy to deliver waste management services across Oxfordshire. It sets out new targets and new policies for the management of waste.
- 1.19 The current waste collection service has both a high recycling rates & high customer satisfaction levels but those recycling levels will need to rise further for the service to continue to be cost effective

Background Information

Oxfordshire Joint Municipal Waste Management Strategy

- 2.1 The original Oxfordshire Joint Municipal Waste Management Strategy (OJMWMS) covered the period from 2007- 2012. During that period waste services across Oxfordshire were transformed. All Oxfordshire authorities have moved over to an alternate week collection service similar to the one pioneered by Cherwell in 2003/04. Food waste recycling has been introduced for all residents in Oxfordshire. Recycling rates have soared as increasingly comprehensive recycling services have been introduced.
- 2.2 Since 2007 in Cherwell a number of developments in the waste collection service have included the introduction of food waste, on street recycling, battery collections and WEEE collections. Some of these innovations have been partly funded from the Oxfordshire Waste Partnership innovation fund. All have helped to reduce landfill tonnages and increase recycling rates.
- 2.3 The revised OJMWMS sets out the achievements made since 2007 and sets out 12 Policies to help improve waste management in Oxfordshire.
- 2.4 The new targets set out in the Strategy to boost recycling to 65% in 2020 and 70% in 2025 will present new challenges to get residents to recycle more. The current services if fully utilised by residents mean that around 80% of waste could be recycled. Hence one of the major challenges will be how to encourage residents to recycle more and send less to landfill.

Financial Arrangements

- 2.5 The financial arrangements which have operated within the Oxfordshire were put in place to encourage waste collection authorities to put in more comprehensive recycling schemes. Food waste was seen as a big fraction of most household residual waste bins.
- 2.6 Food waste is expensive to collect but by introducing financial arrangements some of the extra costs of putting in food waste recycling services could be offset. The financial arrangements would also produce some savings for the County Council.
- 2.7 The financial arrangements have helped recycling rates rise substantially as districts have introduced new recycling services including food waste recycling.
- 2.8 Payments made by the County Council have been around £1m. However the County Council have indicated due to the financial pressures that they have wanted to reduce these payments.
- 2.9 The payments were related to outperforming landfill targets based on recycling targets set out in the 2007 Oxfordshire Joint Municipal Waste Management Strategy. For 2015 the target was to recycle 45% and for 2020 the target was to recycle 55%. However the recycling rate in 2011/12 was 60%.
- 2.10 When the Oxfordshire Joint Municipal Waste Management Strategy for 2012 was being revised, the continuation with the original recycling targets for 2015

and 2020 was not possible. However to raise them with the current financial arrangements would mean immediate and substantial reductions in income from OCC for the collection authorities.

- 2.11 Following a meeting between the Leaders of the councils which make up the Oxfordshire Waste Partnership, an agreement was made to continue payments but at gradually reducing rates over a period of years. The payments would no longer relate to landfill tonnages.
- 2.12 The new financial arrangements were agreed at the Oxfordshire Waste partnership meeting in January. A deed of variation has been produced to gain formal agreement from each council (Appendix 2).

Trade Recycling

- 2.13 Nationally the government aims to encourage councils to help provide recycling services for small and medium size enterprises (SMEs). Policy 6 of the Joint Municipal Waste Management Strategy states that the Oxfordshire Waste Partnership will encourage businesses to reduce, reuse & recycle by providing good quality recycling services, information and advice.
- 2.14 Currently the Council's trade waste service is based on providing pre-paid sacks (residual and recycling). The target customers are very small businesses in the centre of Banbury, Bicester & Kidlington. The pre-paid recycling service was launched during 2009/10. In total the income is limited to around £25-30k per annum.
- 2.15 No bins are offered to customers hence only very small businesses tend to use the pre-paid sack service.
- 2.16 Trade waste has a high recycled content especially with large volumes of paper and cardboard. However, for convenience many businesses choose to just take trade refuse services or their trade waste provider only provides limited recycling services. With disposal prices rising towards £100/tonne in the future, trade recycling can save a business significant sums compared to just using trade refuse services.
- 2.17 Until recently for councils developing trade waste services were unattractive due to the Landfill Allowances Trading Scheme (LATS). This was a mechanism which would fine councils per tonne for sending waste to landfill above a certain target. Oxfordshire County Council, the disposal authority, indicated that any trade refuse which pushed landfill tonnages above targets would result in LATS costs being passed on to those with trade refuse services. Hence a trade waste service was not an attractive option since it could incur additional costs of £150/tonne. However LATS has now been abolished and the threat of extra costs have disappeared.
- 2.18 In South Northants Council a larger trade waste service exists which generates an annual surplus after disposal costs of around £250k. However SNC offers no trade recycling service. A potential opportunity exists to use the SNC trade waste experience together with the CDC trade recycling experience. This could result in an expanded service for CDC and new trade recycling services for SNC. This forms part of but is not reliant on the shared service business case recently approved by the Joint Arrangements Steering Group and currently being consulted on.

- 2.19 The development of Eco Bicester with a commitment to low carbon emissions and to environmental good practice creates an opportunity for the provision of trade recycling services. With a depot in Bicester, trade refuse disposal at nearby Ardley and trade recycling disposal at Helmdon, collection costs should be low.
- 2.20 The aim is to launch a trade recycling service in Bicester which offers bins in addition to pre-paid sacks. For a service to be financially viable for the medium term, around 30 customers are required. The risks involved in such a scheme are low since the only investment required is the purchase of bins. Even if such a scheme proved not to be viable after a period of time the bins could be used elsewhere in flats.
- 2.21 The target of gaining in excess of 30 customers is achievable and if take up is good, the service could quickly start making a contribution towards fixed costs in 2014/15.
- 2.22 From an examination of the charges made by other councils, this Council should be able to offer charges which are competitive and should prove attractive to SMEs to switch to a trade service which centres on trade recycling.
- 2.23 The proposed charges will be put forward in a fees and charges report to the Lead Member. Oxford City currently charge around £17 per lift for a 1100 residual bin and around £9 per lift for a 1100 bin with commingled dry recycling. The proposed charges especially since the Council has access to excellent dry recycling rates should be favourable.

Controlled Waste Regulations

- 2.24 As residual waste disposal costs have increased the proportion of costs relating to trade waste charges which is due to landfill disposal has significantly increased.
- 2.25 Some organisations have been looking at trying to reduce costs by claiming that their waste stream is household waste and therefore eligible for free disposal. Such organisations have included educational establishments, charities, prisons and hospitals.
- 2.26 The government has re-examined the classification of household waste, chargeable household waste and commercial waste (also known as trade waste) in the Controlled Waste Regulations.
- 2.27 Many of the different types of properties either don't exist or exist in very small numbers. The most common type of properties in this listing are schools.
- 2.28 Currently most of the primary schools are collected by the Council. The scheme which covers schools offers a package based upon the size of a residual waste bin with unlimited recycling capacity. Since these schools are passed by our household collection vehicles the collection costs associated with schools are very low. Under the new regulations schools can be charged for disposal. However for schools which joined prior to these regulations disposal costs cannot be charged. However it is proposed that only one set of charges is used for all schools irrespective of when they joined the Cherwell

scheme.

- 2.29 There is one area where many councils, especially in areas of tourism, have carried out work. Waste collected from properties let out for holiday purposes is classed as trade waste and charges can be made. No such work has been carried out in Cherwell to fully identify properties which are holiday lets and charge commercial rates. It is likely that such properties exist but numbers are likely to be low. Investigation work could be carried out in this area although income is likely to be low.

Household Waste

- 2.30 The Council had a recycling rate on over 57% in 2010/11. Since then recycling tonnages have started to slip back and there has been some growth in landfill tonnages
- 2.31 In 2012/13 there has been a bigger fall because the Environment Agency has stopped councils composting detritus and leaves which have fallen on the highway. They believe they potentially bring in materials such as heavy metals. However the testing of the compost from composting sites show no traces of such elements and even on some recent input samples collected in Oxfordshire all samples passed except for one sample which had excessive litter present. Discussions are continuing with the EA but their decision resulted in Cherwell sending an extra 700 tonnes to landfill in 2012/13. Financially this effect on the Oxfordshire taxpayer is detrimental to the value of £30k.
- 2.32 Some of the fall, especially those relating to recycling tonnages, can be due to a number of national factors such as the recession, the fall in newspaper sales, the reduction in size of free papers and the general trend for packaging to become more lightweight.
- 2.33 However it is estimated from some compositional analysis of refuse collected that there is still around 4,000 tonnes of dry recycling present in the green bins. The gate fee income and the recycling credit income for this dry recycling waste if it could be moved from the green bin to the blue bin is worth around £400k.
- 2.34 It is also estimated that around 4,000 tonnes of food waste is also present in the green bins. However because of the change in the financial arrangements in the Oxfordshire Waste Partnership increasing the amount of food waste recycled would bring no financial benefit to the Council but could save Oxfordshire up to £200k/year if all this food waste could be moved from the green bin to the brown bin.
- 2.35 Moving to a weekly collection and recycling of food waste would divert more food waste from landfill. However some work carried out for a proposed bid to DCLG for the weekly collection fund last year showed that it would increase collection costs by around £400k/year, producing no additional income but boosting recycling rates by an estimated 3%. Hence no final bid was made to the weekly collection fund.
- 2.36 A number of projects have taken place during 2012/13 to reduce waste to landfill. A project to revisit all properties which had a 360 litre bin found that up to a 1000 properties either no longer qualified for a larger bin or were not

on the database for having a 360 litre bin. Over the last nine months many of these bins have been recovered and replaced with either 240 litre bins or 180 litre bins. Despite these actions landfill tonnages have still drifted upwards

- 2.37 Other actions to encourage recycling and landfill less include all new properties now receive three bins a 240 litre blue bin, a 240 litre brown bin and a 180 litre green bin.
- 2.38 Most of the literature associated with recycling has been updated. The information on the website has been reviewed and revised. Roadshows have taken place in a number of locations at a variety of events including Christmas light switch on events and Canal Day. Compost giveaway took place in September but mini compost events tied to the blitz events have also taken place.
- 2.39 Glass recycling is the one area where there has been a growth in tonnage with the number of community bring bank sites further increased to over 95 and glass recycling facilities have been installed in flats. In addition when glass is found to have contaminated blue bins, residents are sent a letter which identifies their nearest bring bank and includes a glass recycling bag.
- 2.40 The other areas of growth in recycling are in Waste Electronic and Electrical Equipment (WEEE). In March 2013, kerbside WEEE collection were started and the response has been good with tonnages growing compared to when WEEE was only collected through bring banks.
- 2.41 The quality of the recycling is very important since high quality recycling with the absence of glass has helped secure a very good price. Each month our contractor takes around 6-8 samples of the recycling and carries out a compositional analysis. The average monthly contamination rate is between 4-5%. UPM, the Council's recycling contractor is happy that we work together to minimise contaminants with the main contaminants being textiles and the wrong plastics such as children's toys
- 2.42 Recycling rates do vary across the district. Recycling rates are highest in the villages and Kidlington and lowest in Banbury.
- 2.43 To try and address the lower recycling areas, work has been carried out in Grimsbury as a pilot to understand what methods are most effective at persuading residents to recycle more. Ideas tried include connecting recycling drives to Neighbourhood blitz events, door knocking households where no recycling or small amounts of recycling (single blue box) are presented and stickers on bins to reinforce which materials go in each bin.
- 2.44 In addition limited incentives (free blue bin or roll of liners) are being explored as are mini compost giveaways. Further expanding the number of community bring bank sites as well as introducing new recycling streams are also being explored.
- 2.45 Work is also taking place to try to connect with specific communities such as the Asian and Polish communities.
- 2.46 The need to replace 240 litre green bins which are now around 17 years old is being examined with a plan to replace these bins using a smaller 180 litre bin and identifying opportunities to increase recycling as a result of this move.

- 2.47 Additional resources including more staff time is being directed at increasing the amount of waste being recycled, particularly the dry recycling. Over the coming weeks a more comprehensive plan of areas to target will be developed in conjunction with the Lead Member
- 2.48 The increase in recycling rate is not only good for the environment it is also important in waste collection costs with each 100 tonnes of dry recycling diverted from landfill being worth £10k of extra income. With some cost pressures on the horizon such as a need to pick up a proportion of the costs of using the Banbury Waste Transfer Station in 2014/15 when the Energy from Waste facility comes on line in autumn 2014 it is important that recycling rates are maximized.

Key Issues for Consideration/Reasons for Decision and Options

- 3.1 This report is presented to provide information on a number of issues regarding waste and recycling services. The Joint Municipal Waste Management Strategy sets out the direction for the Council's waste services for the next few years including new challenging recycling rates in the future.
- 3.2 The new financial arrangements are set out in the deed of variation and although the finances coming from the County Council are falling, they are now clearly set out and not subject to other factors.
- 3.3 A new trade recycling service in Bicester presents an opportunity for providing SMEs with high quality recycling services while generating income to help cover some fixed costs.
- 3.4 New and innovative ways of increasing the recycling rate are being developed and in the coming months the slow decline in recycling is expected to be turned around.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- | | |
|---------------------|---|
| Option One | To implement the Oxfordshire Joint Municipal Waste Management Strategy and carry out actions to support this strategy such as the introduction of a pilot improved trade recycling scheme as well as driving forward household recycling rates. |
| Option Two | To implement the Oxfordshire Joint Municipal Waste Management Strategy but take only minor actions to support this strategy |
| Option Three | Investigate other options |

Consultations

Oxfordshire Waste Partnership

The new strategy and deed of variation sets out the way forward for Waste Management in Cherwell and within the Oxfordshire Waste Partnership

Implications

Financial:

The dry recycling contract & recycling credits make a significant contribution to the finances of Environmental Services. Recycling an additional 100 tonnes of dry recycling is worth almost £10k/year in income.

The proposed expansion of trade recycling is a low risk strategy which should produce additional income in 2014/15

Comments checked by Joanne Kay, Service Accountant 01295 221545

Legal:

The deed of variation has been examined by the legal team and, upon the assumption that Executive agrees to the new payment terms agreed between the Leaders and the Waste Partnership and set out therein, it is recommended that the deed is signed

Comments checked by Kevin Lane, Head of Law and Governance – 0300 0030107

Risk Management:

There are no significant risk implications arising directly from this report.

Comments checked by Claire Taylor, Corporate Performance Manager – 0300 003 0113

Wards Affected

All

Corporate Plan Themes

A Cleaner Greener district

Lead Member

Councillor Nigel Morris, Lead Member for Clean and Green

Document Information

Appendix No	Title
1	Oxfordshire Joint Municipal Waste Management Strategy
2	Deed of Variation
3	Controlled Waste Regulations 2012
Background Papers	
None	
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Oxfordshire Joint Municipal Waste Management Strategy 2013



**Oxfordshire
Waste Partnership**

Joint Municipal
Waste Management Strategy 2013

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CAG	Community Action Group
EfW	Energy from Waste
EU	European Union
HWRC	Household Waste Recycling Centre
JMWMS	Joint Municipal Waste Management Strategy
LATS	Landfill Allowance Trading Scheme
LEQ	Local Environmental Quality
M&WDF	Minerals and Waste Development Framework
OCC	Oxfordshire County Council
OWP	Oxfordshire Waste Partnership
PAT	Portable Appliance Testing
SEA	Strategic Environmental Assessment
UK	United Kingdom
WCA	Waste Collection Authority
WDA	Waste Disposal Authority
WEEE	Waste Electrical and Electronic Equipment
WET	Waste and Emissions Trading Act
WPA	Waste Planning Authority
WPS	Waste Prevention Strategy
WRAP	Waste and Resources Action Programme

- 1.1. Oxfordshire Waste Partnership (OWP) is made up of the County and District Councils of Oxfordshire, these are: Cherwell District Council, Oxford City Council, Oxfordshire County Council, South Oxfordshire District Council, Vale of the White Horse District Council and West Oxfordshire District Council
- 1.2. OWP became a statutory joint committee in April 2007, with powers to develop and implement a sustainable waste management strategy for Oxfordshire. A Joint Municipal Waste Management Strategy (JMWMS) was developed and adopted in 2007. Oxfordshire Councils now work together through OWP to manage and improve waste management within the county by implementing the JMWMS. The duty to prepare a JMWMS is currently a legal obligation under the Waste Emissions and Trading (WET) Act.
- 1.3. The delivery of waste management operations, such as waste collection and managing treatment and disposal site contracts, is undertaken by the individual partner councils within OWP. The district councils, as Waste Collection Authorities (WCA), are responsible for waste & recycling collections, and street cleaning operations. Oxfordshire County Council, as Waste Disposal Authority (WDA), provides Household Waste Recycling Centres (HWRCs), treatment and disposal sites. These operations are guided by the objectives and policies within the JMWMS, but are managed by the individual partner councils.
- 1.4. As well as being the WDA, Oxfordshire County Council (OCC) is also the Waste Planning Authority (WPA). As the WPA, OCC is responsible for preparing waste related development plan documents for the Minerals & Waste Plan for Oxfordshire. OCC also determines minerals & waste planning applications, and is responsible for monitoring and enforcing minerals & waste planning controls. The roles of WDA and WPA are separate. The JMWMS does not set policy to determine where waste management facilities should be sited; the JMWMS details how municipal waste will be collected and disposed of. The WPA determines where these facilities should be located.
- 1.5. Previously the term 'Municipal Waste' was used in waste policies and nationally reported data to refer to waste collected by local authorities. In other European legislation the definition of municipal waste included both household waste and that from other sources (that may or may not have been collected by local authorities). In 2010 after discussions with the European Union (EU), the UK expanded its definition to align with the wider European definition and include waste from other sources that is similar in nature and composition. The term "local authority collected waste" has subsequently been developed to replace the old UK definition of municipal waste. This strategy is therefore addressing all wastes produced in Oxfordshire that come under the heading of 'local authority collected waste'. This includes waste produced within Oxfordshire by householders, commercial waste collected by district councils, waste deposited at Household Waste Recycling Centres (HWRCs), street sweepings, litter and fly tipped materials.

2. Oxfordshire's Vision for the future:

4

- 2.1. Our vision for the future is: A society where everyone tries to prevent waste and sees waste materials as a potential resource. 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 further recover value and to minimise the environmental impact of managing our waste streams”

3. Changes since the adoption of the 2006/7 JMWMS

- 3.1. There has been considerable change and development in the five years since the JMWMS was agreed. Firstly, OWP councils have made great strides in reducing waste and improving recycling and composting performance. Secondly, there has been legislative development in the form of the EU Waste Framework Directive, which was revised in 2011. Thirdly, national government published a review of waste policy in England in 2011, and finally the way that performance is measured is changing; with an increasing focus on measuring the carbon emissions associated with our activities and seeking to reduce these over time.
- 3.2. In 2005/06 Oxfordshire's households produced around half a tonne of waste per person. Around 33% of this waste was recycled or composted, the rest was sent directly to landfill. The 2006/7 JMWMS set out how Oxfordshire councils were going to manage our waste over the next 25 years and improve our recycling performance. It identified the future challenges, the need for change and set out our shared vision for the future.
- 3.3. Since agreeing the JMWMS Oxfordshire has:
- Introduced new waste collection schemes that collect more recyclable and compostable materials from the kerbside and expanded recycling facilities at HWRCs,
 - Built food waste processing plants so that food waste from every household in the county no longer has to go to landfill, but is instead used either to make compost or to generate green electricity,
 - Signed a contract to build an Energy from Waste (EfW) facility at Ardley to manage our non recyclable waste and recover value from this waste through electricity generation.
- 3.4. In 2011/12 OWP councils recycled or composted over 60% of household waste. We now produce less waste per person than any other County Council in England. Our recycling rates continue to improve, making Oxfordshire one of the highest performing areas in the country. The targets set out in the JMWMS have been achieved earlier than expected. Recycling and composting levels have exceeded expectation and OWP councils are ambitious to do more; reduce waste further, recycle more and send less waste for disposal.
- 3.5. The JMWMS commits to regular reviews in order to ensure that it remains current and its policies are relevant. As part of the 2012 review we have evaluated the progress that has been made so far and consulted on our plans and priorities for continual improvement across the county.
- 3.6. A public consultation on a draft five-year review of the JMWMS was undertaken in the summer of 2012. This updated strategy document includes changes made in response to the public consultation findings. The detailed consultation findings and accompanying management response can be found at: <http://tinyurl.com/6ytw63d>

4. EU Waste Framework Directive

- 4.1. The European Union Waste Framework Directive was transposed into national law in March 2011. There are three key developments for OWP resulting from this:
- The waste hierarchy (shown in figure 1) is now law and all waste producers must have regard for the waste hierarchy when managing their waste.
 - A national waste prevention plan must be developed by 2014, increasing the importance of waste reduction activity.
 - All waste producers (including councils) must have recycling services in place for glass, metals, paper and plastics by 2015.
- 4.2. In 2010/11 OWP approved a county wide Waste Prevention Strategy, four years before required under EU law. The strategy, already in implementation, details how we will encourage residents and businesses to reduce the amount of waste that they produce. This strategy embeds the waste hierarchy within our activities, helping us to comply with the Framework Directive.
- 4.3. All District Councils now provide opportunities to recycle a wide range of materials at the kerbside, or through bring banks and are continually looking to expand the range of materials accepted. Those District councils that collect commercial waste now offer recycling services to their customers. OCC have a dedicated Commercial Waste Reduction Officer who assists business to identify where they can reduce and recycle more of their waste.



Figure 1: Waste hierarchy

- 5.1. National Government published its review of waste policy and plans for a zero waste economy on 14th June 2011 following consultation with local government, industry and members of the public. This JMWMS review seeks to ensure that the refreshed Oxfordshire JMWMS remains aligned with government policy and objectives.
- 5.2. Oxfordshire is well placed to incorporate the national review findings. We already:
- Prioritise waste prevention, and produced an updated waste prevention plan in 2010/11;
 - Collect waste regularly and have good levels of public satisfaction;
 - Have high levels of recycling and composting that exceed the EU target of 50% by 2020;
 - Realise the benefits of Anaerobic Digestion with a long term contract and facilities in place;
 - Recognise the role of Energy from Waste within the context of the waste hierarchy, We are aiming for zero waste to landfill with an EfW plant due to open in 2014;
 - Work with local businesses to reduce waste and increase recycling collections;
 - Take a common sense approach to environmental enforcement, pursuing only serious or persistent offenders.
- 5.3. The national review set out plans for voluntary responsibility deals with a number of industry sectors to reduce waste. OWP will seek to participate and support these where appropriate. Agreements are being developed with:
- Hospitality sector
 - Paper manufacturers
 - Direct Marketing industry
 - Textiles industry
 - Construction industry
 - Packaging industry
 - Waste management companies.
- 5.4. The government's review stated that "the public have a reasonable expectation that household waste collections services should be weekly, particularly for smelly waste." In September 2011 the Department for Communities and Local Government backed this statement with the announcement of a £250 million fund for local authorities wishing to retain or reinstate weekly residual refuse collections. OWP will lobby against a return to weekly refuse collections as these will result in a decrease in recycling & composting levels and consequently increased landfill and financial cost. OWP will argue instead for funding to be targeted on improving recycling and composting collection services.

- 5.5. The national review did not set out any new landfill diversion or waste recycling targets, the EU waste Framework Directive recycling and composting target of 50% by 2020 being the only target set out. This is despite the governments in Scotland and Wales setting more ambitious recycling targets of 70% by 2025.
- 5.6. The most significant development within the national review is perhaps the abolition of The Landfill Allowance Trading Scheme (LATS) from 31 March 2013. This follows the reclassification of municipal waste to bring it in line with the broader European definition.
- 5.7. LATS is a permit trading scheme whereby WDAs are set limits on how much waste they can landfill each year up to 2020. The limits are set so as to ensure that the UK meets its obligations under the EU Landfill Directive. WDAs are able to trade LATS permits with others in order to help them meet these annual targets.
- 5.8. Under the revised definition, more commercial and industrial waste falls within the scope of the EU landfill directive; yet LATS deals only with local authority controlled waste. Government accepts that LATS is a burden on local authorities, but not private companies who also collect the wider definition of municipal waste. LATS is no longer considered a necessary or appropriate way of meeting the UK's obligations under the Landfill Directive.
- 5.9. Abolishing LATS removes a barrier to local authority involvement in the collection of commercial waste, potentially improving the choice of waste management options available to businesses. OWP councils will aim to provide advice and appropriate services to local businesses to help them reduce waste. OWP is committed to high standards of customer service and will sign up to the Business Recycling and Waste Services Commitment announced in the national review and developed by the Waste and Resources Action Programme (WRAP).

A number of developments since 2006/7 impact upon the costs of implementing the JMWMS:

6.1. Landfill Allowance Trading Scheme

- 6.1. The abolition of LATS in 2013 removes the prospect of financial penalties of up to £150 per tonne for exceeding landfill allowances. However, it also removes the opportunity of trading LATS permits (i.e. selling any surplus permits to other waste disposal authorities that need them, or buying permits in any years where Oxfordshire may have otherwise exceeded its allowance). Ending LATS will make budgeting easier. The value of LATS permits varied with market forces and was difficult to predict. Accurately forecasting waste arisings can also be difficult, so coupling uncertain waste tonnage predictions with estimated future LATS values made for challenging budget setting conditions for councils.

6.2. Landfill Tax

- 6.2.1. Landfill tax is to have a ceiling level of £80 per tonne by 2014/15 – although no further measures were added to this existing commitment by the national waste review. Landfill tax is now the main fiscal instrument encouraging the diversion of waste from landfill. In 2011/12 landfill tax, set at £56 per tonne, cost Oxfordshire County Council over £6 million, an increase of around £3 million since 2006/7.
- 6.2.2. Total expenditure on landfill tax has increased despite overall waste arisings within Oxfordshire having dropped since 2007. Added to this, increased recycling and composting levels have meant that there has been a sharp decrease in the amount of household waste sent to landfill. This has helped reduce the financial impact of the escalating landfill tax rate, but it still remains a significant proportion of the costs of waste management.

6.3. Reduced Public Spending

- 6.3. Local Authorities are undergoing a period of challenging austerity measures. Local authority budgets are expected to reduce by 28% by 2014/15. OWP remains committed to working collaboratively to manage costs. We will do this through:
- Embedding the waste management hierarchy in our work: reducing the amount of waste produced and maximising reuse, recycling and composting in order to avoid expensive and less sustainable waste disposal options.
 - Joint procurement of contracts and goods in order to gain best value for money.
 - Recognising waste materials as a resource, and seeking to maximise income received through the sale of recyclables
 - Working jointly to avoid duplication, share effort, resources and best practice.
 - Developing innovative and creative cost saving solutions whilst protecting front line services

6.4. Climate change

- 6.4.1. The positive environmental impacts of waste prevention and increased recycling have long been realised. However, there is now a greater focus on (and growing understanding of) greenhouse gas emissions (such as carbon dioxide, methane and other greenhouse gasses) associated with waste management activities. Every Local Authority in Oxfordshire is compiling annual green house gas reports outlining their annual emissions. Reducing emissions helps reduce the impact of climate change and measuring the carbon impact of our activities has become more important. Landfills are large emitters of methane, a greenhouse gas 21 times more polluting than carbon dioxide. By reducing the amount of waste that we send to landfill we are helping to reduce the carbon footprint of our activities.
- 6.4.2. We have already made significant achievements in reducing our carbon emissions, for example West Oxfordshire District Council have reduced their fleet carbon emissions by 17%, leading them receiving the Energy Saving Trust's Best Public Sector Fleet award in 2011.
- 6.4.3. The OWP Waste Prevention Strategy set out carbon emissions information associated with some of our waste prevention activities for the first time. These are home composting, food waste avoidance and junk mail avoidance.
- 6.4.4. OWP will increasingly seek to use carbon accounting to support our decision making. This will mean measuring wherever possible the carbon savings resulting from our work. We will seek to prioritise activities that offer the greatest carbon reductions.

7.1. OWP has:

- Reduced the amount of household waste generated by 8%
- Increased the amount of household waste recycled and composted from 38.5% in 2006/07 to over 60% in 2011/12
- Reduced the amount of household waste sent to landfill from 61.4% in 2006/7 to 38% in 2011/12
- Obtained more than £1 million in Performance Reward Grant from Government and worked collaboratively to reinvest funds in new waste management services (through the establishment of the OWP New Initiatives Fund).

7.2. Waste Reduction

- 7.2. Helping people to reduce the amount of waste that they produce is a key priority. Since 2006/7 we have helped reduce the total amount of waste generated by 8% through providing advice and information on topics such as food waste avoidance (through the Love Food, Hate Waste campaign), smart shopping, home composting and reuse. Compared with other counties in England, Oxfordshire performs very well; our residents produce a lower amount of waste per person than any other county. Reducing waste not only saves councils money as there is less to collect and dispose of, but also helps to reduce carbon emissions from landfill and preserves natural resources used in manufacturing products.

7.3. Waste Recycling and Kerbside Collections

- 7.3.1. Oxfordshire has raised its recycling rate from 33% to over 60% in just 6 years. This tremendous performance means that we have already exceeded our existing target to recycle 55% in 2020.
- 7.3.2. To reach these remarkable recycling rates, Oxfordshire's District Councils have all made substantial changes to their collection schemes, collecting food waste from every house in the county, expanding the range of recyclable materials collected at the kerbside and collecting residual waste on an alternate weekly basis. In 2011/12, each of our District Councils were amongst the top 125 (out of 353 councils in England) for recycling and composting in England and three councils were in the top 10. This excellent kerbside performance is combined with performance at the county council HWRCs. In 2011/12 Oxfordshire County Council as WDA had the highest recycling and composting rate of any county council in England.

7.4. Reducing Landfill

- 7.4.1. By promoting waste reduction, reuse, recycling and composting, we have reduced the amount of waste that we sent to landfill each year from 199,686 tonnes in 2005/06 to 105,957 tonnes in 2011/12 (a reduction of 93,729 tonnes). Landfills produce carbon which can contribute to global warming and they need looking after for many decades after they are full. OWP want to continue to reduce the amount of residual waste produced and recycle and compost as much as possible, before sending the remainder for energy recovery.
- 7.4.2. New district waste collection systems have been introduced alongside new waste treatment facilities. All Districts have let new waste services contracts helping to increase recycling rates and reduce costs. Some districts have partnered with their neighbours and introduced a shared officer structure realising further savings.
- 7.4.3. Significant investment in new waste infrastructure has occurred in the last five years. Since 2006/7 we have opened an In-Vessel Composting plant at Ardley and an Anaerobic Digestion facility at Cassington to process household food and green waste from within the county. A second AD plant is under construction near Wallingford. Oakley Wood HWRC has also been fully refurbished. We have signed a contract to build an EfW plant in Ardley that will be able to take all of Oxfordshire's residual waste and when operating to capacity will produce enough electricity to power some 38,000 households.

7.5. Partnership Working

7.5.1. Many of the achievements set out above have been made possible through the stronger partnership working arrangements established by OWP. By working together, OWP councils were able to agree Local Area Agreement improvement targets with government. OWP was awarded more than £1 million for meeting these targets, which was subsequently reinvested by the partnership to deliver key objectives within the JMWMS. The fund was used to support the development and roll out of new food waste collection services, the provision of recycling services for flats and the development of commercial waste recycling services. The funding also supported early trials for innovative schemes such as on-street recycling bins and WEEE recycling banks; projects that have subsequently been rolled out across the county.

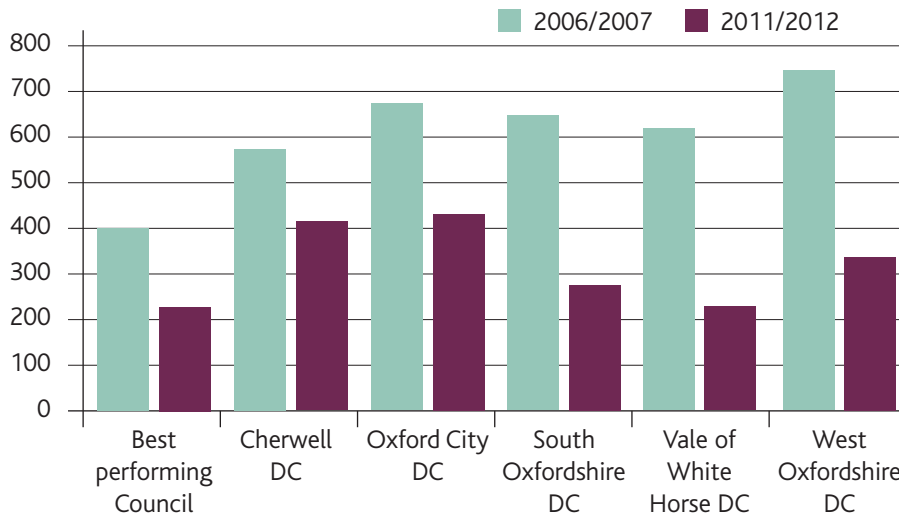
7.6. Commercial Waste Management

- 7.6.1. The terms “trade waste” and “commercial waste” are used interchangeably by local councils to describe waste from businesses. To help businesses manage their waste in accordance with the hierarchy, those districts that provide a commercial waste collection service are now able to collect recyclables as well as residual waste. Commercial recycling services were introduced with the help of OWP funding and now operate in Cherwell, Oxford City and West Oxfordshire.
- 7.6.2. We have provided free of charge waste audits to over 800 businesses, providing detailed information on how they can reduce waste and increase recycling, leading to a potential 60% reduction in waste arisings and an average saving of around £1000/ business. OWP has also run networking and information events for different sectors, providing information on legislation and greener ways of working. We have also launched a reuse website (retrader.org.uk) to allow local businesses to reuse unwanted items and assisted groups of businesses to use bulk buying networks to obtain better value.
- 7.6.3. Oxfordshire is one of the few authorities in the country to have a commercial area at one of its HWRCs, allowing local businesses and sole traders to pay to use the local facility to deposit and recycle waste. To prevent abuse of the household areas of sites we have introduced a van and trailer permitting scheme for householders. By reducing the amount of business waste being illegally deposited as household waste, this scheme has resulted in significant savings. It has allowed us to engage with those businesses misusing the site, enabling us to provide them with information and advice on how to comply with legislation.

8. Performance benchmarking

8.1. Chart 1 shows how OWP councils have managed to reduce the amount of residual waste produced per household (measured in kg). This is a useful measure as areas of different population sizes can be compared equally. The chart shows that OWP councils produced between 572kg/household/year and 745kg/household/yr in 2006/7. This is much worse than the best performing English council at the time (which produced 399kg/household/yr). On the same chart we can see our performance in 2011/12; we have reduced the amount of waste being produced per household dramatically, and one district (Vale of White Horse District Council) now has the lowest rate in the country. OWP councils now produce between 238kg/household/yr and 419kg/household/yr.

Chart 1: Total residual waste produced per household (kg)



8. Performance benchmarking

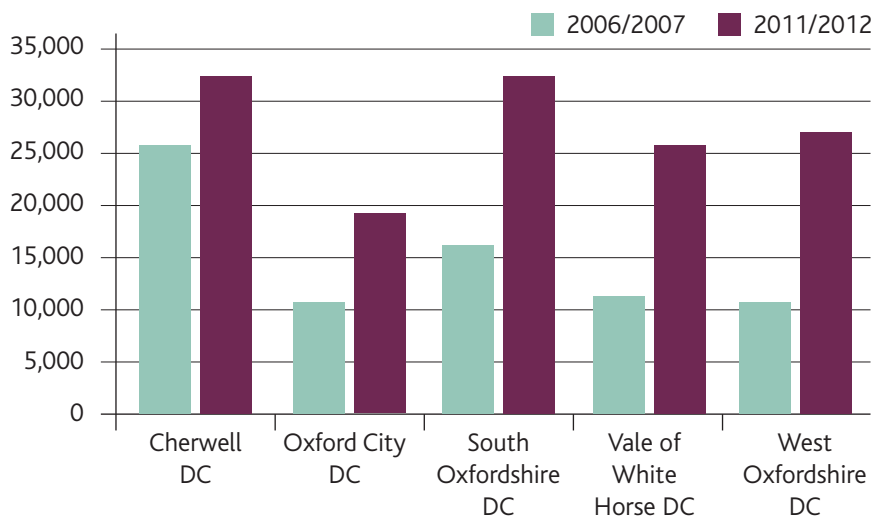
8.2. Overall (including waste deposited at HWRCs) Oxfordshire County Council is now ranked top with only 409kg residual waste/head produced, 44.99kg less than the second placed WDA. Table 1 shows that the achieved reductions in household residual waste levels have improved OWP councils ranking when compared to all other English councils. All District Councils have made significant improvements, with Vale of the White Horse improving by 117 places; making it the lowest producer of residual waste per household in England.

Table 1: Total residual household waste per household national ranking

Authority	2006/2007 National ranking	2011/2012 National ranking	Improvement
Cherwell DC	73	38	+35.0
Oxford City DC	164	43	+121.0
South Oxfordshire DC	128	2	+126.0
Vale of White Horse DC	118	1	+117.0
West Oxfordshire DC	235	11	+224.0

8.3. Chart 2 compares the total tonnage of household waste collected for recycling, reuse and composting by OWP Councils for both 2006/07 and 2011/12. All districts are now collecting much higher tonnages. Cherwell District Council has improved upon an already high tonnage collected in 2006/07, whilst changes to collection systems in other districts have also led to improvement. South Oxfordshire District Council has seen the largest increase.

Chart 2: Tonnage of Household waste collected for reuse, recycling or composting per annum



8. Performance benchmarking

8.4. Chart 3 sets out the improvements made to District Council recycling rates (%) over the last five years. Huge improvements have been made, with four of the five districts now recycling more than 50%. These improvements have also enhanced positions within the national league tables with all councils making big improvements. This is shown in Table 2.

Chart 3: % Household waste reused, recycled or composted

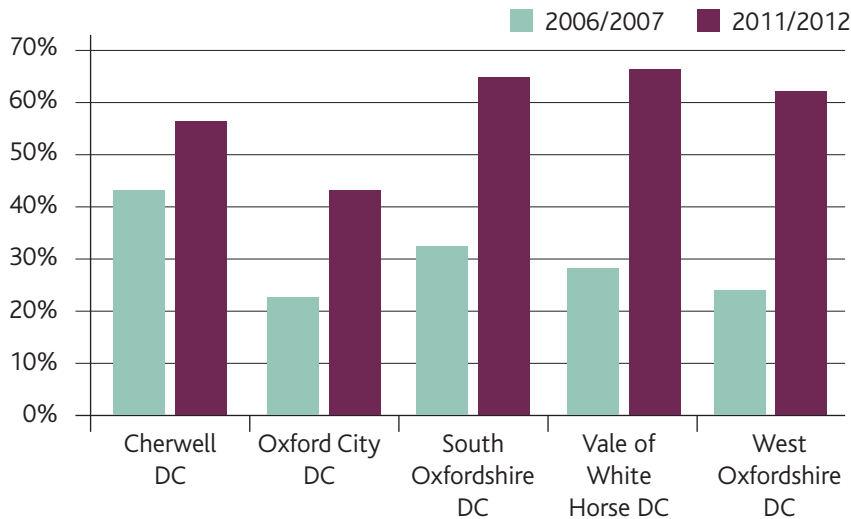


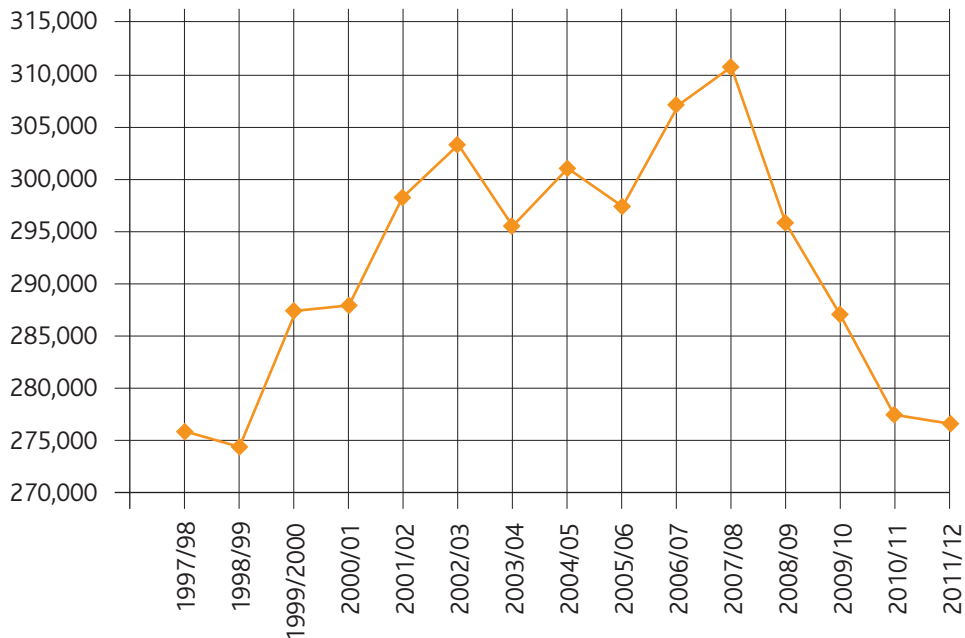
Table 2: National ranking % recycled, reused or composted

Authority	2006/2007 National ranking	2011/2012 National ranking	Improvement
Cherwell DC	27/319	18/319	+9
Oxford City DC	261/319	124/319	+137
South Oxfordshire DC	119/319	2/319	+117
Vale of White Horse DC	174/319	1/319	+173
West Oxfordshire DC	209/319	8/319	+201
Oxfordshire CC	13/39	1/39	+12

9. Waste Tonnage Forecasting

9.1. It is important to try and predict the amount of waste that will be generated during the lifetime of the strategy so that we can plan for its management. Chart 4 plots total household waste arisings over the last 10 years. This shows that historically, waste levels increase over time. Waste generation is influenced by growth in the number of households and also by economic growth. The last few years have seen a sharp year on year decrease in waste, which is now levelling out. It is believed this is linked to the wider economic recession. However, greater resource efficiency is also playing a part.

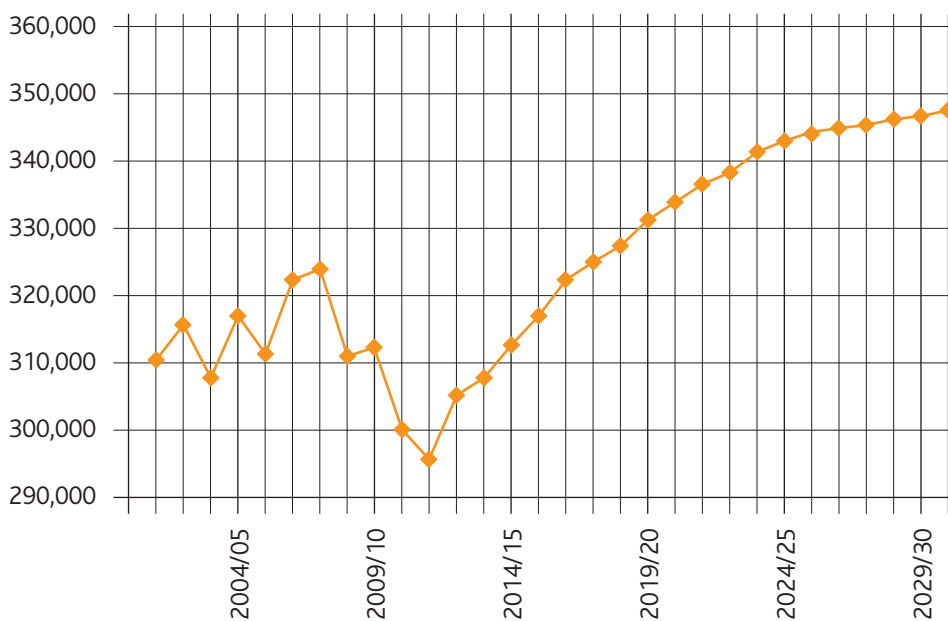
Chart 4: Total Household Waste (Tonnes)



9. Waste Tonnage Forecasting

9.2. Chart 5 sets out forecast waste arisings through to 2030. Early indications are that after several years of continual waste reduction, we will see a small rise in waste arisings in 2012/13. From this point forward we have predicted 0% growth per household, but with overall waste levels increasing due to growth in the number of houses within the county. Waste arisings are notoriously difficult to predict, as they are influenced by a number of external factors, including the wider state of the economy. Therefore, we will seek to regularly update our forecasting information over the life of the strategy.

Chart 5: Total Municipal Waste



- 10.1. The JMWMS consists of a “core strategy” document, detailing the key objectives and policies, and two supporting Annexes
- **Core Strategy Document** – This sets the scene and outlines the main policy objectives to be achieved.
 - **Annex A** – Oxfordshire Waste Partnership Action Plan. This document is updated and agreed by the Partnership yearly and details the short and medium term actions needed to ensure the delivery of the policy objectives.
 - **Annex B** –Waste Prevention Strategy 2010-2020. This details where we will focus our efforts over the next decade and how we will demonstrate the impact and ‘value for money’ of our activities.
- 10.2. In 2007 a number of additional Annexes were produced which assessed various different options for recycling and composting collections, residual waste treatment and how we were going to engage residents in making decisions. As changes have now been implemented, these documents have been archived, but are still available to view on our website (www.oxfordshirewaste.gov.uk). A full Strategic Environmental Assessment was also completed in 2007, and this, along with a review of the success of mitigation measures can also be found on the OWP website:
<http://www.oxfordshirewaste.gov.uk/wps/wcm/connect/occ/OWP/Home/About+us/OWP+-+About+us+-+4+Strategy>.

11. Policy 1

Oxfordshire Waste Partnership will encourage the efficient use of resources, reduce consumption and take responsibility for the waste that they produce.

11.1. Progress to date (2006/07-2011/12):

- 11.1.1. OWP councils have improved the way in which waste from their own activities and premises is dealt with. Waste audits have shown that District Councils are now recycling 65% of the waste from their own buildings compared to 46% three years ago and have reduced overall levels of waste by over 40%.
- 11.1.2. The County Council has reused over 39 tonnes of office equipment and furniture from decommissioned buildings by making it available to local businesses and charities, saving them over £132,000 in procurement costs. We are looking to reduce the amount of waste produced by council premises and increase the range of materials that can be recycled.
- 11.1.3. OWP offers two free compost bins to schools, along with advice from Master Composters to help them teach their pupils about home composting. OWP provides a wide ranging environmental education service, currently delivered by Groundwork Thames Valley. Groundwork engages with pupils, school staff and local communities on a wide range of waste and energy topics. As well as taking these messages home, pupils are also able to improve the environmental performance of their school.
- 11.1.4. By moving to Alternate Weekly Collections and increasing the efficiency of collection rounds, district councils have been able to reduce vehicle emissions associated with residual waste collection. Development of in-county treatment facilities, such as the food and green waste treatment plants, also helps to reduce distances travelled.

11.2. Future plans:

- 11.2.1. OWP will continue to embed the waste hierarchy (reduce, reuse, recycle, recover) and proximity principle in our decision making. We will continue to improve waste reduction and recycling in council operated premises and monitor progress regularly, leading by example whenever possible.
- 11.2.2. Emphasis is shifting; materials can be seen as valuable resources rather than waste. OWP will try to secure the best possible outlet for our wastes. Some ways in which we will do this are by seeking reuse outlets for furniture and electrical goods and by formulating site waste management plans for all major building, landscaping and construction works that we undertake. We will also seek to share our learning with local businesses.
- 11.2.3. We will measure the carbon impact of our activities and contribute towards the 'Oxfordshire 2030' strategy target of a 50% Oxfordshire wide reduction of carbon on 2008 levels by 2030. More information on Oxfordshire 2030 can be found at www.oxfordshirepartnership.org.uk.

12. Policy 2

Oxfordshire Waste Partnership will lobby central government to focus on waste as an integral part of sustainable resource management.

12.1. Progress to date (2006/07-2011/12):

12.1.1. OWP lobbies the Government directly on legislative changes and policy developments. It responds to relevant government consultations and also writes to Government on issues of concern. OWP officers and partners are members of a number of industry bodies (such as the Local Government Association, Keep Britain Tidy and the Local Authority Recycling Advisory Committee) who work in partnership to influence businesses on national issues such as packaging waste, the quality of the local environment and waste collection systems.

12.2. Future plans:

12.2.1. We will continue to support industry bodies in their efforts to influence national issues such as packaging waste and increasing producer responsibility.

12.2.2. We will explore the opportunities presented by the Localism Act 2011, such as increasing the role of local community groups in waste reduction and reuse.

12.2.3. We will lobby to retain enforcement powers, used appropriately, to ensure the proper presentation of waste for collection by householders and businesses. This will enable us to maintain and improve our recycling rates whilst ensuring that streets remain clean and free from accumulations of waste.

12.2.4. We will lobby to stress the importance of waste audits and compositional analyses in order to obtain good quality data to inform waste collection policies and identify materials to target for recycling.

12.2.5. Whilst devolved administrations have set targets to achieve 70% recycling and composting by 2025, the 2011 Waste Review by Government did not increase the English National Recycling targets. OWP believe that England should also set more challenging targets and will lobby government to increase these along with appropriate resourcing.

12.2.6. OWP believes that alternate weekly residual collection combined with a food waste collection from every household is the most effective way of helping residents to waste less and recycle more. We will resist any change to return to weekly residual collections which we believe will lead to a decrease in the amount of waste sent for recycling and increase waste disposal costs.



12.2.7. OWP will develop policies to implement the Controlled Waste Regulations (CWRs) 2012, so that all premises are encouraged to reduce waste and recycle more. The CWRs set out local councils responsibilities for collecting and disposing of waste from various premises such as:

- Schools, colleges and universities
- Hospitals
- Residential and nursing homes
- Prisons
- Public halls
- Charities

The CWRs 2012 allow for waste disposal costs to be recovered by local authorities from a wider range of premises than was previously the case.

13. Policy 3

Oxfordshire Waste Partnership will help households and individuals to reduce and manage their waste in order to ensure zero growth or better of municipal waste per person per annum.

13.1. Progress to date (2006/07-2011/12):

- 13.1.1. Household waste arisings have decreased by 8% over the last 5 years. Communication campaigns have included 'Love Food, Hate Waste', which promotes food waste avoidance, home composting, real nappies and zero waste places. Our highly successful Community Action Groups (CAGs) have diverted large amounts of material from landfill through holding regular swap shops and have helped communities to become more sustainable in a way that works for them. We have a wide ranging environmental education programme for schools that covers waste reduction reuse, recycling, landfill and disposal as well as energy conservation and green technologies. The programme visits schools and community groups across the county. For more information on all of these schemes, please see www.oxfordshirewaste.gov.uk
- 13.1.2. District Councils have all changed their collection schemes to make it easier for households to recycle a much wider range of materials. Each district has introduced food waste collections and moved to alternate weekly collections for residual refuse.
- 13.1.3. A number of HWRCs have been remodelled since 2006; improving site lay-out and expanding the range of materials that can be recycled.
- 13.1.4. These improvements are reflected in the massive increase in Oxfordshire's recycling rate from 33% to over 60% countywide.
- 13.1.5. Household waste levels have decreased by more than 10% in the last five years. While the changing economy will have an impact on this, Oxfordshire's residents have embraced the waste reduction message and we now produce a lower amount of waste per head than any other County Council in England.

13.2. Future plans:

- 13.2.1. We will continue to support residents in their efforts to reduce waste through our waste prevention strategy and environmental education programme. We will support national campaigns and seek to be part of innovative projects that assist residents in reducing their waste even further. We will help to facilitate recycling wherever possible at public events. Additionally all districts now have on-street recycling systems in place which we will continue to develop so that residents can recycle when out and about.
- 13.2.2. We will continue to encourage reuse through a new, dedicated reuse and sustainability centre in Bicester. We will also provide information to the public about local charity and reuse shops and support local communities who wish to exchange goods locally. We will continue to explore opportunities for the reuse of materials collected at the county's HWRCs.
- 13.2.3. We have developed and will continue to promote an A-Z listing of all the goods and materials that can be reused and recycled in Oxfordshire. This guide includes detailed listings for all the County's charity shops and reuse organisations.
- 13.2.4. We will continue to support local community action on waste reduction through the CAG project. The CAG project is a network of more than 44 local community groups taking action on climate change and waste reduction to protect the environment.
- 13.2.5. We will also help to promote wider environmental awareness that is complimentary to our work, such as sustainable travel, water conservation and energy efficiency.
- 13.2.6. OWP will continue to produce an annual communications plan setting out how we will contact and engage with Oxfordshire residents on sustainable waste management issues. We will continue to use more established media such as roadshow events, press releases, leaflets, newspaper and radio ads, but will also seek to engage with residents online through websites, email and social media. We will continue to monitor our communications work to ensure that it is both effective and value for money.

14. Policy 4

Oxfordshire Waste Partnership will provide an integrated system of collection and processing of household waste which will achieve, as a minimum:

By 31st March 2020: recycle or compost at least 65% of household waste;

By 31st March 2025: recycle or compost at least 70% of household waste;

14.1. Progress to date (2006/07-2011/12):

14.1.1. Through the tremendous efforts of Oxfordshire's District Councils in introducing effective recycling collections, and the dedication of residents in using these new services, in 2010/11 we achieved the county wide 55% recycling and composting target that we were aiming to reach by 2020. We then continued to improve on this in 2011/12 by recycling over 60%. This is a significant achievement in what appeared in 2006 to be a very challenging target. Our current county wide performance of 60% is 17% higher than the national provisional estimate recycling rate for 2011/12 of 43%.

14.2. Future plans:

- 14.2.1. Under the EU Waste Framework Directive, The United Kingdom is obligated to achieve a 50% recycling and composting rate for household waste by 2020. The devolved administrations in Scotland and Wales have set national recycling targets of 70% by 2025. There are currently no recycling targets for local authorities in England. However, with some Oxfordshire districts recycling and composting over 60%, we want to continue to challenge ourselves and improve on our already high performance.
- 14.2.2. We will continuously seek to expand the range of materials that can be recycled locally. New materials that have been added recently include waste electrical and electronic goods, batteries and mattresses.
- 14.2.3. We will ensure that all collected materials are of good quality and free from contaminants. This will ensure that the materials can be recycled into new products and that lower grade, less environmentally sustainable applications, are avoided wherever possible.
- 14.2.4. We will publish the end destinations of all of the materials we collect so that people can see where materials are sent for recycling. We will update this information at least annually.
- 14.2.5. We will try to make recycling systems easy to understand and to use. We will adopt national branding and recycling symbols, and wherever possible we will seek to develop recycling services that are broadly consistent across the county.
- 14.2.6. We will avoid fining residents for minor waste related offences such as putting out the wrong materials for recycling and will instead encourage people to reduce waste and recycle more. We will explore the development of incentive schemes that reward residents for recycling. However, we will continue to take enforcement action against individuals that persistently breach the law or carry out more serious offences.

15. Policy 5

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

15.1. Progress to date (2006/07-2011/12):

- 15.1.1. We have sought to ensure access to kerbside residual and recycling collections for all households and are continuing to roll-out recycling services to flats. District Councils all offer a bulky waste collection service so that those residents unable to take materials to a HWRC are able to safely and legally dispose of them.
- 15.1.2. The new kerbside collection schemes have expanded the range of materials that can be recycled; these are supplemented by a network of local recycling banks in each district. The range of materials that can be recycled at HWRCs has also been extended, with recycling rates at HWRCs currently reaching 70%.

15.2. Future plans:

- 15.2.1. Recycling and food waste collections from flats will continue to be rolled out over the short term, ensuring that as many households as possible have access to these services.
- 15.2.2. OWP partner councils aim to ensure an uninterrupted schedule of waste & recycling collections for residents. During periods of severe weather we will use a range of methods to communicate with residents and keep them updated of any interruptions to collections, as well as working with Highways departments to keep roads accessible. We have robust catch-up plans in place for times where services are unavoidably affected by the weather. We will continue to contribute to emergency plans to ensure that waste management services are available to residents following other emergency events such as flooding.
- 15.2.3. We will try to ensure that recycling banks are located in easily accessible places and can accept a wide range of materials, including those that are not widely collected at the kerbside (such as small electrical goods) and we will work to recycle more of the bulky waste collected directly by District Councils. Where education and enforcement measures are unsuccessful, sites that are continually prone to abuse and fly tipping may be removed in order to protect the local environment and reduce disposal and clean up costs.
- 15.2.4. The implementation of our HWRC strategy is monitored on an on-going basis and the need for changes to the strategy will be kept under review. The underpinning aims of the HWRC strategy, aim to locate modern, fit for purpose sites centres near to centres of population. We will continue to investigate outlets for materials, aiming to recycle as much of the material deposited at sites as possible. We will support reuse facilities and work with charities to repair and refurbish materials for resale where possible.
- 15.2.5. We will also investigate the possibility of establishing staffed 'recycling and reuse only' sites in more rural areas of the county where householders are able to take larger items (such as fridges, TVs and green waste) for recycling, but these sites will not accept residual waste.

16. Policy 6

Oxfordshire Waste Partnership will encourage businesses to reduce, reuse and recycle by providing good quality recycling services, information and advice.

16.1. Progress to date (2006/07-2011/12):

- 16.1.1. Around 800 waste audits have been provided to Oxfordshire businesses to help them identify where they can reduce waste, increase recycling and save money. We have also initiated a pilot business waste recycling bring site at Monument Park, Chalgrove to establish the demand and feasibility of such facilities.
- 16.1.2. Cherwell District Council, Oxford City Council and West Oxfordshire District Council have introduced recycling collections for commercial waste customers. The separate collection of food waste from Small and Medium Size Enterprises is currently being trialled within Oxford City, with project funding secured from Remade South East. A commercial waste recycling area is currently provided at one HWRC and we hope to open further HWRCs to businesses in the future.
- 16.1.3. 'Re-trader', an online materials exchange for businesses has also been established where unwanted goods can be exchanged with other companies and voluntary groups. The site also provides information to businesses to enable them to dispose of their waste legally.



16.2. Future plans:

- 16.2.1. A new Business Recycling and Waste Services Commitment has been developed by the Waste and Resources Action Programme (WRAP) to help local authorities improve the satisfaction of business customers with how their rubbish and recycling is collected and ultimately boost recycling rates. Our commitment to quality will be demonstrated through signing up to this service standard which focuses on:
- Making recycling easy
 - Providing value for money
 - Consulting on and clearly communicating services.
- 16.2.2. OWP will continue to work with businesses to help them reduce the amount of waste that they produce and increase the amount that they can recycle. We will seek external funding and look to be part of pilot projects that can offer businesses opportunities to improve their environmental impact and reduce their costs.
- 16.2.3. We will monitor usage of the Retrader on-line materials exchange through 2012/13. We will also engage with local businesses on the development of a reuse and sustainability centre that is being planned in Bicester. This facility may benefit from the donation of goods from local businesses that can be reused.
- 16.2.4. Those district councils that collect commercial waste will look to introduce additional material streams making it easier for companies to increase their recycling rate and ensuring compliance with the EU Waste Framework Directive requirement to separate at least paper, metal, plastic and glass from the municipal waste stream (i.e. local authority collected waste) by 2015.

17. Policy 7

30

Oxfordshire Waste Partnership will minimise waste to landfill and recover energy from non-recyclable waste through the operation of the Ardley Energy from Waste facility. We will seek to landfill no more than 5% of non-recyclable household waste.

17.1. Progress to date (2006/07-2011/12):

- 17.1.1. The Landfill Allowance Trading Scheme (LATS) is a regulatory mechanism designed to reduce the amount of biodegradable waste that councils send to landfill. In order to meet our targets and avoid fines, Oxfordshire has opened two food waste treatment plants and has procured an EfW plant to recover value from any residual waste. The EfW plant is due to open in 2014/15
- 17.1.2. In its 2011 waste review, Defra abolished LATS with effect from 2012/13, acknowledging that other factors were encouraging recycling and diversion from landfill. Whilst Oxfordshire no longer needs to meet LATS targets, the EU Landfill Directive targets for the UK as a whole remain in place, restricting the amount of waste that the country as a whole should landfill. Government continues to discourage landfill through a landfill tax, which will reach £80 per tonne by 2014.
- 17.1.3. Landfill void is the term used to describe the remaining capacity at landfills; as more waste is deposited the void space decreases. England has limited landfill void space, through waste reduction and increased recycling we have helped to preserve landfill void within Oxfordshire.
- 17.1.4. Oxfordshire's planned increase in reuse capacity as well as our high recycling rate emphasises our commitment to the waste hierarchy and to only recovering energy from non recyclable waste. The EfW plant will reduce our dependency on landfill even further preserving void space.

17.2. Future plans:

- 17.2.1. We will continue to divert material away from landfill, driving materials up the waste hierarchy and contribute to the achievement of EU landfill directive targets that the UK must meet. We will do this through implementing our waste prevention strategy, working to increase reuse capacity and by maximising the capture rates of our recycling and composting collection systems. All residual waste (that can be processed by EfW) will be treated at the Ardley facility once it is opened in 2014, a facility that when operating to capacity will produce enough energy to power 38,000 homes. Residual waste treatment will result in Oxfordshire achieving what the Government describes as zero waste. This will mean virtually no untreated municipal waste being landfilled.
- 17.2.2. Contracts for bulking and transfer facilities were signed in January and February 2013 to ensure that District Council collected waste can easily be transferred to the Ardley EfW. These facilities will result in fewer vehicle movements to the Ardley site and will help to ensure that the productivity of District Council collection rounds remains high.
- 17.2.3. As part of the drive to a Zero Waste Economy envisaged by national Government, landfill is the waste management option of last resort. After waste reduction, reuse and recycling has taken place, we will seek to recover energy from waste, aiming to send as little material to landfill as possible. There are some materials that are not suitable for processing in the EfW plant (such as mattresses, settees, PVC doors and windows), and these will be targeted for recycling where possible. We aim to send less than 5% of our untreated residual waste to landfill.

18. Policy 8

Oxfordshire Waste Partnership will provide waste management services for specialised, potentially polluting material streams such as hazardous waste and waste electrical and electronic equipment, which as a minimum meet legislative requirements.

18.1. Progress to date (2006/07-2011/12):

18.1.1. Household clinical waste is collected by District Councils as part of a dedicated collection round. It is either landfilled or incinerated as appropriate. We have facilities at HWRCs to recycle electrical items, florescent tubes and energy saving light bulbs, hazardous household chemicals, batteries, plasterboard and asbestos. We are also introducing recycling facilities for household electrical items and for batteries at recycling banks across the county. We ensure that there is a clear audit trail and that we know where all of our materials go for reprocessing. OWP has funded Portable Appliance Testing (PAT testing) equipment for use by community groups at swap shops so that good quality electrical items can be reused.

18.2. Future plans:

- 18.2.1. The EfW will not be able to process hazardous waste and therefore hazardous waste is likely to continue to be managed separately. District Councils will work with clinical waste service users to ensure that material is correctly classified and segregated to ensure environmentally and cost effective management of the waste. We will also continue to encourage the repair and reuse of electrical items through the planned reuse shops and by providing PAT equipment and training to community groups running swap shops.
- 18.2.2. We will continue to promote the reuse and recycling of electrical and electronic waste materials and will explore the recycling and reuse options for other materials such as printer cartridges.

19. Policy 9

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 the population, given the environmental and amenity constraints, and the availability of suitable sites.

19.1. Progress to date (2006/07-2011/12):

19.1.1. Oxfordshire has secured long term contracts to manage our food, green and residual waste, these facilities are capable of managing more than just our household waste. Facilities have been designed to be able to treat waste from commercial and industrial businesses. Due to the high costs of constructing and operating new technologies, larger facilities are often more commercially viable than smaller sites.

19.2. Future plans:

19.2.1. OWP works closely with the Minerals and Waste Planning Team to ensure that Oxfordshire has the capability to treat materials or move them to processing plants. The County Council is preparing a new Minerals and Waste Plan, which will set out a strategy and policies for the location of new waste facilities that are needed in Oxfordshire. While we are fully capable of managing all of our own residual waste, flexibility for recyclate to move into and out of the county for processing will allow more materials to be returned to productive use, allowing greater environmental benefits to be realised. Where appropriate we will encourage businesses to establish themselves within Oxfordshire and increase our capacity to manage our own recycling, seeing environmental benefits by reducing the miles that Oxfordshire's recycling will have to travel.

20. Policy 10

Oxfordshire Waste Partnership will assist the development of local markets for recovered materials.

20.1. Progress to date (2006/07-2011/12):

- 20.1.1. OWP encourages local reuse and recycling wherever possible to ensure that materials are processed and used locally. We have an extensive network of community led groups focussing on waste reduction and sustainable living; the Oxfordshire CAG project is widely hailed as best practice. OWP also funds a network of "Master Composters" – volunteers that promote and encourage home composting in their local communities.
- 20.1.2. OWP promotes local repair and refurbishment outlets and organisations to encourage people to reuse goods locally rather than send them further afield for recycling. We work with local charities such as Emmaus and Orinoco who collect and refurbish furniture and bikes from some HWRCs and we are looking to expand this where possible.
- 20.1.3. For businesses, our 'Retrader.org.uk' website allows them to market unwanted items and surplus goods to others. Outputs from our food and green waste treatment are used by local farmers as a soil conditioner, reducing the need for farmers to purchase expensive, man made fertilisers made using non renewable sources. We promote the purchase of goods made from recycled materials and try to lead by example.
- 20.1.4. Local facilities were encouraged when procuring interim landfill contracts and food and garden waste treatment facilities, with the distance travelled by District Council collection vehicles to treatment facilities forming part of our contract evaluation criteria.

20.2. Future plans:

- 20.2.1. We will continue to use waste audits to identify materials that could be removed from the residual waste stream. When investigating potential new reprocessors for our materials we will encourage local facilities to tender for our business. To increase reuse capacity within the county we will work with local charities and businesses to repair items for resale. OWP is currently seeking to develop reuse stores in community settings such as Bicester. We are also looking to increase the range of items recycled; with inert waste and mattresses both forming part of a current recycling trial with local reprocessors.

21. Policy 11

Oxfordshire Waste Partnership councils will work together, with local communities, and with our service providers to reduce the environmental and financial costs of waste management.

21.1. Progress to date (2006/07-2011/12):

- 21.1.1. OWP operates as a statutory joint committee. It is responsible for the development of a JMWMS for Oxfordshire and oversees the implementation of a joint strategy action plan. OWP also delivers a number of functions on behalf of its partner councils, the main one being communications support. This includes the marketing and promotion of waste management services, working with and supporting community groups and overseeing an environmental education programme.
- 21.1.2. By working together, OWP has been able to secure good value, long term services to manage Oxfordshire's waste into the next decade. A strong partnership was central to the recent development of food waste collection and treatment, where all partner councils had to invest in new systems in a coordinated way.
- 21.1.3. South Oxfordshire and Vale of the White Horse District Councils have integrated a large number of services, including waste management; making substantial savings while delivering a new award winning service. Cherwell District Council has partnered with South Northamptonshire District Council to form a shared management structure. West Oxfordshire is working in partnership with Cotswold District Council and all OWP councils are partnering to procure goods and services such as fuel and bins.
- 21.1.4. We have developed a joint environmental education programme with the Environment and Climate Change team at Oxfordshire County Council. This replaces two previously discrete services and allows schools to book a comprehensive green education package for their pupils, covering both waste and energy issues. OWP will increasingly seek to play its part in the development of a low carbon economy within Oxfordshire and will continue to meet jointly with the Oxfordshire Environment Partnership.

21.2. Future plans:

- 21.2.1. OWP councils will continue to work together to coordinate our activities making it easier for Oxfordshire's residents to reduce the amount of waste they produce and increase the amount they can recycle and compost.
- 30.2.2. OWP will explore the development of better, more effective partnership working arrangements to improve value for money and service quality. This may include the joint marketing of materials to maximise the income received, or joint contracting to maximise economies of scale and deliver service improvements at lower cost.

22. Policy 12

Oxfordshire Waste Partnership will seek to improve local environmental quality through effective communications and enforcement activity.

22.1. Progress to date (2006/07-2011/12):

- 22.1.1. District councils are responsible for local environmental quality (LEQ). This includes services such as street sweeping, removing fly-tipping, graffiti and fly-posting, cleaning chewing gum deposits, emptying litter bins and tackling dog fouling. They also have the responsibility of enforcing against these offences and are able to prosecute those caught littering, fly-tipping, allowing their dog to foul, or for the misuse of waste services (for example depositing commercial waste at a HWRC or using household kerbside collections for the disposal of commercial waste).
- 22.1.2. Since the adoption of the JMWMS in 2006/7 OWP has broadened to include the coordination of LEQ issues. Similar to our waste management function, OWP is responsible for the development of joint communications campaigns and sharing information and best practice. Through the collective efforts of OWP councils, levels of fly-tipping have more than halved, whilst over 95% of streets monitored we found to be free or largely free of litter (obtaining grades A or B under the National Indicator 195 reporting framework).
- 22.1.3. We have worked in partnership with highways colleagues in all Districts to overcome litter problems following the cutting of grass verges along fast roads. District Councils and the Highways Authority now work in Partnership to co-ordinate grass cutting and litter clearance efforts. This has improved the cleanliness of major routes throughout Oxfordshire
- 22.1.4. In November 2010 a van and trailer permitting scheme was introduced at HWRCs. Householders owning a van or trailer are asked to register for a permit to allow them to deposit their household waste at site. Businesses are not granted a permit and are referred to sites that can accept commercial waste. Early indications are that this scheme has successfully deterred commercial users, reducing waste at site by around 14% and saving around £250,000 in disposal costs in the first 8 months of operation, without a corresponding increase in fly-tipping.

22.2. Future plans:


- 22.2.1. District Councils within OWP will work to ensure that litter and dog waste bins are available and correctly situated and we will continue to take enforcement action against those caught committing environmental crimes.
- 22.2.2. We will continue to work with the Highways Agency to ensure that road verges are litter picked before being mown to maintain cleanliness standards.
- 22.2.3. High levels of local litter are often associated with fast food outlets. We will work with national bodies to influence fast food and convenience store outlets, aiming to ensure that high Local Environmental Quality standards are maintained.
- 22.2.4. Oxfordshire County Council will continue the van and trailer permitting scheme, with support for enforcement coming from District Council partners. This scheme reduces the cost to the tax payer by ensuring that HWRCs are not used to illicitly dispose of business waste.
- 22.2.5. OWP will continue to develop promotional and educational campaigns to promote positive behaviour and good local environmental quality. Campaign messages will be developed according to local priorities identified through our monitoring data. These will include campaigns to discourage littering, dog fouling and fly tipping. These were the top 3 priorities identified in our 2012 public consultation on this waste strategy.
- 22.2.6. OWP councils are part of a wider fly-tipping forum and work with neighbouring councils, Thames Valley Police and the Environment Agency to share information and develop best practice on reducing environmental crime.



Oxfordshire Waste Partnership
c/o Cherwell District Council
Bodicote House
Banbury
Oxon.
OX15 4AA

Tel. 01295 221903
Email owp@cherwell-dc.gov.uk
Web www.oxfordshirewaste.gov.uk

 @RecycleForOxon

 Recycle for Oxfordshire

 Oxon Waste Partnership

 **Oxfordshire Waste Partnership** Your local councils working together to improve your environment

 **Cherwell**
DISTRICT COUNCIL
NORTH OXFORDSHIRE

 **OXFORD CITY COUNCIL**
www.oxford.gov.uk

 **OXFORDSHIRE COUNTY COUNCIL**
www.oxfordshire.gov.uk
Working for you

 **South Oxfordshire District Council**
Listening Learning Leading

 **Vale of White Horse District Council**

 **WEST OXFORDSHIRE DISTRICT COUNCIL**

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DATED _____ 2013

OXFORDSHIRE COUNTY COUNCIL

AND

CHERWELL DISTRICT COUNCIL

AND

WEST OXFORDSHIRE DISTRICT COUNCIL

AND

VALE OF WHITE HORSE DISTRICT COUNCIL

AND

OXFORD CITY COUNCIL

AND

SOUTH OXFORDSHIRE DISTRICT COUNCIL

DEED OF VARIATION

Relating to the
Oxfordshire Waste Partnership Agreement

P G Clark
Solicitor to the Council
Oxfordshire County Council
County Hall
New Road
Oxford OX1 1ND

BETWEEN:-

- (1) **THE OXFORDSHIRE COUNTY COUNCIL** of County Hall New Road Oxford OX1 1ND (“the County Council”);
- (2) **CHERWELL DISTRICT COUNCIL** of Bodicote House Bodicote Banbury Oxon OX15 4AA (“CherwellDC”);
- (3) **WEST OXFORDSHIRE DISTRICT COUNCIL** of Woodgreen Witney Oxon OX28 1NB (“West Oxfordshire DC”);
- (4) **VALE OF WHITE HORSE DISTRICT COUNCIL** of Abbey House Abbey Close Abingdon OX14 3JE (“ValeDC”);
- (5) **OXFORDCITY COUNCIL** of Town Hall St Aldates Oxford OX1 1BX (“City Council”); and
- (6) **SOUTH OXFORDSHIRE DISTRICT COUNCIL** of Benson Lane Crowmarsh Gifford Wallingford OX10 8QS (“South Oxfordshire DC”) (together “the Partner Authorities” which make up the Oxfordshire Waste Partnership).

WHEREAS:

- A** This Deed is supplemental to an agreement dated 18 July 2007 as amended by a Deed of Variation dated 15th September 2009 (“the Principal Agreement”) whereby the Partner Authorities agreed to formalise their joint working arrangements in relation to waste management by the establishment of a joint committee in accordance with their statutory powers.
- B** Following discussions between the Partner Authorities and meetings of the joint committee, it has been agreed that Annex 4 of the Principal Agreement, (Waste Management – Financial Principles), should be further varied in the manner set out in the attached Schedule of Variations (the Schedule).

IT IS AGREED AS FOLLOWS:

1 Definitions and Construction

- 1.1 In this deed of variation, except where the context otherwise requires, the following expressions have the following meanings:

“**Deed**” means this deed of variation including the Schedule;

- 1.2 Terms and expressions defined in the Principal Agreement shall have the meanings assigned to them in the Principal Agreement.
- 1.3 Words importing the masculine gender include the feminine gender and words in the singular include the plural and vice versa.
- 1.4 The headings and titles in this Deed are for ease of reference only and shall not be taken into account in its construction or interpretation.

1.5 This Deed and the Principal Agreement constitute the entire understanding between the Partner Authorities in relation to the subject matter of the Principal Agreement and supersede all prior contracts, undertakings, representations and negotiations whether oral or written except that nothing in this condition shall exclude or restrict liability for fraudulent or fundamental misrepresentations.

2 Variation

2.1 The Partner Authorities agree that from the date of this Deed the Principal Agreement shall be varied as follows:

2.1.1 The revised Annex 4 attached as the Schedule to this Deed shall replace the existing Annex 4 in the Principal Agreement. Subject to clause 2.1 above, the Principal Agreement shall remain in full force and effect.

3 Governing Law and Jurisdiction

This Deed shall be governed by and interpreted in accordance with English law and shall be subject to the jurisdiction of the courts of England and Wales.

IN WITNESS whereof the parties have executed this Agreement as a Deed the day and year first before written

THE COMMON SEAL OF
THE OXFORDSHIRE COUNTY COUNCIL

Was hereunto affixed in the presence of:

.....

County Solicitor/Designated Officer

**THE COMMON SEAL OF
CHERWELL DISTRICT COUNCIL**

Was hereunto affixed in the presence of:

.....

Authorised Signatory

**THE COMMON SEAL OF
WEST OXFORDSHIRE DISTRICT COUNCIL**

Was hereunto affixed in the presence of:

.....

Chairman of West Oxfordshire District Council

.....

Head of Legal Services

**THE COMMON SEAL OF the
VALE OF WHITE HORSE DISTRICT COUNCIL**

Was hereunto affixed in the presence of:

.....

Designated Officer

**THE COMMON SEAL OF
OXFORD CITY COUNCIL**

Was hereunto affixed in the presence of:

.....

Solicitor to the Council/Designated Officer

**THE COMMON SEAL OF
SOUTH OXFORDSHIRE DISTRICT COUNCIL**

Was hereunto affixed in the presence of:

.....

The Officer appointed for that purpose

Schedule

Variation

Revised Version Annex 4

Waste Management – Financial Principles

OWP Partnership Agreement

Waste Management Financial Arrangements – revised March 2013

PRINCIPLES

1. These arrangements only apply to household waste.
2. Outside of what is proposed and agreed each Authority will remain responsible for its own waste management costs, according to its statutory responsibilities.

REVENUE – ARRANGEMENTS FROM 1 APRIL 2013

3. Each WCA will receive from OCC:
 - (a) a payment for each tonne of waste recycled & composted at a rate calculated in accordance with the method used for recycling credits (as set out within the Environmental Protection (Waste Recycling Payments) Regulations 2006), except where OCC makes arrangements for the waste to be recycled or composted, when no payment will be received;
 - (b) a fixed payment as detailed in Table 1.

Table 1: Total annual payment to be made by OCC to each WCA.

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Cherwell DC	£178,800	£132,600	£80,650	£36,325	£36,325	£36,325
Oxford City	£110,700	£83,400	£49,600	£21,500	£21,500	£21,500
South Oxfordshire DC	£200,000	£150,000	£100,000	£50,000	£50,000	£50,000
Vale of the White Horse DC	£200,000	£150,000	£100,000	£50,000	£50,000	£50,000
West Oxfordshire DC	£162,500	£119,700	£73,150	£32,775	£32,775	£32,775

ADMINISTRATION

4. A payment for each tonne of waste recycled & composted, at a rate calculated in accordance with the method used for recycling credits, will be made by OCC to WCAs each month on receipt of a suitably evidenced claim from the WCAs.
5. Payments under 3(b) are not linked to waste tonnages or landfill diversion performance. Payments reduce over time and the final payment will be made in

respect of the financial year ending 31 March 2019. There will be no inflationary adjustments in relation to such payments and OCC will make such annual payments half way through the relevant financial year.

NEW INITIATIVES FUND

6. In 2009 the OWP created a fund to help meet the capital or one-off costs of waste management initiatives designed to meet OJMWMS objectives, and in particular minimise residual waste requiring landfill or further treatment.
7. The Partner Authorities paid into this fund the reward grant due to them from achievement of the PSA1 wastes target, and any reward grant that became payable to them for achievement of the LAA stretch target on non biodegradable municipal wastes.
8. Most of this money has now been spent on a variety of different projects. The New Initiatives fund will continue until all remaining funds are spent. Records will be kept by the accounting authority and partnership coordinator for 6 years

Appendix 3 Controlled Waste Regulations 2012 – summary of powers and proposed policies

<u>Type of Premises</u>	<u>Classification of Waste</u>	<u>Collection charge</u>	<u>Disposal charge</u>	<u>Change from CWRs 1992</u>
1. Places of Worship	Household	No	No	
2. Residential hostel (providing accommodation only to persons with no other permanent address or who are unable to live at their permanent address)	Household	Yes	No	Although not a change of legislation, DEFRA has clarified that Single-Living Accommodation within MOD bases and nurses living accommodation are classified as Residential hostels and are therefore Household Waste. These types of premises have previously been treated as Commercial waste.
3. Residential home	Household	Yes	Yes	New power to charge for disposal.
4. Prisons	Household	Yes	Yes	New power to charge for disposal.
5. Charities	Charity shops	Yes	Yes, but an	New power to charge for disposal; however

	– Household Other premises occupied by Charities - Commercial		exemption applies.	disposal costs should not be charged for wastes originating from a domestic source (such as goods donated to a charity shop or to a reuse organisation).
6. Gypsy and Travellers sites	Household	No	No	
7. Public/Village halls	Household	Yes	No	
8. Camp Sites	Commercial	Yes	Yes	Reclassified as Commercial waste under the CWR 2012. An exemption from disposal charges introduced: where the business was eligible for free waste disposal prior to the new regulations and is also entitled to small business rate relief, then no disposal costs should be charged.

9. Clubs and Societies	Commercial	Yes	Yes	
10. Local Government	Commercial	Yes	Yes	
11. GP Surgeries	Commercial	Yes	Yes	
12. Universities, Schools and other educational establishments	Household	Yes	Yes, but an exemption applies.	New power to charge for waste disposal, subject to an exemption.
13. Hospitals and Nursing homes	Household	Yes	Yes	New power to charge for disposal.

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Executive

Shop Fronts and Advertisements Guidance Document

8 April 2013

Report of Head of Strategic Planning and the Economy

PURPOSE OF REPORT

To seek the approval of the Executive to confirm this design guidance as acceptable within the district.

This report is public

Recommendations

The Executive is recommended:

- (1) To approve the document

Executive Summary

Introduction

- 1.1 The Design and Conservation team have put together design guidance for Shop Fronts and Advertising; a requirement that was set out in the Cherwell District Design and Conservation Strategy 2012 – 2015 adopted in 2012.
- 1.2 Shop fronts are vital elements in the character and appearance of many street scenes across the District. This guidance aims to promote high quality and well designed shop front and advertisement design that helps enhance the character of conservation areas and improve the appearance of historic buildings.

Background Information

- 1.4 The Design and Conservation team have provided feedback on a number of planning applications for shops and commercial premises that did not enhance, and more often harmed the character of listed buildings and buildings within conservation areas. The design guidance has been produced to ensure that future proposals are informed by good design principles that supports the preservation and enhancement of our heritage assets.
- 1.5 Shop fronts have plenty of scope for variety, but the relationships between the shop front and the existing building is of great importance and they should be integrated into the building in a way that reflects its period and style. Shop fronts form part of the setting of a town or village and the design approach

adopted should aim to capture the spirit and character of the settlement by respecting the scale, style and materials of the local area.

- 1.6 The document provides guidance which complies with requirements of national policy set out in the National Planning Policy Framework (NPPF) which looks to protect the historic environment.
- 1.7 The document is laid out to allow the reader to read the document as a whole or to be able to select specific sections for their requirements, such as corporate identity and when to apply for planning consents.

Conclusion

- 1.8 The National Planning Policy Framework requires local authorities to ensure that our heritage is protected. This is done by understanding local heritage assets and managing change to ensure that the significance is not harmed. This guidance from Cherwell District Council will guidance to understand the significance of shop fronts and advertising to provide long term protection for the heritage of the District.
- 1.9 The Cherwell District Council Design & Conservation Strategy for Cherwell 2012-2015 (5.1.2) states that we were producing guidance which aims to resist corporate standardisation and inappropriate pastiche but promotes locally distinctive high quality design.
- 1.10 This design guidance aims to provide assistance and help promote a high standard of design to the district.

Key Issues for Consideration/Reasons for Decision and Options

- 2.1 To adopt the Design Guidance Supplement.

The following options have been identified. The approach in the recommendation is believed to be the best way forward

- | | |
|-------------------|--|
| Option One | To accept document as design guidance for the purposes of planning. |
| Option Two | To decline the document as design guidance for the purposes of planning. |

Consultations

No consultation were required for the preparation of the design guidance.

Implications

- | | |
|-------------------|---|
| Financial: | The cost of preparing and consulting on this document is being met from existing resources. |
|-------------------|---|

Legal: No legal implications

Risk Management: Lack of design guidance undermines the reputation of the Council as a planning authority seeking high design standards.

Wards Affected

Adderbury
Astons & Heyfords: Lower Heyford, Somerton, Souldern & Upper Heyford Parishes
Banbury
Bloxham & Bodicote: Bodicote Parish
Cropredy: Bourton, Claydon with Clattercote, and Cropredy Parishes
Deddington
Kidlington
Kirtlington: Bletchington, Hampton Gay & Poyle, Shipton on Cherwell & Thrupp, and Kirtlington Parishes
Yarnton: Yarnton, Gosford & Water Eaton Parishes

Corporate Plan Themes

Corporate Theme 6: Protect and enhance the local environment

Lead Member

Councillor Michael Gibbard
Lead Member for Planning

Document Information

Appendix No	Title
Appendix 1	Shop Fronts and Advertisements Guidance Document
Background Papers	
None	
Report Author	Janice Gooch, Design and Conservation Officer
Contact Information	01295 227092 janice.gooch@cherwell-dc.gov.uk

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Design guide:
**Shop fronts and advertisements:
Historic buildings and conservation areas**

February 2013

Cherwell
DISTRICT COUNCIL
NORTH OXFORDSHIRE



Contents:

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8. Accessibility
9. Canopies
10. Signage and lettering
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19. Cash points
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Shop fronts and advertisements: Historic buildings and conservation areas

1. Introduction

Shop fronts are vital elements in the character and appearance of a street scene. This guidance aims to avoid bland, soulless shops and reinstate the individualism of our towns and villages. Shop fronts originally had a very specific purpose: to entice potential buyers into the shop and this reason still exists today.

Shop fronts have plenty of scope for variety, but the relationship between the shop front and the existing building is of great importance. The shop front should be integrated into the whole building, reflecting its period and style. Shopfronts form part of the setting of the town or village and the design approach adopted should aim to capture the spirit and character of the settlement in which it is located. The shop front should respect the scale, style and materials of the local area with high standards of design, materials and workmanship.

Shop front and advertisement design can, if handled with skill and care, enhance conservation areas and improve the appearance of

historic buildings. Handled badly, it can have the opposite effect. An attractive shopping environment can have a beneficial effect on the vitality and viability of a shopping area.





2. Purpose of this guide

The purpose of this design guide is to encourage and promote good practice in shop front and advertisement design within conservation areas and on historic buildings. It aims to provide a clear indication of the criteria against which the Council will assess applications for new shop fronts and advertisement within the District.

Its purpose is not to stifle or limit innovative designs, although there is an emphasis on traditional styles and materials, but to create a shopping environment which respects the historic personality of the villages and towns of Cherwell District. In considering individual proposals, the Council will use this guide as a basis for assessing their merits.

This guide will also provide information on consents that may be required. These include listed building consent, conservation area consent, planning, building control and advertising. A licence will be required if you propose to have an external display, or have chairs and tables outside of your shop. We encourage early discussion to help guide you through the process and proposed scheme.

3. Existing character

Cherwell District has two main urban shopping areas; Banbury and Bicester, which have developed and changed over time. Several villages, especially Kidlington, have a small range of shops which provide top up shopping facilities for the local community. Local shops are an important part of sustainable village life.



Banbury

Banbury's retail core is concentrated around High Street, Parsons Street and Market Place, with other small connecting alleyways and lanes. These locations provide contrasting characters, from polite Georgian architecture to more brutal mid 20th century architecture. There is a good mix of national chain stores and smaller independent shops, which complement the range of architectural styles, age of buildings and materials within the town centre.



Bicester

Bicester's retail centre is concentrated along Sheep Street and Market Square. A major expansion of the town centre is currently being developed south of Sheep Street. Bicester contains national chain stores and a range of independent shops. The buildings vary in period,

but the general character of the area is defined polite architecture constructed or majorly altered in the mid 19th century. Later 20th century buildings have been inserted into the streetscape and share a similar size, scale and mass to the earlier buildings.



4. Brief history of shop fronts – guidance on styles

People have traded from their own properties or simple markets with the use of barrows and stalls, from pre-Roman times. By the late 18th century, permanent sales areas and shops as we know them today had developed.

The Georgian style became the most popular approach for shop fronts now deemed 'traditional'. The 19th century saw the introduction of 'modern' materials

and technologies, introducing decorative iron work, tiling and more extensive glazing.

The availability of materials, especially glazing, has been the main influence on the change of fashion. Glass was taxed from 1746 until 1845, and therefore shops reflected this in the smaller size of their windows. The development of manufacturing of plate glass from the early 20th century provided larger and larger panes of glass. New techniques allowed decorative glass at the top of the shop window etched with details of the shop and the goods that it supplied. Coloured glass was introduced by the early twentieth century.

All these buildings have their place in the development of our towns, and therefore should be appreciated for their individual style. A general understanding of the type and age of property is required to ensure that the correct style of shop front is fitted.

Georgian – late 18th century/ early 19th century



- Small, domestic windows or slightly enlarged windows sometimes with bow fronts
- Timber board for sign or narrow fascia
- Small panes of glass
- Limited display and poor natural light
- Some Classical detailing such as pilasters or arched openings
- By the 1830s and 1840s window size was increasing

Victorian – mid to late 19th century



- Cornice, sometimes moulded, may be of timber or stone and may have a lead flashing for weather-protection
- Larger panes of glass with the introduction of plate glass
- Fascia, may be flat or angled or curved and usually of timber
- Console brackets, which mark the end of the shop fascia. May be of a variety of designs but is typically timber.
- Decorative 'Bookend' consoles (found in the late 19th century)
- Pilasters which may be plain, fluted or decorated with geometric designs
- Use of cast iron pillars and other decorative ironwork
- Use of encaustic and geometric tiles in lobbies
- Roller blinds and shutters became integral to the shop front design

Edwardian and early 20th century



- Art Nouveau influences evident with flowing plant forms
- High quality joinery using hardwoods such as mahogany and teak
- Entrance to shop started to have curved glass frontages
- Showcases in entrance and ceilings to lobbies are decoratively panelled
- Clerestory making use of stained or coloured glass or sometimes with small square panes at the top of the windows
- Shop fronts tall and elegant
- Entrances have mosaic tiled floors, sometimes with name incorporated
- High quality brass door fittings

Inter war

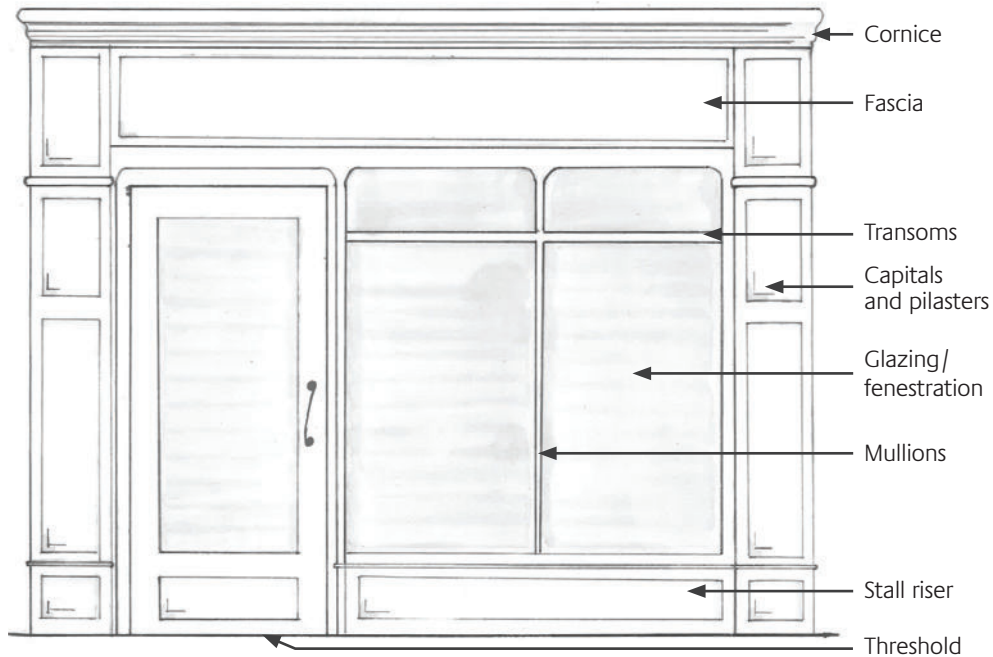


- Use of smooth, glossy materials such as Vitrolite (coloured glass), polished granite, marble and faience (tin glazed pottery)
- Little decoration to shop front, although consoles in an elongated and stylised form may be used
- Marble, terrazzo and mosaic used for lobby floors.
- Black and white geometric tiles also favoured in 1930s
- Use of Art Deco inspired designs, including stepped fascia
- Etched and sandblasted glass, particularly in geometric designs such as zig-zags
- Many shops designed and fitted by specialist shop fitters rather than architects
- Use of window screens to the back of the window, sometimes with opaque glass

Post war



- Mix of styles from the previous generations, mainly undertaken with an 'interpretation' of the surrounding styles
- Introduction of larger shopping malls and centres and the introduction of public pedestrian spaces
- Use of modern materials, such as concrete and steel frames for the construction of the buildings allowing large open shop fronts
- Large expanses of fenestration
- Standardized design
- Either monochrome or multi-coloured shop fronts



5. Elements of a traditional shop front

There are several elements that make up a shop frontage – the cornice, fascia, capital and pilasters and stall riser. Each of these elements should be in proportion to give a balanced and pleasing appearance.

Cornice

The cornice is the decorative or moulded ledge along the top of the fascia. Its purpose is to provide weather protection to the fascia and provides a horizontal visual break to the building.

Fascia


The fascia is the section that normally has the shop name located on it. It should be approximately 10% of the shop front height, any larger, and the fascia overpowers the front.

Capital and pilasters

The capital and pilasters provide the vertical break or edge to the shop front. The capitals sometimes referred to as corbels or consoles, sit on top of the pilaster, a flat version of a column.

Stall riser

The stall riser is the section beneath the shop window constructed



usually in timber, brick or stone, or covered with glazed tiles.

Glazing/ fenestration

The glazing forms the main plane of the shop windows. The glazing is held in a frame which can vary in thickness and detail.

Mullions

Traditionally timber, though later shop fronts can be of metal, they provide vertical structural support to the shop glazing.

Transoms

Traditionally timber, though later shop fronts can be of metal, provide horizontal structural support to the shop glazing.

Threshold

The threshold is the entrance to the shop.

6. Design style

By understanding the style of the period, it is possible to ascertain the appropriate design for any proposed works.

The influencing factors may include:

- the age and the style of the existing building
- the age of the existing shop front
- the materials previously used and to be used in the new shop front

- the business or purpose of the shop – original shop fronts often reflected the goods they were selling, such as a high stall riser to draw the eye to small items such as jewellery or lower stall risers for furniture or larger items
- the location of the shop, either on a high street or a rural village.

As part of the overall design, it is the little details that make the building individual and interesting. Many of these items, such as door handles, patterns in glass or sign writing on the side of a building, may be original and an important part of the historic value. These features should be retained and incorporated into the proposed design.

The layout of the shop front should start with the placement of the door, which is generally either to the centre or the side. From here the type of fenestration should be decided including the height and construction of the stall riser.

Many shops showed their wealth by having a recessed door way or threshold, as it provided more display area but less sales space. This show of affluence may be appropriate for a shop in a high street or small town, but not for a small village shop.



Good example of shop frontage



Bad example of shop frontage

It is important when designing the new shop front that it should be in proportion to the building. Shop frontage that covers, cuts or removes existing features such as pilasters, date stones, windows to the first floor, or other important

architectural details will lose the integrity of the building.

The individual identity of each separate building must be retained. New shop fronts (and fascias) should not cut across the frontages of different buildings. Where two

buildings are to be occupied by the same business, the shop fronts should be designed to identify the separation between the buildings either with different height stall risers, fascia levels and careful positioning of window transoms

where appropriate.

The vertical sightlines should stop at the top of the shop front, typically with the cornice, without interfering with the building above. This visual break will vary in height with the building.



Hook Norton - Large shop hidden behind a multitude of frontages. This retains the character of the buildings and the street scene

The symmetry of a building should be taken into consideration. A Georgian building generally has a symmetrical style, whereas vernacular buildings have a tendency to asymmetrical. This will affect the horizontal and vertical relationships of door placement, fascias, transoms & mullions, signage and other details.

Colour choice, like design, is not only subjective but allied to the image the designer wishes to project. Colours are often used to reflect the type of shop, such as red and white for Barbers, or British Racing green is deemed as a classic colour and yellow is seen as vibrant and easy going.



Cropredy – rural shops in a village setting.

Colours do not have to be deemed as traditional. They should be complimentary to both the surroundings, the materials, the building, its neighbours and to the period of the property.

The use of stained or varnished timber was mainly used during late Victorian and early Edwardian periods when the trading of hard woods made these timbers accessible. This finish is now extremely unusual, and therefore painted timber will be the preferred option for the majority of replacement shop fronts. The use of hardwoods today would be discouraged unless it has been resourced from a sustainable source.

Large areas of undivided glass should in general be avoided as they are of less visual interest and can detract from the overall character of an older building. However in contemporary shop fronts, larger glass panes are a characteristic of their appearance. Consideration of the age and style of the building will influence the size of the fenestration selected.

The details of the mullions and transoms will be dictated by the form of the frontage. Georgian details are very delicate and simple, with Victorian details thicker and are of more solid appearance. The use of metal frames and transoms was only developed in the late Edwardian period.

Although there is a wide range of design solutions to any given place, the design of the fenestration, the detailing, the choice of materials and the balance of new to old should relate to the building as a whole. The installation of a 'traditional' shop front will not always be appropriate. Some premises are constructed in a style where a contemporary design would be more suitable. The individualism of each buildings frontage can be important to the overall appearance of the street and therefore alternative styles may be acceptable, subject to the character of the building in which they are proposed.



Good use of simple design with plain mullions complementing products sold.

Corporate Identity

People expect to see retail chains in our high streets but it may be necessary for these retail outlets to adapt their use of corporate images/ logos to retain the harmony of the individual building and street scene. Most now recognise that this adds value to their customer perception of their brand.

The use of internally lit fascia signs and projecting signs are actively discouraged. The use of individually designed shop fronts that work with the setting and the building is encouraged. A standard 'heritage' solution may be offered by retailers but these are often designed for a specific historic period (generally Victorian) and may not be appropriate for other properties.

The use of corporate colours provides shoppers with an instant visual connection with the chain store. Corporate colour schemes will generally be acceptable, though the scheme should not conflict with the building or the setting.

We expect to see the individual property and its setting considered as part of the design. The justification for the design should be included in the Design & Access Statement and the Heritage Impact Assessment.



7. Materials and workmanship

Materials used in shop fronts need to be compatible with the building and the selection of the appropriate materials should be guided by the age of the building.

Traditional materials, such as timber were used because they could be easily painted to give the shop a quick, cheap make over. Paint also allowed for features to be picked out in contrasting colours, making the shop front more interesting and distinguishable.


The use of metals, such as bronze and cast iron tended to be used from the Edwardian era onwards, and therefore would only be considered appropriate for a building of this era or later. Plastic or polished aluminium frames are

generally discouraged within historic buildings, conservation areas and rural locations except where specific circumstances justify.

Small details, such as good quality fixings with neat returns, trims and mouldings can be critical to successful design. Good quality workmanship will enhance the appearance of both the shop and the street.

8. Accessibility

When altering an existing access or creating a new shop front, there is a statutory requirement under the Equality Act 2010 to ensure ease of accessibility for both wheelchair users and the ambulant disabled (such as mobility problems or poor vision). Detailed guidance on items



such as the size of door openings, ease of door openings and height of latches, etc can be obtained from Building Regulations (Part M) or Building Control Officers.

In some cases it may be necessary to install ramps, clearly readable signage, including brail or foreign language, etc., all of which will require careful consideration in respect of location, size and materials used. The location of call pads for wheelchair assistance or to open automatic doors will require careful setting to be accessible without causing visual harm. Ramps should be located internally. Where this is not possible a temporary and removable access ramp will comply with regulations.

Traditionally the threshold for the door is set back from the pavement and this should be retained or re-instated where appropriate. This can be used to personalise the threshold, eg placing name in tiles.

Summary:

- Design of shop front should complement the building, street and location
- Consideration should be given to the smaller details that can make the building interesting and distinctive
- Layout of the shop front should in proportion to the building
- Each building should be clearly identifiable
- Colours should complement the building and reflect the type of shop
- Materials used should be compatible to building age and style
- Good quality workmanship and materials will be encouraged
- Standard corporate schemes will need to be amended to ensure it enhances and protects conservation areas and is of a suitable scale/ design for the building



9. Canopies

Canopies and blinds can add interest to the appearance of shopping streets as well as shading goods and customers. They should be historically accurate, simple in form and retractable. The colour and material choice should reflect the overall colour scheme. The use of bright plastic or highly reflective materials is unlikely to be appropriate.

Fixed material canopies are likely to be inappropriate, unless they were part of the original design of the building. The reinstatement or refurbishment of fixed metal canopies, particularly favoured in the Edwardian period, will be encouraged if evidence can be found for the proposed style.



Banbury – Simple canopy design

10. Signage and lettering

Signage that is clear and instantly recognisable is essential, but is too often driven solely by the corporate identity of national companies.

Traditionally the name of the shop would have been located in the centre of the fascia board. Victorian and Edwardian signage were busy and highly decorative, advertising the trade or products sold within, whilst other periods chose a simpler, plainer style.

The selection of the font and type of lettering used will be influenced by the design of the shop front, with the selection ranging from

traditional hand painted lettering on fascias and windows to the use of raised three dimensional lettering and lettering on metal plaques.

The colour of lettering should be clearly contrasting from the fascia colour. Lettering applied directly to the building should ideally be metal raised letters. Plastic, highly reflective and back lit fascias will be discouraged.

As a general rule the size of lettering should be designed to relate to the overall size of the building and to the depth and length of the fascia. The lettering should be well spaced and well proportioned.



Advertising on building with hand written signage – a traditional, Victorian method of advertising – now protected by statutory listing.

11. Projecting or hanging signs

Projecting or hanging signs are traditional forms of advertisement and can add character to and enliven a shopping street.

A hanging sign should ideally be constructed of timber or metal and painted with details of the shop. They can be made more individual by being applicable to the type of retail unit eg cut in the shape of a boot for a cobbler or shoemaker.



Banbury – Large hanging sign making a good visual reference to location and part of wayfinding.



Banbury – Hanging sign showing visual image of the goods



Projecting sign

12 'A' boards

Whilst freestanding advertisement boards have become popular these will generally be discouraged to prevent a cluttered street scene and minimize hazards to pedestrians. If you feel that your business would benefit from an 'A' board, a licence will be required. Further guidance on 'A' boards and information on how to apply for a licence is available from the Licensing Department by email: licensing@cherwell-dc.gov.uk or by telephone on 01295 753744.

13 Internal advertisements

Signs set behind windows are in most cases subject to the same regulations and control as those fixed externally. Permanent window advertisements, such as telephone numbers and email addresses can be acceptable if sensitively designed, coloured and positioned.

Blanking out windows with advertising is strongly discouraged as this reduces active frontage. Open window displays allow potential customers a view into the shop.



Banbury – Advertising sign written onto the shop fenestration

14 Lighting

Good lighting enhances the shop and neighbourhood by picking up architectural features, lighting up the signage or lighting the display in the shop window.

Light fittings are a relatively new invention so there is no historically correct style. They should be carefully selected and located to suit the style of the shop and be as discreet as possible such as trough lighting or spot lights.

Light pollution can have a negative effect on the shop, ecology and neighbours so light levels should be carefully considered particularly in rural settings. General 'flood' lighting will be discouraged and there are laws governing light pollution.

Internally lit projecting signs and fascias do not enhance the building and are unlikely to be appropriate for historic buildings or conservation areas.

Appropriate forms of illumination can include, depending on individual circumstances:

- Externally front-lit or 'halo' back-lit individual letters, depending on the quality of the design and the position of the sign when fixed to the building
- Discreet use of spotlighting of fascias and hanging signs
- Signs painted on to shop windows which are internally lit
- Some types of independent or freestanding illuminated signs behind window glass. Such signs are subject to control if less than 1 metre from the glass.



Discreet trough lighting blending in with the shop signage.

15. Security grilles and shutters

Effective security methods can be justified to safeguard premises and goods; however their installation should be considered carefully and should not be to the detriment of the street. The preferred means of achieving security is to use toughened glass, which has a negligible impact on the appearance of the street.

For higher forms of security and protection, additional glazing bars and internal window grilles, which allow views through are the preferred options. They not only keep the street scene open, and therefore visually attractive, but also provide added security as people can see into the shop.

The cumulative effect of numerous external grilles or shutters along a street is unsightly and can lead to a reduction in 'active frontage', which may lead to a drop in footfall and possible anti-social behaviour.

The use of permanently fixed external grills will not be permitted in public places. Installation of these grills at the rear of a property may create an accessible climbing system enabling illegal access to this or adjoining buildings.



Photograph showing closed or solid grill which provides a negative image.



Photograph showing open grill which does not close the active frontage and provides security.

16. Alarms

The Council recognises the need for an Intruder Alarm boxes. The location of the external box and the wires require consideration. A neat solution is for the box to be located within or directly above the fascia, with the cables running discreetly along the top of the fascia.

17. Mechanical and electrical plant

Careful setting of mechanical and electrical fixtures and fittings, including air conditioning condenser units, etc will be required. Locations to the rear which do not harm the fabric of a historic building or the street scene will be encouraged.



18. External displays and street furniture

Use of the property frontage for external displays and street furniture will normally be encouraged because it can enliven the character of a street. Use of the public highway including footways for this purpose requires a licence and this is available from the local authority.

If you wish to place furniture or displays on the pavement outside the shop front you will need first need to seek guidance from the Licensing Department by email: licensing@cherwell-dc.gov.uk or by telephone on 01295 753744.

19. Cash points

The installation of external ATMs will be actively discouraged as these often distract from the building and its setting, particularly where they have been installed as an after thought. Where ATMs are required, it will be recommended that they are installed internally in a lobby which will also provide security for the user.

Where machines are installed externally, early consideration should be given to integrate them into the overall design of property.



Banbury – Nationwide with external ATM integrated into design of shop front

Summary:

- Canopies should fit with the building and use appropriate colours and materials
- Good access should be provided into the shop
- Signage should be written in a suitable font and size for the building. The fascia should be approximately 10% of the shop front height with the lettering written on the fascia
- Backlit fascia boards and internally lit projecting signs will be discouraged as they distract from the building
- Projecting or hanging signs are encouraged. The brackets for the signs should reflect the style and age of the property
- 'A' boards are discouraged as they can add clutter to the street
- External lighting should be small and discreet
- If security grills are required, they should be retractable, internal to the shop front and open grilled
- External alarm boxes and other plant should be carefully located to ensure that any architectural features can be seen
- External displays and street

furniture requires a licence

- ATMs should be installed within the shop, preferably within a lobby area.

20. Internal fit out works

If a building is listed, listed building consent will be required for works to the property. It is a common misconception that it is only the façade or external elevations that are listed. In fact the whole of the property is protected by the listed status. Any historical internal features should be retained and this may restrain the use to which the building can be put, particularly if the works affect the fabric or layout of the property, such as removal of fixtures, forming new openings, such as doors, hatches, large holes for extract fans, etc., plastering over walls, dry lining and insertion on new walls and fixed counters.

The installation of freestanding units and display racks, replacement of kitchen units or general like for like repairs will not require Listed Building Consent.

Early discussion should be undertaken with the Development Control duty officer who will be able to guide you through the process and provide advice. For

works to historic buildings early contact should also be made with the Design & Conservation team for specialist advice.

21. Do I need consent?

Before undertaking any work, it is always advisable to contact the Council to discuss your proposals.

Listed Building Consent

Listed Building Consent will be required for all works which affect the character or fabric of the building (other than repair), this usually includes:

- new or replacement signs as well as changes to shop fronts
- internal works, apart from standard 'fit out' works which will affect the character and/ or fabric of the building
- investigation works, such as the removal of fixed display units and wall coverings.

Further guidance on work to a listed property is available from Cherwell District website.

Conservation Area Approval

Works to a non listed building in a Conservation Area may require planning permission if one of the following is involved:

- Change of colour to external shop front
- New shop front
- Installation of any external fittings or advertising boards

Further guidance on works to a non-listed property in a conservation area is available from Cherwell District website.

Planning Permission

Installing new shop fronts, grilles, shutters and projecting blinds will require Planning Permission, in addition to either of the above consents (if applicable).

If the shop is to have a change of use, such as conversion into a take away from a retail unit, then Planning Consent will be required.

Building Control

Building Regulations are there to ensure that buildings are safe, healthy, accessible and sustainable for current and future generations. Therefore permission is required for:

- some alterations to shop fronts
- a new shop front is proposed
- for any internal structural alterations
- any works effecting the health and safety of the public and employees, such as fire protection.

The building regulations do not apply to advertisements.

Advertisement Consent

Advertisement Consent is required for most types of new or replacement shop front signage, especially if it is to be illuminated.

Licensing

A licence is required if you wish to put an external display, chairs, tables, outside of your shop.

22. Relevant policy

National Planning Policy Framework

The Town and Country Planning
(Control of Advertisements)
(England) Regulations 2007

Town and Country Planning Act
1990

Planning (Listed Buildings and
Conservation Areas) Act 1990

The Adopted Cherwell Local Plan -
Policies C18, C23 and C28

23. Contacts

Development Management

Tel: 01295 227006

Email: planning@cherwell-dc.gov.uk

Design and Conservation

Tel: 01296 221846

Email: design.conservaion@cherwell-dc.gov.uk

Building Control

Tel: 0300 0030200

Email: building.control@cherwellandsouthnorthants.gov.uk

Licensing Department

Tel: 01295 753744

Email: licensing@cherwell-dc.gov.uk

Or write to:

Cherwell District Council,
Bodicote House, Bodicote,
Banbury, Oxfordshire, OX15 4AA

Tel: 01296 227001

Fax: 01295 221856

DX: 24224 (Banbury)

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