



**REPORTS FOR DECISION BY THE
CABINET MEMBER FOR ENVIRONMENT**

Date Issued: 03 March 2011

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A Record of Decision will be issued following the conclusion of 5 clear working days from the date of issue of the Report

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Agenda Item 1

MAIDSTONE BOROUGH COUNCIL

CABINET MEMBER FOR THE ENVIRONMENT

REPORT OF HEAD OF BUSINESS IMPROVEMENT

Report prepared by Georgia Hawkes

Date Issued: 3 March 2011

1. BEST VALUE REVIEW OF WASTE AND RECYCLING IMPLEMENTATION PLAN – PROGRESS UPDATE

1.1 Key Issue for Decision

1.1.1 To consider the progress that has been made on implementing the actions agreed following the Best Value review of Waste and Recycling.

1.2 Recommendation of Head of Business Improvement

1.2.1 That the Cabinet Member notes the progress that has been made against the agreed implementation plan (Appendix A).

1.2.2 That the Cabinet Member agrees the completion dates for the actions in the implementation plan.

1.2.3 That the Cabinet Member agrees the changes and additions to the implementation plan made since the plan was agreed by Cabinet in February 2010.

1.3 Reasons for Recommendation

1.3.1 A Best Value review of the Council's waste and recycling service was carried out in 2009. The review was managed by the Policy and Performance team and supported by work carried out by the Environment and Leisure Overview and Scrutiny Committee. The rationale for undertaking the Best Value review at that time was as follows:

- The Council was a year on from the first phase implementation of the new recycling scheme;
- The Place Survey results showed a mixed picture in satisfaction with recycling across the borough;
- Further opportunities to dispose of waste in a more efficient manner had come on line;

- Performance figures showed there was a high level of waste generation in the borough;
- The Council had average performance on recycling but at a high cost;
- The annual audit letters in 2008 and 2009 included references to the performance and cost of the service; and
- The contract with SITA finishes in 2013 and there was a need to start to consider the best options for the new contract.

1.3.2 The review focused on the following areas:

- Strategy;
- The collection service;
- Disposal arrangements;
- The views of the public;
- The relationship between the Council and its partners; and
- Performance and value for money.

1.3.3 All aspects of the Waste and Recycling collection service were considered, including services that could be offered but currently are not e.g. trade waste:

- Collection Arrangements – weekly, alternate weekly, monthly or possible separate urban/rural arrangements;
- Bulky rubbish Collection & Weekend Freighter Service;
- Trade waste;
- Clinical waste;
- Recycling;
- Food waste; and
- Green waste.

1.3.4 The options and recommendations from the review were agreed by Cabinet in November 2009. The Policy and Performance team worked with the Waste and Recycling team to formulate an implementation plan detailing the actions to be taken to implement the recommendations agreed by Cabinet. The implementation plan itself was agreed by Cabinet in February 2010 and included actions for a number of elements of the Waste and Recycling service including collection arrangements, food waste collections, clinical waste, green waste and bring sites. The Cabinet report included an undertaking to

report progress on the implementation plan to the Cabinet Member for the Environment.

1.3.5 The original implementation plan included planned start dates for the actions but not planned completion dates. These were agreed with the relevant officers and added after Cabinet agreed the plan.

1.3.6 The implementation plan was placed onto the Covalent software system for easier progress monitoring. Relevant officers, mainly from the Waste and Recycling team, update the actions as and when they are completed.

1.3.7 The implementation plan is a live document, so actions can be deleted or changed and new actions have been added where necessary. The Waste and Recycling Strategy led to a number of changes in the implementation plan because of the following:

- The borough-wide roll out of weekly food waste collection scheme rather than trialling the scheme with 7,000 - 10,000 households first; and
- No introduction of a separate paper collection – a paper collection had originally been planned following the Best Value Review.

1.3.8 Therefore, some start and completion dates have been altered because of the extra work required to implement the new food waste scheme. Also, some actions have been added following on from other actions that have been completed, or to replace actions that are no longer relevant. The most significant changes are:

- Changes to BVR 003.01 to BVR 003.11 to reflect the borough wide implementation of the new food waste scheme;
- BVR 004.08 and BVR 004.09 added to action plan as follow on actions to review success of Tetrapak recycling bank pilot and to ensure facilities are available to recycle the right sorts of materials at bring sites;
- Change of planned start date for BVR 009.01 from February 2010 to 1 April 2011 as creating a profile of current commercial waste arrangements in the borough has been delayed due to the new food waste scheme;
- Change of planned start date for BVR 012.04 from April 2010 to November 2010 as development of impact measures for education and promotion work was delayed due to the need for education and promotion work for the new food waste scheme;
- Change of planned start date to BVR 012.07 from 1 November 2010 to 1 October 2011 as creation of the education and

promotion plan, and therefore the 6 monthly review of this plan, have been delayed due to the promotion and roll out of the new food waste scheme;

- BVR 013.04 added to implementation plan as Mosaic analysis of waste and recycling contacts is useful to help the service improve;
- BVR 014.03 and BVR 014.04 added to implementation plan following on from relevant funding organisations being identified as part of BVR; and
- BVR 018.10 added to implementation plan to ensure options for kerbside collections of paper and other recyclable materials are considered as part of the new waste and recycling contract.

1.3.9 In the past year excellent progress has been made on the implementation plan. The service has improved and actions taken as a result of the Best Value review and detailed in the implementation plan will result in savings to the Council of approximately £103,000 by 2011/12, although initially this will be required to fund the annual cost of the Food Waste service. The main changes have been:

- A new Waste and Recycling Strategy giving a vision and longer term targets for the service;
- Introduction of borough-wide weekly food waste collections and changes to the recycling and non-recycling collections, which has so far led to approximately a 22% reduction in the amount of household waste collected in grey bins;
- £500,000 received in grants towards funding the food waste scheme;
- Removal of can banks from bring sites, saving the Council £23,000, and an increase in the number of bring sites and the facilities for recycling a range of materials at bring sites;
- Changes to the weekend freighter service – saving the Council £15,000;
- An increase in purchase of compost bins of 105% in January 2011 when compared to the average monthly sales in the previous quarter;
- Introduction of compostable green waste sacks – which will save the Council £65,000 by the end of 2011/12 and has made the service more environmentally friendly; and
- An increased clinical waste collection service and improved waiting times for this service.

1.3.10 Only four actions are overdue and the majority of these actions have not been completed because of the staff time required to implement the food waste scheme. The overdue actions are as follows:

- BVR 004.04 – Work with the Planning department and interested groups to develop a proforma to identify land appropriate for bring sites
- BVR 005.07 – Introduce a method for improved recording of bulky items
- BVR 007.07 – Increase the number of web-based transactions that can be completed on-line e.g. paying for garden waste bins, reporting missed bins, ordering and paying for bulky collections, ordering garden sacks etc
- BVR 012.06 – Hold a focus group meeting at the end of the first complete year of the dry recyclable scheme

1.3.11 Appendix A sets out the objectives (which reflect the recommendations agreed by Cabinet in November 2009) and the actions required to achieve these. For each action the following is shown:

- planned start dates;
- due dates;
- action status i.e. whether action is in progress/assigned, completed or overdue;
- responsible officer; and
- latest note giving more information on the action.

1.3.12 Latest notes are written by the responsible officer when an action is completed or when an update on the implementation plan is due. Latest notes are included for all actions that are completed or that are in progress, but are not included for any actions that have not yet started.

1.4 Highlights

1.4.1 The implementation plan gives a good view of progress against the detailed actions. The following paragraphs give a high level view of the main achievements under each recommendation from the Best Value Review agreed by Cabinet.

Create a Council Waste and Recycling Strategy

- 1.4.2 The Waste and Recycling Strategy has been created and agreed by Cabinet in September 2010. This gives the Council a clear vision and targets for waste and recycling.

Ensure there is a fair distribution of recycling credits within Kent

- 1.4.3 Through discussions with Kent County Council and national funding bodies over £500,000 in grants has been received towards the food waste scheme.

Consider an alternate weekly waste collection and investigate a separate food waste service

- 1.4.4 The new food waste collection service has now been introduced for the whole borough. New food waste caddies were delivered to 55,568 households at the end of January and the food waste service from 31 January. In the first week, half of the borough had their first food waste collection and 41 tonnes of food waste was sent for composting. This is over 1.5kg per household. More than 70% of households put their new food waste bins out for collection and in some areas, this was more than 80%. Although the service has only just been introduced initial figures suggest that more than 4,500 tonnes of food per year will be sent for recycling. It is too early to say what the impact has been on the overall volume of waste that is being generated. One of the other aspirations of the scheme was to reduce the volume of waste generated, particularly given the greater awareness the public would have on how much food waste was thrown away.

Expand bring sites and facilities for recycling glass and other recyclable material

- 1.4.5 Can banks have been removed from recycling bring sites. The can banks had become unnecessary as residents could recycle cans in their doorstep recycling collections following the roll out of the dry recyclables scheme. This has resulted in a saving of around £23,000. New glass banks and music/book banks have been installed at various sites across the borough. Discussions are on-going with Tetrapak to further extend the range of materials that can be recycled at bring sites.

Provide residents with an easy to use bulky collection service with an improved pricing structure

- 1.4.6 A simplified pricing structure for the bulky waste service was agreed in July 2010 and implemented in August 2010. The changes to the weekend freighter service were also implemented in August 2010. By 2011/12 this will result in a full year saving of around £15,000. Improvements to the recording of bulky items have been delayed because of the need to make the system used by front-line customer services staff ready to deal with the new food waste scheme. This will be pursued further in March 2011. More options for re-use of bulky items will be pursued over the next six months.

Encourage greater home composting for green waste

- 1.4.7 The Council has signed up to a national composter scheme which is managed by the Waste Improvement Network (WIN). This provided the best value for money for Maidstone residents. Sales of compost bins have increased since information was included on the recycling calendar, with an increase in purchase of compost bins of 105% in January 2011 when compared to the average monthly sales in the previous quarter. New compostable bags for green waste have been delivered to all retailers. By 2011/12 the introduction of these bags and the change in service this makes the service more environmentally friendly and will produce a saving of around £65,000.

Make better use of technology to enable residents to access information and services and improve reporting

- 1.4.8 The Waste and Recycling web pages have been improved to give better information to residents. A pilot of real-time technology that records collection issues whilst the collection vehicles are out on their rounds is currently underway. Missed bins can now be reported on-line and the process for ordering new bins has improved. Some processes have been delayed because of the needs to work out how to schedule appointments on-line and because purchase of a payment portal was delayed. The payment portal has now been purchased and is being trialled.

Facilities are promoted more extensively and plans for an additional household waste and recycling centre are pursued with the County Council

- 1.4.9 Details of Household Waste Recycling Facilities in neighbouring boroughs are provided to residents enquiring about services and details are on the Council's website. The possibility of an additional household waste recycling centre has been discussed with Kent County Council, but there are no plans at present for a new site. The Council

will, however, continue to lobby KCC regarding the provision of a new site.

Investigate options for the collection of commercial waste

1.4.10 Work to create a profile of current commercial waste arrangements in the borough has been delayed because of the implementation of the food waste service. However, the other actions to investigate options for trade waste collections are still on target. This is the next big project for the Waste and Recycling team and a business case will be developed following the implementation of the separate weekly food waste collections to take account of any spare capacity for commercial food waste collections and other opportunities.

Robust monitoring arrangements for partnerships are established with a greater focus on the outcomes achieved

1.4.11 A number of actions have been completed or are on-going to make better use of partnerships. As part of the procurement process for the new waste and recycling contract, the need for the contractor to work with the Council to identify service improvements and efficiencies will be highlighted. The revised Kent Waste Partnership waste strategy will focus on the need for achieving and monitoring outcomes.

Review the potential for a kerbside sorting system (particularly in rural areas) with the introduction of the new waste collection contract

1.4.12 The potential for a kerbside sorting system will be addressed as part of the new waste and recycling contract.

Ensure that education and promotion work is targeted with monitorable outcomes

1.4.13 Mosaic Public Sector is being used to inform the education and promotion plan of the new food waste collections and target communications to maximise recycling uptake and minimise household waste. A survey has been designed to measure the effectiveness of educational activities carried out in schools. The results from the survey will be used to identify whether educational workshops should be continued and if so to identify what areas should be focussed on. Also, a new DVD has been developed to reflect the changes to the waste services.

Improve understanding of the profile of calls to the service

1.4.14 There is now a better understanding of the profile of calls being made to the Contact Centre about waste and recycling and a new number

specifically for waste and recycling has been introduced. Further information on the types of people who contact the Council about waste and recycling is currently being compiled.

Increase opportunities to access funding and participate in innovative schemes

1.4.15 Applications for funding were successful, resulting in £358,000 from Kent Waste Partnership (KWP) and £170,000 from WRAP.

Review future targets in line with the development of the service and the contribution that the Council can make towards the Kent targets in the Local Area Agreement 3

1.4.16 The total waste sent for reuse, recycling and composting was 24.54% 2007/08 (pre roll out of the mixed dry recycling Phase 1 in 2008/09). The recycling rate increased by 2.93% to 27.47% 2008/09, and by a further 3.16% to 30.63% 2009/10. A total increase of 6.09%. The new food waste service will help boost recycling rates further, helping the Council achieve the target in the Waste and Recycling Strategy of 50% recycling, re-use and composting by 2015.

Ensure that the new waste and recycling contract is environmentally friendly and contributes to reduced levels of Co2

1.4.17 When planning the new food waste collection, the environmental impact was considered and minimised. The reduction of the weekend freighter service and the introduction of compostable garden waste bags have improved the environmental impact of the service. With the new food waste scheme there is also the potential to use food waste to fuel refuse vehicles. This will be considered as part of the new contract for 2013.

Implement a clinical waste service that meets the increasing need of local residents

1.4.18 The clinical waste collection service has been increased and waiting times have improved.

Introduce a paper collection service

1.4.19 A decision has been made not to progress with a separate paper collection at the current time, but options for kerbside collection of paper and materials only currently recyclable at bring sites will be considered as part of the new contract.

1.5 Alternative Action and why not Recommended

1.5.1 The Cabinet Member could decide not to agree the revised dates and the changes to the implementation plan. However, this is not recommended as it is felt these represent the reality of how and when the Waste and Recycling service will be developed and reflect the progress that has been made in a relatively short time period.

1.6 Impact on Corporate Objectives

1.6.1 Completion of the implementation plan supports the Council's priority 'For Maidstone to be a decent place to live' by helping deliver the outcome that the borough 'continues to be a clean and attractive environment for people who live in and visit the borough'. The implementation plan also supports the priority of 'Corporate and Customer Excellence' by helping to deliver the outcome that 'the Council will continue to have value for money services that residents are satisfied with.'

1.7 Risk Management

1.7.1 The implementation plan helps to minimise the risk that the Council will not deliver its outcomes by 2015 by ensuring that there is a plan for improvement of the Waste and Recycling Service.

1.8 Other Implications

1.8.1

1. Financial	X
2. Staffing	
3. Legal	
4. Equality Impact Needs Assessment	
5. Environmental/Sustainable Development	
6. Community Safety	
7. Human Rights Act	
8. Procurement	X
9. Asset Management	

Finance

- 1.8.2 Actions taken as a result of the Best Value review and detailed in the implementation plan will result in savings to the Council of approximately £103,000 by 2011/12, although initially this will be required to fund the annual cost of the Food Waste service. Significant savings are expected to be made as part of the tendering exercise which will be completed by 2013 as the Council will be in line with best practice nationally and the County model as well as having clarity on volumes of waste and collection requirements.

Procurement

- 1.8.3 The new Waste and Recycling contract will need to be procured for 2013.

1.9 Relevant Documents

1.9.1 Appendices

Appendix A – Best Value review of Waste and Recycling implementation plan

1.9.2 Background Documents

Best Value review of Waste and Recycling 2009-10 papers and reports

IS THIS A KEY DECISION REPORT?

Yes

No

If yes, when did it first appear in the Forward Plan?

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

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How to Comment

Should you have any comments on the issue that is being considered please contact either the relevant Officer or the Member of the Executive who will be taking the decision.






Councillor Ben Sherreard

Cabinet Member for the Environment
Telephone: 07789 408452
E-mail: BenSherreard@maidstone.gov.uk

Georgia Hawkes

Head of Business Improvement
Telephone: 01622 602168
E-mail: GeorgiaHawkes@maidstone.gov.uk

Best Value Review Waste

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed

Objective 001 Create a Council Waste and Recycling Strategy

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
BVR 001.0 1	Research existing strategies, particularly among waste partnerships	01 Feb 2010	31 Jul 2010		Jennifer Gosling	Research for Strategy has been completed and strategy is in final draft - awaiting approval by Cabinet in September 2010
BVR 001.0 2	Develop a short strategy for the Cabinet member for the environment to approve	01 Feb 2010	31 Jul 2010		Jennifer Gosling	The Waste Strategy has now been approved by Cabinet.
BVR 001.0 3	Monitor strategy on a yearly basis	01 Apr 2011	30 Apr 2013		Jennifer Gosling	

Objective 002 Ensure there is a fair distribution of recycling credits within Kent




Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 002.0 1	Officers engage KCC with a view to obtaining financial support	01 Nov 2009	31 Mar 2011	Steve Goulette	Discussion held with KCC and over £500k achieved in grants. Ongoing work through the mid and west Kent group is seeking to bring together those authorities retendering in 2013 and has commissioned work to determine the business case and likely savings. Objective achieved.
BVR 002.0 2	Meet with representatives from other Kent districts to seek a fair distribution of KCC support	01 Jan 2010	31 Oct 2010	Steve Goulette	By working with KCC over £500k has been granted towards the food waste scheme. I am chairing a mid/west group looking at new contracts including on going KCC support. The mid/West Kent has commissioned work to determine costs for each authority and has agreed a strategy to bring together those authorities due to re-tender in 2013.

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Objective 003 Consider an alternate weekly waste collection and investigate a separate food waste service

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 003.0 1	Liaise with SITA over potential arrangements for an alternate weekly collection	01 Dec 2009	31 Jul 2010	Jennifer Gosling	Discussions have been taken into account for the waste strategy, with decision finalised on Friday 24th September 2010. The full implementation plan has been drafted and will remain a "live" document which will evolve through the work of the Project Board.
BVR 003.0 2	Research other Councils with food waste and alternative weekly collections to investigate their contracts, operational arrangements and approach to change.	01 Dec 2009	30 Jun 2010	Jennifer Gosling	A reference visit to Tunbridge Wells was arranged as well as Southend-on-Sea which operates a separate weekly food waste collection.
BVR 003.0	Pursue funding from WRAP to develop a trial food waste	01 Dec 2009	31 Mar 2010	Steve Goulette	Funding from WRAP is confirmed. There are conditions to be agreed regarding the Kent Waste Partnership



Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
3	collection scheme				funding.
BVR 003.0 4	Liaise with Sita over the most suitable vehicle to use during the trial	01 Jan 2010	31 Mar 2010	Jennifer Gosling	A suitable vehicle for the food waste trial was identified within the existing fleet. Now the food waste scheme will be rolled out across the borough seven purpose-built vehicles will be used.
BVR 003.0 5	Liaise with SITA and WRAP over how the food waste collection scheme would operate including looking at the choice of containers	01 Jan 2010	30 Jun 2010	Jennifer Gosling	A separate food waste collection has been fully investigated and the proposal will be submitted as part of the Waste and Recycling Strategy. Changing Council priorities has resulted in the benefits of a food waste collection to only 7,000 properties being re-evaluated and a borough-wide solution will be rolled out by the end of January 2011. Suitable containers and collection vehicle have been identified.
BVR 003.0 6	Develop a communications strategy to manage the introduction of food waste collections	01 Apr 2010	31 Jul 2010	Jennifer Gosling	The communications strategy has been developed with WRAP and Annika Fraser for the implementation of boroughwide food waste collections. This will remain a "live" document as it will develop further in response to feedback from residents as the scheme is introduced.
BVR 003.0 7	Implement the food waste and alternate weekly collection scheme	01 Oct 2010	31 Jan 2011	Jennifer Gosling	Through the development of the strategy, food waste is now going to be introduced borough-wide rather than in a trial area. Funding has been granted from both WRAP and the Kent Waste Partnership's SIP Fund for the implementation. The caddy and external bin has been identified and procured through a compliant purchasing framework. These have been delivered to households and the new collections have started.
BVR 003.0 8	Implement a monitoring system for satisfaction and the amount of food waste tonnage collected	01 Nov 2010	31 Jan 2011	Jennifer Gosling	New customer satisfaction cards have been designed in light of the changes to the services provided. These will be used from 1st February following the start of the new service. Tonnage information will be provided by Kent

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
					County Council monthly and this will be recorded with the other waste tonnages to provide monthly information regarding the recycling rate and tonnage collected per household.
BVR 003.0 9	Hold a focus group with participants to assess the success of the scheme	01 Jul 2011	31 Jul 2011	Jennifer Gosling	
BVR 003.1 0	Review the success of the alternate weekly and food waste scheme and report back to Cabinet member	01 Apr 2011	31 Oct 2011	Jennifer Gosling; Jonathan Scott	
BVR 003.1 1	Determine whether a food waste and/or alternate weekly collection should be considered as part of the new waste contract	01 Oct 2011	30 Jan 2012	Jennifer Gosling; Jonathan Scott	


Objective 004 Expand bring sites and facilities for recycling glass and other recyclable material






Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 004.0 1	Arrange the removal of can banks	01 Dec 2009	30 Jan 2010	Jennifer Gosling	The can banks were removed at the end of December 2009 and information regarding the recycling sites throughout the borough was amended on the website. 
BVR 004.0 2	Monitor sites to ensure that cans are not left in the sites of former can banks, monitor contact with residents to ensure satisfaction with the service is maintained	30 Jan 2010	31 Mar 2010	Jennifer Gosling; Alisa Maguire	Completed. Monitoring will be ongoing and is therefore a service plan issue now. 

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 004.0 3	Undertake an audit of all recycling bank sites to ensure a balance is provided across the borough	01 Jun 2010	30 Jun 2010	Alisa Maguire	An audit has been undertaken and a programme of future site inspections will be carried out monthly. As a result old paper banks have been replaced with new, and site signage has been updated. New glass bottle banks (clear, brown and green) and a paper bank have been installed at Maidstone Leisure Centre and permission granted for a new site at Brunswick Street car park.
BVR 004.0 4	Work with the planning department and interested groups to develop a proforma to identify land appropriate for bring sites	01 Jan 2010	31 Oct 2010	Jennifer Gosling	The information for the proforma has been gathered however due to the implementation of the food waste collections this has had to be delayed until the implementation is complete. The proforma will be distributed by end of March 2011.
BVR 004.0 5	Identify additional sites across the borough to provide additional banks (mainly for glass)	01 Jul 2010	31 Jan 2011	Alisa Maguire	New banks have been installed for glass at Maidstone Leisure Centre and Senacre Square. Some identified sites could not be proceeded due to objections from residents i.e. Brunswick car park. Nine Music/book banks installed at sites across the Borough.
BVR 004.0 6	Pursue a pilot of Tetrapak banks in the borough	01 Apr 2010	28 Feb 2011	Jennifer Gosling	The sites have been approved by the Cabinet Member, however Tetrapak have notified the council that unfortunately they have not yet received confirmation that the funding will continue next year. Therefore the installation of the bins will be delayed until there is a guarantee that funding will extend the project to the end of 2011. Tetrapak banks throughout the country remain a trial scheme and therefore joining this trial means that there is a risk that when funding ceases the banks may have to be removed.
BVR 004.0 7	Develop a programme of recycling bank audits	01 Sep 2010	30 Sep 2010	Jennifer Gosling	This was prepared by the Waste Reduction Officer, including inspection sheets with detailed maps and photos of every site.

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 004.0 8	Review success of Tetrapak bank pilot and investigate future options for disposal of Tetrapaks	01 Jul 2011	31 Aug 2011	Jennifer Gosling	
BVR 004.0 9	Review options for recycling other materials at bring sites e.g. batteries	01 Aug 2011	30 Sep 2011	Jennifer Gosling	

Objective 005 Provide residents with an easy to use bulky collection service with an improved pricing structure







Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 005.0 1	Review and develop a new charging framework for the bulky waste service including exploring a reduction in cost for people on benefits	01 Jan 2010	31 Jul 2010	Jennifer Gosling; Paul O'Grady	 A new pricing framework was approved as part of the Fees and Charges Report – July 2010.
BVR 005.0 2	Propose a new charging framework for bulky items and consider a reduction in cost for people on benefits	01 Feb 2010	30 Jun 2010	Jennifer Gosling	 A simplified pricing framework for the bulky collection service was proposed as part of the Report of the Assistant Director of Environment and Regulatory Services for Review of Fees and Charges. This was agreed on 2nd July 2010 and the new pricing structure will be implemented from 2nd August 2010.
BVR 005.0 3	Liaise with Sita over the future operation of the freighter service	01 Apr 2011	30 Jun 2010		 The new freighter service operation was agreed as part of fees and charges report.
BVR 005.0 4	Liaise with the communication team over the operation of the freighter service	01 May 2010	30 Jun 2010		 The new freighter service operation was agreed as part of fees and charges report.
BVR 005.0	Liaise with Environmental Health over the operation of	01 May 2010	30 Jun 2010		 The new freighter service operation was agreed as part of fees and charges report.

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
5	the freighter service					
BVR 005.0 6	Set a timetable for the implementation of any changes to the freighter service	01 Jul 2010	31 Jul 2010		Jennifer Gosling	The proposed changes for the Weekend Freighter Service were approved by the Cabinet Member on 2nd July 2010 and the new schedule will start on 21st August. Other changes including no longer accepting garden waste will be implemented from this date. From this date the service will be operated on Saturdays only and sites in close proximity are scheduled accordingly to reduce the carbon impact on the service.
BVR 005.0 7	Introduce a method for improved recording of bulky items	01 Jul 2010	30 Nov 2010		Jennifer Gosling	Due to changes in the refuse service and implementation of the new food waste collections, priority for updates to the CRM system for logging residents' requests has been given to the new services. Therefore the improved method for recording the bulky items booked through this system will be pursued following the roll out of the new services in March 2011.
BVR 005.0 8	Audit the items on the bulky waste vehicle for reuse	01 Feb 2011	01 May 2011		Jennifer Gosling	Originally it had been hoped that this would have been started sooner, however with the decision to implement borough wide food waste collections the audit of bulky items has been postponed until the roll out of the new service is complete.
BVR 005.0 9	Investigate other different methods of reuse available to the Council, including researching the different methods used by other councils	01 Apr 2011	31 May 2011		Jennifer Gosling	This has been incorporated into the council's waste strategy and reuse opportunities will be explored further over the next 6 months.
BVR 005.1 0	Discuss with other Kent districts the opportunities for partnerships for reuse of bulky goods and the potential for	01 Feb 2012	30 Jun 2012		Jennifer Gosling; Jonathan Scott	

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
	reducing costs				
BVR 005.1 1	Identify potential partnerships with third sector groups for the collection of reusable items	01 Oct 2011	30 Apr 2012	Alisa Maguire	
BVR 005.1 2	Liaise with potential contractors as to the best method to collect and distribute reusable items	01 Feb 2012	30 Jun 2012	Jennifer Gosling; Jonathan Scott	
BVR 005.1 3	Identify the best method of reuse of bulky items and pursue partnerships if appropriate with third sector groups developing a trial programme of the reuse of bulky goods	01 Mar 2013	31 Aug 2013	Jennifer Gosling	

Objective 006 Encourage greater home composting for green waste

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 006.0 1	Research new national composter schemes, investigate other schemes operated by other Councils with garden centres and/or composter suppliers, and discuss possibility of partnerships with other Kent councils	01 Jan 2010	28 Feb 2010	Jennifer Gosling	A new national framework was created by WIN (Waste Improvement Network) which the council has now signed up to.
BVR 006.0	Determine the best course of action in supplying composters	01 Mar 2010	31 Mar 2010	Jennifer Gosling	The new framework offered the best value for money for Maidstone residents.

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
2	to residents within Maidstone					
BVR 006.0 3	Research the cost of the supplying biodegradable sacks instead of the current sacks provided and the additional costs of replacing the existing garden waste sacks currently available	01 Feb 2010	31 Oct 2010		Jennifer Gosling	The compostable bags have now been delivered to retailers and the green plastic sacks will be phased out by the end of December 2010.
BVR 006.0 4	Review the arrangements for selling garden waste sacks and ensure that a policy is in place that supports the Council's waste and recycling strategy	01 May 2010	31 Oct 2010		Jennifer Gosling	The new compostable bags have now been received and delivered to all retailers. Details of how to become a garden waste retailer have been added to the website to increase the number of retailers within the borough.
BVR 006.0 5	Review the policy to ensure that it is operating successfully	01 May 2011	30 Nov 2011		Alisa Maguire	
BVR 006.0 6	Develop a promotional scheme of the council's garden waste service outlining the benefits to residents and the borough of using the scheme	01 Mar 2010	31 Oct 2010		Jennifer Gosling	The garden waste scheme will be promoted alongside the introduction of the food waste collections and changes to the refuse collection. Information about the change to compostable bags has been distributed through the Borough Update, press releases and the retailers. The increase in price of the compostable bags has resulted in the garden bins becoming more cost effective to residents and therefore their promotion will remain the focus of any communications with residents.
BVR 006.0 7	Consider whether promotional work should continue on the garden waste scheme through to the start of the new contract in 2013.	01 Feb 2011	01 Feb 2013		Jennifer Gosling	Service has been changed due to identified cost efficiencies and therefore publicity is ongoing.
BVR	Review the new composter	01 Feb 2011	30 Apr 2011		Jennifer Gosling	Monthly sales figures have shown a sharp increase in

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
006.0 8	scheme to assess whether it is providing best value for residents and the Council				the uptake of compost bins since the information was included in the new recycling calendar. Whilst uptake remains high the scheme will not be considered for cancellation and monthly figures will continue to be monitored.



Objective 007 Make better use of technology to enable residents to access information and services and improve reporting

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 007.0 1	Liaise with Sita to discuss the cost of utilising new technology to record collection issues whilst on route	01 Nov 2009	30 Jun 2010	Jennifer Gosling	Sita have provided costs for introducing this technology which are higher than expected. A trial of cheaper equipment is currently being undertaken.
BVR 007.0 2	Research the cost of purchasing technology to utilise on the collection vehicles to record collection issues in real time	01 Nov 2009	30 Jun 2010	Jennifer Gosling	As above.
BVR 007.0 3	Determine the best course of action for the council to pursue to better collect and process information in real time	01 Mar 2010	31 Aug 2010	Jennifer Gosling	A pilot of real time technology is currently underway.
BVR 007.0 4	Pursue in cab reporting as part of the new waste contract	01 Jan 2012	31 Aug 2013	Jennifer Gosling; Jonathan Scott	
BVR 007.0 5	Review, update and improve the text and navigation on the waste and recycling pages of the website	01 Feb 2010	31 Jul 2010	Alison Sollis	New web site structure in place, all pages updated.

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 007.0 6	Review and update the text currently on the website relating to packaging and develop to ensure that the latest information is available including information on how residents can influence the use of packaging.	01 Feb 2010	30 Sep 2010	Alison Sollis	All web pages have been updated.
BVR 007.0 7	Increase the number of web-based transactions that can be completed on line e.g. paying for garden waste bins, reporting missed bins, ordering and paying for bulky collections, ordering garden sacks etc.	01 Apr 2010	30 Nov 2010	Jennifer Gosling	Online bin ordering has been improved and missed bins can now be reported online. This has led to an increased number of web transactions. However, some processes are still not online because of the delay of the purchase of a payment portal which will allow transactions to include the payment of garden bins and the booking of bulky collections. The payment portal has now been purchased and is being trialled.
BVR 007.0 8	Review and update the text on the both bring sites and the household waste and recycling sites throughout the county	01 Feb 2010	31 Jul 2010	Alison Sollis	All web pages have been updated.
BVR 007.0 9	Review on a regular basis the information on the waste and recycling pages to ensure the latest information is available	01 Aug 2010	31 Aug 2013	Elizabeth Hazell	An initial review has been completed. The ongoing work will therefore be added to the service plan.

Objective 008 Facilities are promoted more extensively and plans for an additional household waste and recycling centre are pursued with the County Council

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR	Revisit plans for an additional	01 Oct 2010	31 Oct 2010	Steve Goulette	No status change at present, however the action has

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
008.0 1	Household Waste recycling Centre (HWRC) with KCC					been undertaken.
BVR 008.0 2	Take further steps to highlight to residents the facilities in neighbouring boroughs when they live on the borough boundaries.	01 Feb 2010	31 Mar 2010		Jennifer Gosling	Details of Household Waste Recycling Facilities in neighbouring boroughs are provided to residents enquiring about services and details are on the website.
BVR 008.0 3	Seek support for an additional centre on the Maidstone/Tonbridge & Malling border	01 Oct 2010	31 Oct 2010		Steve Goulette	This has been discussed with KCC and there are no plans at present for a new site. This will be discussed further with TMBC but is a long term objective.







Objective 009 Investigate options for the collection of commercial waste

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
BVR 009.0 1	Create a profile of current commercial waste arrangements in the borough	01 Apr 2011	31 Jul 2011		Jennifer Gosling	The work looking at commercial waste collections will be carried out following the roll out of the food waste scheme.
BVR 009.0 2	Undertake a market assessment of the waste collection operations in the borough	01 Apr 2011	31 Jul 2011		Jennifer Gosling	
BVR 009.0 3	Research the range of commercial waste collection options available to the council including what services council provide nationally to local business	01 Apr 2011	30 Sep 2011		Jennifer Gosling	
BVR 009.0	Liaise with Kent districts on the opportunities for partnerships	01 Oct 2011	31 Dec 2011		Jennifer Gosling	

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
4	on commercial collections				
BVR 009.0 5	Determine the best option available including whether commercial waste should form part of the new waste contract and develop a business case taking into account the waste and recycling strategy and achieving value for money	01 Dec 2011	31 Dec 2011	Jennifer Gosling	Options are currently being developed for the collection of commercial waste in 2011/12 and inclusion of the service in the new waste contract from 2013. Business case will be developed following the implementation of the separate weekly food waste collections in January 2011 to take account of any spare capacity for commercial food waste collections and other opportunities.

Objective 010 Robust monitoring arrangements for partnerships are established with a greater focus on the outcomes achieved

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 010.0 1	Undertake further analysis of partnerships already in place and whether they have potential to develop	01 Oct 2011	31 Jan 2012	Jennifer Gosling	
BVR 010.0 2	Review potential partnerships that the council could access	01 Oct 2011	31 Jan 2012	Alisa Maguire	Rolling review every 3 months
BVR 010.0 3	Develop performance measures to assess the performance of existing and future partnerships	01 Nov 2011	30 Apr 2012	Jennifer Gosling	Substantial monitoring arrangements are in place for the existing waste partnership contract and further indicators will be developed for the new contract especially if a partnership with neighbouring authorities is pursued.
BVR 010.0 4	Undertake an assessment of the waste and recycling service and whether any part of it can be subcontracted to partners	01 Jan 2012	31 Jan 2012	Jennifer Gosling	The current waste contract is continually under review and improvements for the new contract being recorded for consideration during the procurement process. Opportunities to subcontract the clinical collections are currently being discussed with Sita UK and Kent County

Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
						Council. Identification of opportunities within the commercial waste sector is also raising options to subcontract or carry out collections directly.
BVR 010.0 5	Meet with Tunbridge Wells and Tonbridge and Malling Councils to discuss the future of the cardboard service	01 Jan 2010	31 Jan 2010		Jennifer Gosling	Meeting held and exit strategy developed.
BVR 010.0 6	Develop a precautionary exit strategy from cardboard service	01 Jan 2010	31 Jan 2010		Jennifer Gosling	Exit strategy developed.
BVR 010.0 7	Monitor the progress of the East Kent Project and the progress of the Joint Waste Authorities	01 Sep 2010	31 Aug 2013		Steve Goulette	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.0 8	Provide a quarterly update on the progress of the East Kent project and the joint waste partnerships	01 Aug 2010	31 Aug 2013		Jennifer Gosling	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.0 9	Engage with and monitor developments within the Joint Waste Partnership	01 Aug 2010	31 Aug 2013		Steve Goulette	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.1 0	As part of the new waste and recycling contract identify the need for contractor participation with the identification of service improvement and efficiencies	01 Jan 2012	30 Jun 2012		Jennifer Gosling; Jonathan Scott	This is likely to be fundamental to either an individual or partnership contract for 2013 and will be discussed as part of the procurement process.

Objective 011 Review the potential for a kerbside sorting system (particularly in rural areas) with the introduction of the new waste collection contract

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 011.0 1	Undertake a review of current arrangements assessing rates, satisfaction and other services provided across Kent	01 May 2011	31 Jan 2012	Jennifer Gosling	To be started later in year
BVR 011.0 2	Ensure that potential contractors provide the Council with costings for a kerbside sort system, including examining a separate glass collection scheme	01 Oct 2012	31 Oct 2012	Jennifer Gosling	The business case for a partnership contract with neighbouring Kent authorities is currently being prepared. This is considering the optimum waste solutions within Kent should authorities agree to enter into a partnership contract. Determination of how this will progress will decide whether individual or partnering specifications will be prepared for the procurement of the new contract.
27					
BVR 011.0 3	Undertake a comparison of collection methods to ensure the best provision for Maidstone residents; looking at the waste hierarchy and costs	01 Jun 2011	31 Jan 2012	Jennifer Gosling	A full review of collection methods and options as part of the current collection contract was carried out through the development of the waste strategy. This identified separate weekly collections with fortnightly refuse collections as the most effective option for Maidstone residents. However for the new contract in 2013, improvements to the efficiencies of these collections through improved collection methods will be identified.

Objective 012 Ensure that education and promotion work is targeted with monitorable outcomes

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 012.0 1	Undertake a review of the education and promotion action plan including reviewing	01 Feb 2010	31 Jul 2010	Alison Sollis	Regular PR meetings undertaken internally and education / promotion plan developed by Education Officer.

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
	the relationship with local press				
BVR 012.0 2	Use Mosaic and survey information to develop actions within the education and promotion action plan	01 Mar 2010	31 Oct 2010	Jennifer Gosling	Mosaic data is being used to inform the education plan for the new food waste collections as well as to reduce contamination of the mixed recycling. Work is being undertaken in partnership with Kent County Council to identify areas of higher contamination and how this can be addressed based on Mosaic profiling. Going forward, Mosaic will be used to highlight issues with particular household types and areas and communications will be targeted to maximise recycling uptake and minimise household waste.
BVR 012.0 3	Develop a new action plan to 2013	01 Apr 2010	28 Feb 2011	Alison Sollis	Education plan could not be implemented until decision taken on service improvements, work priorities are now with the promotion and roll out of the food waste collections. Action plan completion date now end February 2011.
BVR 012.0 4	Develop a range of impact measures to monitor targeted intervention	01 Nov 2010	30 Apr 2011	Alison Sollis; Clare Wood	A survey has been designed to monitor the effectiveness of educational activities carried out in schools. This survey will be sent home with children approximately one month after an educational workshop to identify the impact of the workshop on recycling within the home. The results from the survey will be used to identify whether educational workshops should be continued and if so to identify what areas should be focussed on.
BVR 012.0 5	Hold a focus group meeting at the end of the first complete year of the dry recyclable scheme	01 Jun 2010	30 Sep 2010	Jennifer Gosling	This has been delayed by the introduction of the new food waste collection service. This will be combined with a focus group regarding the food waste collections and change to fortnightly refuse collection and will be carried out in July 2011.
BVR	Use Mosaic to assess whether	01 Nov 2010	31 Mar 2011	Jennifer Gosling;	Mosaic cannot be used to assess whether the waste and

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
012.0 6	education and promotion work has influenced behaviour			Georgia Hawkes	recycling education and promotion work has influenced behaviour. However, it is possible to use Mosaic to try and target the types of education and promotion work would be most likely to get people to recycle more and throw away less. Work is currently ongoing using Mosaic to target communications around the new food waste collection service. The impact of education interventions and initiatives will be assessed separately as at BVR 012.07 below.
BVR 012.0 7	Undertake a 6 monthly review of progress against the education and promotion action plan using Mosaic to assess whether education and promotion work has influenced behaviour.	01 Oct 2011	31 Oct 2011	Alison Sollis	Education plan has changed radically once announced food waste collections would go ahead in October 2010. New plan being worked on but will not realistically be completed until new service roll out complete at end of February 2011.
BVR 012.0 8	Use existing promotional tools to develop a DVD which shows the full lifecycle of waste	01 Sep 2010	30 Apr 2011	Alison Sollis	A new DVD was developed to reflect the changes to the waste services and this includes footage of the recycling and composting process, however had to limit the duration of the DVD so full lifecycle information could not be included as originally planned. Difficulties also arise in the fact that changeable markets for recycling mean specific information regarding exact locations for materials are not available.

Objective 013 Improve understanding of the profile of calls to the service

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 013.0 1	Quarterly undertake a review of all calls to the environmental services team	01 Apr 2010	31 Jul 2010	Jennifer Gosling; Paul O'Grady	Customer interactions for Environmental Services were measured by using data from the Customer Relationship Management system, this was more reliable than

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
	within a week to assess the different types of calls				reviewing calls as it excluded repeat callers and gave a truer picture of what services were being requested.
BVR 013.0 2	Use the information provided by the contact centre to establish an indication of the number of calls received in an average week and the percentage of calls received to environmental services which are waste and recycling	01 Apr 2010	31 Oct 2010	Jennifer Gosling	Full profile of calls has been identified and a dedicated waste telephone number has been created to monitor the calls for the new food waste collection service. Bulky collections remains the highest level of calls and work is being undertaken to divert some of these calls onto the website through an online booking service.
BVR 013.0 3	Using random sampling as a basis, establish whether the waste and recycling service requires an individual option/number and whether this would provide value for money	01 Jun 2011	30 Jun 2011	Paul O'Grady	A separate telephone number for Waste and Recycling queries has been introduced.
BVR 013.0 4	Undertake analysis using Mosaic of all contacts to the Council on waste and recycling	01 Nov 2010	31 Mar 2011	Jennifer Gosling; Georgia Hawkes	Experian, the company who make Mosaic, are undertaking some work for the Council to see what types of people contact the Council about what services and how they make contact e.g. phone, visit etc. This includes contacts about waste and recycling. A report is due in February 2011.

Objective 014 Increase opportunities to access funding and participate in innovative schemes

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 014.0 1	Identify relevant organisations that can supply funding and/or piloting opportunities	01 Aug 2010	30 Aug 2010	Jennifer Gosling	A review of all the funding opportunities was carried out as part of the waste strategy. Additional funding from WRAP and the Kent Waste Partnership SIP fund was

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
					applied for and awarded in July 2010. Further work is ongoing with WRAP to access different funding and support opportunities they offer including crew training, member/officer workshops and communications. In addition, the funding opportunity from Tetrapak has been progressed and an outcome is expected shortly.
BVR 014.0 2	Set up a rolling review of identified organisations	01 Aug 2010	31 Oct 2010	Alisa Maguire	Identified relevant organisations that can supply funding and/or piloting opportunities. A report produced with a table of organisations identified and requirements to access funding. A rolling review of identified organisations is undertaken every 3 months.
BVR 014.0 3	Apply for funding from WRAP and KWP for food waste scheme	01 Aug 2010	30 Sep 2010	Alisa Maguire	£170,000 funding awarded from WRAP and £358,000 from KWP
BVR 014.0 4	Monitor the success of applications for funding from WRAP and KWP for food waste scheme	01 Sep 2010	31 Mar 2011	Alisa Maguire	Applications for funding from KWP and WRAP were successful
BVR 014.0 5	Monitor the success of applications and results of successful bids.	01 Aug 2010	31 Jul 2013	Alisa Maguire	£170,000 funding awarded from WRAP and £358,000 from KWP

Objective 015 Review future targets in line with the development of the service and the contribution that the Council can make towards the Kent targets in the Local Area Agreement 3

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 015.0 1	Review the increase in recycling since the roll out of the new dry recyclables scheme.	01 May 2010	30 Sep 2010	Alisa Maguire	Tonnage monitored monthly and inputted into waste data flow quarterly. Information gathered regarding participation and tonnages from the new recycling scheme has been used to develop the Council waste and

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
					recycling strategy and the communication campaign. Participation monitoring has identified that on average 73% of Maidstone households participate in recycling. The total waste sent for reuse, recycling and composting was 24.54% 2007/08 (pre roll out of the mixed dry recycling Phase 1 in 2008/09). The recycling rate increased by 2.93% to 27.47% 2008/09, and by a further 3.16% to 30.63% 2009/10. A total increase of 6.09%.
CO BVR 015.0 2	Undertake comparisons with Councils with higher recycling rates to assess the likelihood of improving recycling rates	01 May 2010	30 Apr 2011	Alisa Maguire	A report has been written comparing the top five councils to assess Maidstone's likelihood of increasing recycling rates 2009/10. 4 out of 5 of the top five performing councils are achieving >60% reuse, recycling and composting rate. All authorities have fortnightly waste collections, separate food waste collections and mixed dry recycling (including glass), and provide a garden waste collection service. Maidstone is introducing weekly food waste collections and fortnightly residual waste collections from 31st January 2011 to 58,000 households and is increasing the number of recycling sites for provision of glass bottle banks as a priority.
BVR 015.0 3	Give consideration to the work undertaken on the scheme and since the best value review how the service will develop and recycling rates will increase.	01 May 2010	30 Apr 2011	Alisa Maguire	As a result of the BVR the Council has prepared and adopted a five year Waste Strategy. This Strategy shows the overall direction in which the council intends to develop the waste services and highlights the importance of waste prevention and reuse. In addition modelling of the new services has projected a recycling rate of 50% by 2015 through the introduction of the food waste collections, bulky reuse, increased diversion of glass and improvements to the materials collected at recycling sites.

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 015.0 4	Investigate likely targets for the Kent Waste partnership and Kent Agreement Three	01 Apr 2010	30 Apr 2011	Steve Goulette	The Kent waste strategy is being refreshed and the partnership has received funding from Defra to start the process. This will lead to an updated strategy and targets for the partnership which could be used to support a Kent Agreement 3 if there is one.
BVR 015.0 5	Discuss the realistic targets that should be set for the next three years.	01 Feb 2010	31 Jul 2010	Jennifer Gosling; Jonathan Scott	Targets for the next 3 years have been identified and added to Covalent.

Objective 016 Ensure that the new waste and recycling contract is environmentally friendly and contributes to reduced levels of Co2

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 016.0 1	Liaise with SITA to collect up to date information on the current service and arrange a method of receiving up to date information	01 Feb 2010	28 Feb 2010	Jennifer Gosling	GPS equipment has now been installed in 3 vehicles as this is being used to profile the 3 services. Information about round structure and in particular idling time is currently being captured.
BVR 016.0 2	Undertake analysis of the performance of the current service	01 Apr 2010	30 Apr 2010	Jenny Hunt	This work is now being undertaken and reported on a 6 monthly basis
BVR 016.0 3	Undertake comparative work as the service develops	01 Apr 2010	30 Apr 2013	Jenny Hunt	The service is monitored every 6 months as part of the Council's Carbon Footprinting requirements. In addition, for the Maidstone Borough Service vehicles, monthly comparison graphs have been produced to monitor the service in greater detail. Furthermore, a rolling fleet replacement programme is in place which will ensure that the vehicles used by the service are as efficient as possible, and that the service is operated by the optimum number of vehicles.
BVR	Discuss with SITA actions that	01 Feb 2010	31 Jan 2011	Jenny Hunt	A number of service improvements have been either

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
016.0 4	are or could be taken to improve the environmental impact of the current operation				recently initiated or are due to be implemented shortly the waste service which will improve the environmental impact of the current operation. These include the introduction of compostable bags on the garden waste service, a reduction in the weekend freighter service and the introduction of bi-weekly collections and food waste collections.
BVR 016.0 5	Monitor the use of environmentally friendly vehicles and fuels by waste contractors and councils and their success in preparation for the new contract	01 Jan 2010	31 Jan 2012	Jenny Hunt	A large amount of work has been carried out looking into more efficient, environmentally friendly vehicles and the application of these across the Country to help inform the Council with respect to the new Contract specification. In addition, this work is feeding into the fleet replacement programme for the Maidstone Borough Service vehicles.
BVR 016.0 6	Ensure that consideration is given to environmental impact in the new contract specification including piloting new environmentally friendly vehicles/fuels	01 Jan 2012	31 Jan 2012	Jenny Hunt	The work undertaken for BVR 016.05 will help to inform this work and enable suitable and appropriate requirements to be included in the new contract specification when it is written.

Objective 017 Implement a clinical waste service that meets the increasing need of local residents

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 017.0 1	Explore the opportunities for increasing the service	01 Jan 2010	28 Feb 2010	Jennifer Gosling	Collections were increased to two days per week from 1st April 2010. This has reduced the waiting time from 5 weeks to one week for those using the ad-hoc clinical waste service.
BVR 017.0	Undertake discussions with health suppliers and KCC about	01 Jan 2011	31 Mar 2011	Jennifer Gosling	The Council offers clinical collections to all residents who are supported within the community and has increased

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
2	how the service can be improved as more people are supported in the community rather than in nursing homes				the number of collections per week to accommodate the growing need. Kent County Council has supported this development in service by providing adequate disposal for the waste collected.
BVR 017.0 3	Investigate partnership opportunities across the county as part of the Kent Waste Partnership for the provision of clinical waste service collection	01 Mar 2010	31 Jan 2012	Jennifer Gosling	A meeting is planned with Kent County Council to discuss realistic opportunities for clinical waste collections and disposal following the end of the partnership with Dover.

Objective 018 Introduce a paper collection service

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
BVR 018.0 1	Through discussions with Sita, identify methods for the collection of paper using existing vehicles	01 Nov 2009	30 May 2010	Jennifer Gosling	Discussions held, but decision taken not to proceed with a separate paper collection service currently.
BVR 018.0 2	Hold meeting with Aylesford Newsprint to discuss the Council's initial thoughts on the service	01 Jan 2010	28 Feb 2010	Jennifer Gosling	Meeting held
BVR 018.0 3	Discuss the approach to a paper collection contract with the Procurement team	01 Mar 2010	01 May 2010	Jennifer Gosling; Steve Trigg	Draft procurement timetable prepared.
BVR 018.0 4	Identification of collection method and costs for various container options	01 Mar 2010	31 May 2010	Jennifer Gosling	Options identified for future approval.
BVR 018.0	Undertake consultation with third parties on existing paper	01 Mar 2010	30 Sep 2010	Jennifer Gosling	Separate paper collections are not currently being pursued and therefore consultation with the third party

Code	Title	Planned Start Date	Due Date	Assigned To	Latest Note
5	collections in operation				paper collections is not required.
BVR 018.0 6	Communications strategy to manage the re-introduction of the paper collections and public perception of this initiative	01 Mar 2010	31 May 2010	Annika Fraser; Jennifer Gosling	As a decision has been made not to progress with a separate paper collection at this time, this action will be replaced by BVR 018.10.
BVR 018.0 7	Identify whether borough-wide or part borough collections are most cost effective	01 Mar 2010	31 May 2010	Jennifer Gosling	This has been investigated and borough-wide collections are the most cost effective.
BVR 018.0 8	Implement the new paper collection scheme	01 Mar 2010	31 Jul 2010	Jennifer Gosling	As a decision has been made not to progress with a separate paper collection at this time, this action will be replaced by BVR 018.10.
BVR 018.0 9	Undertake review of success of new paper collection scheme	01 Mar 2010	31 Jul 2010	Carol Meakins	As a decision has been made not to progress with a separate paper collection at this time, this action will be replaced by BVR 018.10.
BVR 018.1 0	Investigate options for kerbside collection of paper and materials only currently recyclable at bring sites as part of the new contract	01 Oct 2011	31 Jan 2012	Jennifer Gosling	