



SERVICES SELECT COMMITTEE

20 September 2011 at 7.00 pm

Conference Room - Council Office

AGENDA

Membership:

Chairman: Cllr. R J Davison

Vice-Chairman Cllr. C Brown

Cllr. L Abraham, Cllr. Mrs B Ayres, Cllr. L Ball, Cllr M Butler, Cllr. C Dibsdall,
Cllr. J Edwards-Winser, Cllr. Mrs A Firth, Cllr. Mrs A George, Cllr. R Hogarth,
Cllr. M Horwood, Cllr. Mrs F Parkin, Cllr. A Pett, Cllr. R Piper, Cllr. S Raikes,
Cllr. J Scholey, Cllr. P Towell and Cllr. R Walshe

Apologies for absence

1. **Minutes of the meeting of the Committee held on 21 June 2011** (Pages 1 - 6)
2. **Declarations of interest.**
3. **Formal Response from the Cabinet following matters referred by the Committee and/or requests from the Performance and Governance Committee (please refer to the minutes as indicated):** (Pages 7 - 8)

Members' Task Group for Recycling – Swanley Materials Recovery Facility (Cabinet 23.06.11)
4. **Actions from the Previous Meeting** (Pages 9 - 10)
5. **Future Business, the Work Plan 2011/12 (attached) and the Forward Plan.** (Pages 11 - 14)

Members will develop a schedule of work over the year to reflect the terms of reference of the Committee focussing on the Council's priorities for policy development. This includes opportunities to invite other organisations who provide services in the District to provide information to the Committee and discuss issues of importance to the Community.

6. **Housing Services Update**

Pat Smith

Including an update on empty homes target. Verbal

7. **In-depth Scrutiny - Under-Occupation of Social Housing**

Pat Smith

(Stage 1 – Scoping and identifying key lines of inquiry and Stage 2 – Familiarisation with subject area)

8. **Change to 10 Year Budget and Staff Terms and Conditions** (Pages 15 - 30)

Tricia Marshall

9. **Kent Waste Partnership - Annual Report 2011 and consultation on refreshing the Kent Joint Municipal Waste Management Strategy** (Pages 31 - 74)

Richard Wilson

EXEMPT ITEMS

(At the time of preparing this agenda, there were no exempt items. During any such items which may arise, the meeting is likely NOT to be open to the public.)

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Director or Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

The Democratic Services Team (01732 227241)

SERVICES SELECT COMMITTEE

Minutes of the meeting of the Services Select Committee
held on 21 June 2011 commencing at 7.00 pm

Present: Cllr. R J Davison (Chairman)
Cllr. C Brown (Vice-Chairman)

Cllr. L Abraham, Cllr. Mrs B Ayres, Cllr. L Ball, Cllr M Butler,
Cllr. C Dibsdall, Cllr. J Edwards-Winser, Cllr. Mrs A Firth,
Cllr. Mrs A George, Cllr. R Hogarth, Cllr. M Horwood,
Cllr. Mrs F Parkin, Cllr. A Pett, Cllr. R Piper, Cllr. S Raikes,
Cllr. J Scholey, Cllr. P Towell and Cllr. R Walshe

There were no apologies for absence

Cllr. L Ayres and Cllr. Mrs A Hunter were also present

1. MINUTES OF THE PREVIOUS MEETING

Resolved: That the minutes of the meeting of the Services Select Committee held on 13 April 2011 be approved and signed by the Chairman as a correct record.

2. DECLARATIONS OF INTEREST.

Cllr Mrs Parkin declared a personal interest in matters relating to housing and benefits as she had relatives in both social housing and on benefits.

3. COMMITTEE'S TERMS OF REFERENCE - FOR INFORMATION

The Chairman noted that the Committee's terms of reference covered a wide range of topics.

Resolved: That the Services Select Committee's Terms of Reference be noted.

4. FORMAL RESPONSE OR CONSULTATION REQUESTS FROM THE CABINET FOLLOWING MATTERS REFERRED BY THE COMMITTEE:

None

5. FORMAL RESPONSE OR CONSULTATION REQUESTS FROM THE PERFORMANCE AND GOVERNANCE COMMITTEE:

None

6. ACTIONS FROM THE PREVIOUS MEETING

The completed actions were noted.

The Chairman informed Members that the Committee had been invited to tour the Ideal Materials Recycling Facility in Swanley. They were asked to return their availability to the Democratic Services Team as soon as possible so that a visit could be arranged.

7. OVERVIEW AND SCRUTINY TRAINING

The Head of Legal and Democratic Services explained that training was being provided to give Members an introduction to how scrutiny worked at the District Council. Formal Scrutiny Training had taken place on 1 June 2011 but not all Members had been able to attend. Members then watched a DVD which outlined the general process and key aims of Scrutiny.

The Head of Housing and Communications informed Members that in 2008 the Services Select Committee had undertaken an in-depth scrutiny exercise which had focused on Empty Homes. Democratic Services had created a Guide to In-depth Scrutiny which was distributed to Members. As set out in the Guide, a sub-group had been formed to consider the issues. Housing Officers had provided the sub-group with case studies to consider and relevant information which included funding and information about landlords. The sub-group had decided to set up a Panel of experts, which had included the Manager of the Kent County Council's "No Use Empty Scheme", the Director of West Kent Housing Association and the Chair of the Landlords' Association as well as other relevant Officers and interested parties. The sub-group had devised questions to ask the Panel and had carried out a question and answer session at a meeting of the Committee.

The Head of Housing and Communications informed Members that, at the time, there had been 600 empty properties in the District with ten properties per year being brought back into use. She noted that the question and answer session had generated a good discussion of the issues and led to an Action Plan being produced at the meeting. An Empty Homes Officer had been created within the Housing team and an amount of funding had been secured. A new target had been set to bring 20 properties per year back into use and the Head of Housing and Communications felt that Members had successfully supported Officers in achieving this target in 2009 and 2010.

When considering items for scrutiny, the Head of Legal and Democratic Services advised that, due to the difficult financial situation of the Council, Members should be mindful of costs associated with a particular topic. Scrutiny exercises should also be "task and finish" time limited.

With regard to the Localism Bill, the Head of Legal and Democratic Services advised that it made no substantial changes to the operation of Overview and Scrutiny. The Bill would also give council's the option to return to the Committee System and Members might be asked by the County Council to sit on Police and Health Boards. However, the details of these boards were yet to be known.

Members were then split into three groups to complete a scrutiny exercise. They were given a case study relating to Carmarthenshire Coastal Erosion

and were asked to consider how they would scrutinise this issue. Following the exercise they reported their ideas back to the Committee. The Head of Legal and Democratic Services explained that should Members wish to view further case studies, a library of over 2,000 cases was available on the Centre for Public Scrutiny website.

8. FUTURE BUSINESS, THE WORK PLAN 2011/12 AND THE FORWARD PLAN

The Chairman drew Members' attention to a briefing note (attached to these minutes as an Appendix) that he and the Vice-Chairman had produced. It outlined proposals for the Committee's main business for the 2011/12 municipal year. The Chairman noted that Housing, in particular under-occupation of social housing, the points allocation system and the introduction of Universal Credit benefits payment as three possible topics for the Committee to discuss in-depth. It was noted discussion of that the points allocation system would be delayed as it had not yet been finalised by Government.

The Chairman suggested the Committee begin in-depth scrutiny with under-occupation of social housing as the topic. He also suggested that, due to the significant impact of the introduction by Government of the Universal Credit benefit payment, this topic be considered at the beginning of next year as and when more details became available. A sample in-depth scrutiny timetable was attached to the briefing note (attached as an Appendix). It was suggested that a sub-group be set up and that they consider whether the timetable could be adhered to as well as the main objectives of the group. The membership of the sub-group is as outlined in Minute No. 10.

The Committee then discussed the Work Plan and agreed the following amendments:

- The Housing item relating to "Single Conversation" was moved to the November 2011 meeting of the Committee due to significant changes made by Government.
- Government had made changes to the way the Sevenoaks District Housing Register Allocation Policy was required to be written and as such, it would need further public consultation. This item was moved to the April 2012 meeting.
- It was agreed that the Head of Housing and Communications would do a short presentation in September 2011 regarding Housing services instead of a report.
- The Head of Housing informed Members that the Hever Road Gypsy and Traveller site had recently benefited from significant external funding and works on site were due to be completed shortly. Members would be provided with an update report at the January 2012 meeting along with an invitation to visit the site.
- The Democratic Services Officer would liaise with the Head of Environmental and Operational Services and the Licensing Partnership Manager to ascertain when Licensing matters could be reported to the Committee.

- An update report on Revenues and Benefits, including an introduction to Universal Credit benefits payment was pencilled in for the November 2011 meeting of the Committee.
- It was suggested that Waste and Recycling be reported to the Committee bi annually with the next update in January or April 2012.
- A Customer Services Report was requested for January 2012. A Member also noted that they had not had sight of the report by Westco.
Action 1: The Corporate Resources Director undertook to provide Members with the results of the Communications Review that had been completed by Westminster Council.

For the benefit of new Members, the Chairman explained the Budget Process.

The Committee agreed that the Chairman and Vice-Chairman be given responsibility for updating the Work Plan and redistributing the updated version before the next meeting of the Committee.

9. REVENUES AND BENEFITS PARTNERSHIP UPDATE

The Head of Finance and Human Resources explained that the report set out the progress made in implementing a partnership between Dartford Borough Council and Sevenoaks District Council for the delivery of Revenues and Benefits Services, including Audit and Fraud. The decision to begin the Partnership had been made in July 2010 with all staff being appointed by December 2010. All staff were based at the District Council with the exception of the Audit and Fraud team, who were based at Dartford Borough Council but worked across both authorities. A number of staff vacancies had been held during the year which had helped to achieve some efficiencies. An initial saving of £500,000 between the two authorities had been identified for which the Council was on target to deliver. Despite the disruptions over the initial Partnership period, a recent Customer Satisfaction Survey had resulted in very positive feedback. As outlined in the report, Revenues performance results were very successful and Benefits were performing well, but showed a slight dip in the number of days taken to process new benefit claims. It was noted that this was partly due a significant increase in the Team's workload since January. The Head of Finance and Human Resources also noted that the new Universal Credit benefits payment would have a potentially significant impact on Revenues, Benefits and Housing services.

Following questions, the Head of Finance and Human Resources clarified that the current time taken to process new benefit claims and change events was monitored in calendar days. With regard to customer satisfaction, it was difficult to compare results with other Kent authorities as the authorities asked different questions on their surveys. The Head of Finance and Human Resources felt that, due to the nature of the service, customers tended to give more negative feedback as to their overall satisfaction with the tax collection service.

It was clarified that the £250,000 saving had been achieved in part from staff vacancies being held, some staff reducing hours, IT system efficiencies being made and an amount of in-house expertise being provided by the Partnership authority.

In response to a query, the Head of Finance and Human Resources explained that the level of grant received from Government for Benefits administration had decreased in recent years. However, it was allocated based on case load. The Head of Finance and Human Resources confirmed that the Council was interested in extending the Partnership to other authorities, but required an appropriate authority with which to partner.

Resolved: That the progress made in implementing the joint working arrangements for Revenues and Benefits Services between Dartford Borough Council and Sevenoaks District Council be noted.

10. RECONSTITUTION OF INFORMAL GROUPS

Following discussion under Minute No. 8 regarding establishing a sub-group to consider the In-depth Scrutiny topic of under-occupation of social housing within the District the Committee;

Resolved: To establish the Members' Under-Occupation of Social Housing Working Group for the 2011/12 municipal year with the membership of Cllrs. Mrs Ayres, Mrs George, Horwood, Mrs Parkin and Piper.

a) Members' IT Working Group

The Chairman suggested that the Group continue for the 2011/12 municipal year. However, he felt the emphasis of the Group should be focused more on "task and finish" activities and suggested that the first item they consider be the IT Strategy.

Following a query, it was also suggested that the Group consider internet infrastructure services in the District and investigate funding options. The Committee were keen for members of the Group to be taken from the membership of the Services Select Committee.

Resolved: That the Members' IT Working Group be re-established for the current municipal year with membership of Cllrs. Abraham, Dibsdall, Edwards-Winser, Pett (Chairman) and Scholey.

b) Members' Working Group for Recycling

The Chairman explained that he had consulted with the Portfolio Holder for the Cleaner and Greener Environment, who was also the Chairman of the Group, and the Head of Environmental and Operational Services and they had agreed to provide the Committee with a Waste and Recycling update bi-annually. On this basis it was;

Resolved: That the Members' Working Group for Recycling not be continued.

THE MEETING WAS CONCLUDED AT 9.01 pm

Chairman

Services Select Committee – 6 September 2011

**FORMAL RESPONSE FROM THE CABINET FOLLOWING MATTERS REFERRED
BY THE SERVICES SELECT COMMITTEE AND/OR REQUESTS FROM
THE PERFORMANCE AND GOVERNANCE COMMITTEE**

Members' Task Group for Recycling – Swanley Materials Recovery Facility (Cabinet 23.06.11)

The Cabinet had regard to the minutes of the Members' Task Group for Recycling which took place on 11 April 2011 and the recommendation from the Services Select Committee on 13 April 2011 that the cabinet be asked to raise the issues and potential benefits of using the Ideal Waste Company Materials Recovery Facility in Swanley with the Kent Waste Partnership.

The Head of Environmental and Operational Services advised the Cabinet that he and the Portfolio Holder for the Cleaner and Greener Environment had attended a meeting of the Kent Waste Partnership earlier in the day and that the Partnership was aware of the issue. The Ideal Waste Company MRF at Swanley was more modern and efficient than the Allington MRF but Kent County Council (KCC), the responsible authority, had a contractual obligation to Allington to supply a certain minimum tonnage of waste material for recycling. However it had been agreed with KCC that Sevenoaks could send its clear sack recycling from the Swanley round to the Ideal MRF for a trial period. The Head of Environmental and Operational Services made it clear that disposal of household waste, and the costs of disposal, was a KCC issue.

The Cabinet thanked both the Members Task Group for Recycling and Services Select Committee for raising this matter, noted that the ability to send clear sack recycling to Swanley would reduce the percentage of rejected material but recognised that KCC had a contractual obligation with Allington which would have to be observed.

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ACTION SHEET - Actions from the previous meeting

ACTIONS FROM – 21 June 2011			
Action	Description	Status and last updated	Contact Officer
ACTION 1	The Corporate Resources Director undertook to provide Members with the results of the Communications Review that had been completed by Westminster Council.	A copy of the report was placed on the Members' Portal on 29 July 2011.	Pav Ramewal

SERVICES SELECT COMMITTEE – WORK PLAN 2010/11

Topic	20 September 2011	8 November 2011	31 January 2012	3 April 2012	June 2012	September 2012
In-Depth Scrutiny	Under-occupation of Social Housing – Stages 1 and 2 <i>(Working Group to carry out Stage 3 in Sept/Oct)</i>	Under-occupation of Social Housing – Stages 4 and 5(a)	Under-occupation of Social Housing – Stage 5(b) Universal Credits – Stages 1 and 2 <i>(Working Group to carry out Stage 3 in Jan/Feb)</i>	Under-occupation of Social Housing – Stage 6 Universal Credits – Stages 4 and 5(a)	Universal Credits – Stage 5(b)	Universal Credits – Stage 6
Housing (Pat Smith)	Annual Housing Report (verbal presentation) Update on Empty Homes Target (information only)	“Single conversation” with HCA and TMBC, TWBC, Maidstone and SDC (info report)* Sevenoaks District Housing Action Plan	Representative from West Kent Housing – Q&A Session Completion of works at Hever Road Gypsy and Traveller site - Update Report	SDHR amended Allocation Policy		

Topic	20 September 2011	8 November 2011	31 January 2012	3 April 2012	June 2012	September 2012
Licensing (Richard Wilson)		Licensing Update Report (information only)				
Payments & Benefits (Tricia Marshall)		Revenues and Benefits Partnership Update including an introduction to 'Single Benefit' Payment System				
Human Resources (Tricia Marshall)				Human Resources Update (information only)		
Information Technology (Jim Carrington-West)			IT Strategy		Annual IT Update (information only)	
Waste and Recycling (Richard Wilson)			Waste Recycling Report (January or April 2012)			

Topic	20 September 2011	8 November 2011	31 January 2012	3 April 2012	June 2012	September 2012
Communications & Customer Service			Customer Services Report (information only)			
Budget (Tricia Marshall)		Review of Budget Proposals for 2012/13 (subject to timetable as advised by Cabinet)				
Referral of Performance Issues from P&G Committee						
Other						

*Items to be confirmed by the Head of Housing.
Kent and Medway Forum strategy*

Key Stages of In-Depth Scrutiny Review

- Stage 1 – Scoping and identifying key lines of inquiry
- Stage 2 – Familiarisation with subject area
- Stage 3 – Submission of evidence
- Stage 4 – Deliberation/Consideration of Options
- Stage 5(a) – Formulation of recommendations and reporting
- Stage 5(b) – Outcomes
- Stage 6 – Review and Monitoring

Working Group Membership

Members IT Working Group

Cllrs. Abraham, Dibsdall, Edwards-Winser, Pett (Chairman) and Scholey.

Members' Under-occupation of Social Housing Working Group

Cllrs. Mrs Ayres, Mrs George, Horwood, Mrs Parkin and Piper.

PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS

SERVICES SELECT COMMITTEE - 20 SEPTEMBER 2011

Report of the: Deputy Chief Executive and Director of Corporate Resources

Also considered by: Cabinet - 15 September 2011

Status: For decision

Executive Summary: This report sets out proposals to achieve the savings planned from changes to staff terms and conditions included in the 10-year budget. The proposal requires Council to approve a phased introduction of the changes, but over the life of the 10-year budget the total savings required would still be achieved.

The proposal has been subject to extensive consultation with staff and the feedback from them is broadly supportive of the proposals, though a number of concerns have been raised about the impact of the proposals on staff pay, motivation and morale. SDC has been recognised nationally for its achievements in staff motivation and empowerment, leading to high levels of productivity. This proposal is designed to mitigate the impact on productivity and should ensure residents continue to receive high quality, value for money services.

This report supports the Key Aims of the Community Plan

Portfolio Holder Cllr. Peter Fleming and Cllr. Brian Ramsay

Head of Service Head of Finance and HR – Tricia Marshall

Recommendation:

It be RESOLVED that the proposed changes to staff terms and conditions set out below to meet the saving included in the 10-year budget be considered and that the Committee feedback its comments to the 13 October 2011 Cabinet meeting.

Background and Introduction

- 1 Members will be aware that the 10-year budget includes a saving of £370,000 from staff pay and conditions, with £320,000 planned for delivery in 2012/13 and a further £50,000 in 2013/14.
- 2 This paper provides Members with an update on the changes to terms and conditions proposed to achieve these savings and feedback from staff consultation on those proposals as well as setting out the implications for the 10-year budget.

Agenda Item 8

Services Select Committee – 20 September 2011

- 3 As part of the previous and current savings plans, the following savings with an impact on staff terms and conditions have already been implemented:
- removal of market supplements (previously paid to staff based on market conditions for recruitment to specific posts);
 - no national pay awards for the financial years 2010/11, 2011/12 and 2012/13; and
 - removal of leased car option.
- 4 In addition the Government is expected to announce this Autumn proposals for increased pension contributions for local government staff, to be phased in from April 2012, together with changes to the benefits payable from the Pension Scheme.

The development of the proposed changes to staff terms and conditions

- 5 In order to make changes from 1 April 2012, the following timetable has been adopted:

Action	Date
Initial staff briefings	April 2011
Development of proposals with input from a new Staff Consultative Group (SCG) (see below) and consultation with Unison, including feedback to and from service teams by SCG	May 2011
Formal 90 day consultation period of proposed changes	6 June to 6 September 2011
Feedback on consultation - Staff briefings	September 2011
Member approval	October 2011
New contracts issued to staff	November 2011
Revised terms and conditions begin	1 April 2012
Consideration of any appeals against changes	May 2012

- 6 Set out above are a number of changes to staff terms and conditions that are already in place or planned. In this context, it was considered important that the development of proposals to achieve the future savings be carefully

planned to minimise the impact on staff motivation and morale, and hence service delivery.

- 7 To this end, at the start of the consultation process all staff were invited to briefings led by Management Team to ensure they understood the financial environment within which the Council is delivering its services, and to encourage them to be involved in the development of the savings proposals and consultation on them.
- 8 To encourage participation in developing the proposals, a Staff Consultative Group was established. The group was made up of officers who had volunteered and were from a cross section of teams and grades across the organisation.
- 9 One of the first tasks for the Group was to establish some key principles which, if possible, the organisation would wish to adhere to in considering any proposals. These included a recognition of the national picture and the need to have a solution that was financially sound over the 10-year budget process as well as if possible staying within national terms and conditions and finding a solution that was fair to all staff.
- 10 The Group put forward and considered a number of options for making the savings and staff were consulted on their favoured option. This option is set out in more detail in Appendix A, but in summary:
 - the current lengthy pay bands will be shortened from 11 spinal points to four points, with the top two points being deleted;
 - in order to offer some protection, staff currently in the top two points will continue to receive national pay awards for five years from when those awards resume; at the end of that period their pay will drop down to the level of the new top point.
- 11 Unison has also been separately consulted on the proposals and a Unison representative has one seat on the Staff Consultative Group.

Summary of consultation responses

- 12 The consultation period with staff ends on 6 September and Members will be updated at the Cabinet meeting on any final comments received. Staff have been encouraged to feedback their comments, and briefing sessions and one-to-one meetings have been held to facilitate this. The comments received are summarised below and are set out in more detail in Appendix B.
- 13 Overall, it is understood that the majority of staff understand and accept the Council's need to make savings and consider the proposal to be the least worst option. Some staff whose pay will reduce on the longer term are concerned about the impact on their motivation. Others have raised concerns about these changes being made at a time when they are receiving no inflationary pay awards, but RPI is running at 5% and CPI at 4.4%, leading to a fall in pay levels in real terms. They also feel that making this change to

terms and conditions when they have already experienced other detrimental changes, as well as proposed changes to pension contributions, is demotivating, particularly when SDC is recognised nationally for its staff productivity levels.

- 14 However, most staff accept that under the circumstances, this is the most equitable outcome and have recognised that the proposed solution spreads the saving in the 10-year budget. Staff working at Dunbriok have signed petitions to support the proposals in full. This is in contrast to previous consultations, where usually high levels of responses are only received when staff are very dissatisfied.

Key Implications

Financial

- 15 The 10-year budget assumes that £320,000 a year will be saved from 2012/13 onwards, and a further £50,000 will be saved from 2013/14 onwards. Under the proposal above, initial financial modelling (set out in Appendix C) suggests that the majority of the savings will not be achieved until 2016/17 onwards but, over the period of the 10-year budget, the cumulative savings will be fully achieved. The reason for this is that the savings will be achieved through holding pay at existing levels for staff affected for a number of years instead of reducing pay levels from next year.
- 16 In practice the Budget Stabilisation Reserve will fund the shortfall in earlier years with repayments being made to the Reserve in later years. The budget already assumes that there will be no national pay award from 2010/11 to 2012/13.

Staffing

- 17 The proposals above, together with extensive consultation with staff should mitigate the impact on staff morale and motivation (and hence potentially the quality of service to residents) of changing staff terms and conditions. Although unemployment levels are high nationally, the Council is experiencing difficulties recruiting to certain posts within the organisation and has found it difficult to retain others; a phased approach such as that proposed should minimise the risk that staff are dissatisfied and leave the organisation.

Equality

- 18 An Equalities Impact Assessment has been completed. The proposed changes will reduce the risk of discrimination of age grounds, as pay levels will vary less with length of service, but on the other hand those affected by the changes are more likely to be older; however there are extended protection arrangements proposed that mitigate the impact.

Community Impact

- 19 The proposals should have a positive impact as they ensure that in the long term the required savings are achieved as well as protecting high quality service delivery for residents.

Risk Assessment Statement

Risk	Mitigation	Residual Risk
Recruitment and retention of staff more difficult due to changes to terms and conditions, with adverse impact on service delivery due to vacancies.	SDC recognised as a good employer through Investors in People Gold and Champion status, top placed local authority in Times 'Best Public Sector Organisation to work for' awards	Medium – staff still continue to want to work for SDC
Morale and motivation reduced as a result of these changes to terms and conditions in addition to previous changes, leading to reductions in productivity (through loss of loyalty and goodwill) with an adverse impact on service delivery.	Extensive consultation with staff to develop a scheme that most staff support.	Low/Medium
Some staff refuse to accept the proposed new terms and conditions, leading to service disruption.	Continue with approach of consultation, feedback and 1-1 meetings for those most affected.	Low – generally staff have given positive responses to the consultation process
Proposal may not deliver required savings, leading to the need to generate additional savings to balance the budget.	Financial modelling has been carried out at a detailed level. Continue to monitor position through monthly budget monitoring and check assumptions on an annual basis.	Low
The amendment to the 10-year budget is not approved, resulting in a requirement to make the saving from 1 April 2012. This would cause considerable anxiety and uncertainty for staff and the need to develop and consult	Members briefed fully on the proposal, including the implications for the 10-year budget, in that by the end of the 10-year period the cumulative savings achieved would remain unchanged. Members also	Low

<p>on an alternative solution at short notice. Impact on service delivery would be adverse due to loss of motivation and staff goodwill.</p>	<p>briefed on staff comments and concerns.</p>	
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Conclusion

- 20 The Council’s success and national reputation has been made possible by the people it employs, their hard work and commitment and desire to deliver the highest quality of service to the community. It is therefore not easy, having already asked them over recent years to reduce their pay and conditions, to once again make that request. However, the Council has been faced with unprecedented challenges requiring more difficult solutions.
- 21 The proposed changes to terms and conditions aim to strike a balance between the need to deliver savings for the Council against the potential impact on staff recruitment, retention, motivation and morale, and hence productivity levels. The proposed changes meet the Council’s financial targets over the period of the 10-year budget and also offer staff substantial protection from reductions in pay.

Sources of Information: Staff consultation on proposed changes to terms and conditions papers

Contact Officer(s): Tricia Marshall – Ext. 7218
tricia.marshall@sevenoaks.gov.uk

Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources

Proposed changes to staff terms and conditions

1. The current bands are reduced from 11+ spinal pay points per band to four points, by removing the top two points (the 'starred area') and the lower five points; this also removes the current overlap between bands;
2. Officers who are on a point below the new top spinal point, subject to performance, carry on progressing one spinal point each year until they reach the new top point of the band;
3. Officers who are currently on the top two points (12% of staff) will continue to receive national pay awards for five years from when national pay award are reintroduced. After that period expires, their pay will revert to the new top spinal point.; and
4. Officers can still be rewarded via the appraisal scheme with one-off payments for outstanding performance.

The attached salary band table shows the proposed new bands in bold.

Under this proposal staff would stay on national terms and conditions.

Band A		Band B		Band C	
SCP	Salary	SCP	Salary	SCP	Salary
4	12,145	12	15,039	18	17,161
5	12,312	13	15,444	19	17,802
6	12,489	14	15,725	20	18,453
7	12,787	15	16,054	21	19,126
8	13,189	16	16,440	22	19,621
9	13,589	17	16,830	23	20,198
10	13,874	18	17,161	24	20,858
11	14,733	19	17,802	25	21,519
12	15,039	20	18,453	26	22,221
13	15,444	21	19,126	27	22,958
14	15,725	22	19,621	28	23,708
15	16,054				
16	16,440				
17	16,830				

Band D		Band E		Band F	
SCP	Salary	SCP	Salary	SCP	Salary
23	20,198	29	24,646	35	29,236
24	20,858	30	25,472	36	30,011
25	21,519	31	26,276	37	30,851
26	22,221	32	27,052	38	31,754
27	22,958	33	27,849	39	32,800
28	23,708	34	28,636	40	33,661
29	24,646	35	29,236	41	34,549
30	25,472	36	30,011	42	35,430
31	26,276	37	30,851	43	36,313
32	27,052	38	31,754	44	37,206
33	27,849	39	32,800	45	38,042
34	28,636	40	33,661	46	38,961
		41	34,549		

Band G		Band H		Band I		Band J	
SCP	Salary	SCP	Salary	SCP	Salary	SCP	Salary
42	35,430	47	39,855	53	45,112	59	50,800
43	36,313	48	40,741	54	46,019	60	51,818
44	37,206	49	41,616	55	46,934	61	52,855
45	38,042	50	42,499	56	47,880	62	54,173
46	38,961	51	43,363	57	48,822	63	55,528
47	39,855	52	44,234	58	49,808	64	56,914
48	40,741	53	45,112	59	50,800	65	58,340
49	41,616	54	46,019	60	51,818	66	59,791
50	42,499	55	46,934	61	52,855	67	61,290
51	43,363	56	47,880	62	54,173	68	62,825
52	44,234	57	48,822	63	55,528	69	64,398
		58	49,808	64	56,914	70	66,009

Proposed Changes to Pay Bands – Employee Consultation

Summary of Comments

1. Comments have been made via staff briefing sessions, which were well attended, e-mails sent directly to the Human Resources Advisors and during the one to one meetings offered to staff most affected.
2. The comments range considerably from members of staff who are fully in support of the proposal, some of whom are currently in receipt of salaries within the starred area spine points of the salary bands, versus those that consider this group to be the worse affected by the proposals. Other staff comments question the decision to consult on only one option (at least at the beginning of the consultation process); although this point has subsequently been responded to it still appears to be an outstanding issue for some staff. In addition, some staff have also expressed a view that they do not think that the Staff Consultation Group is a true representation of how staff feel about the proposals (although this may be a comment more specifically related to communication) and further question the Council's financial considerations, implications and overall predicted savings.
3. Set out below are the responses received, which have been grouped together into commonly themed areas. A response has been added to each group of comments.

Comments in support of the proposals

- a) "I am in the starred area so this proposal does affect me and I am grateful that my pay will not be immediately changed and that SDC have given me protection for 6 years. With what I have read in the papers and have seen in the news this is a more preferable line of action to take than a percentage reduction of pay for all staff which would impact the lower staff employees of the Council, removing the outer fringe allowance or making further redundancies.

We are not the only Council to be facing these difficulties and I appreciate the efforts being made Sevenoaks".

- b) "In response to your email I would like to thank you and the Staff Consultative Group for all your hard work in reaching what must have been a difficult decision regarding the changes to the pay bandings. I found the staff briefings very informative and helpful.

Although as I am not in the starred area and therefore not immediately affected by these changes I believe that in the current climate this is the fairest way to implement changes without reducing the salaries of all employees".

- c) "I think that this is by far the best option and I totally support it".
- d) "I would like to give my support to this idea of a change in salary bands as I believe that this choice will have the least negative impact upon all staff working at the SDC."
- e) "Whilst I am uneasy supporting a proposal that disadvantages some people and not others, the changes proposed do seem to be the most proactive way of making the savings, whilst still providing those who are impacted sufficient time to adapt to the changes. In my view a straight reduction to all staff will have far worse impact upon staff morale, would prompt the loss of many staff and would result in a knock-on decline in the Council's services.

Therefore I would be grateful if you could register my reluctant support for the current proposal.

Notwithstanding the above, I would raise an objection in principle to the inclusion within the budget of the staff costs as they stand. Whilst I appreciate the difficult times we face, I feel disappointed in Members that they would rather see cuts to a 'Gold' standard staff workforce than risk the political wrath of actions such as scrapping free bin bags.

I also believe there should have been a staff consultation regarding the inclusion of the cut within the budget in the first place."

- 4. In addition, employees at Dunbriek have demonstrated their approval of the proposed changes in the form of a petition by signing and submitting a copy of the initial consultation letter, dated 6th June 2011 (a total of 23 signatures obtained).

Fairness of the proposal

- 5. Particularly strong comments have been received questioning the 'fairness' of the proposal as it has been expressed that it particularly affects those members of staff either just approaching the spine column point starred areas, and those currently in receipt of salaries within the starred areas. It is also noted from comments that there may be a possible negative effect on the motivation of staff in terms of their work performance and the impact this may have on their personal circumstances due to the financial loss which may ultimately result in a loss of staff.
- f) "I feel the measures that are proposed are completely disproportionate and act as a disincentive for staff...I work hard and do my job to the best of my ability, but am effectively being punished for doing so...I therefore fail to see how this is the least worst option."
- g) "Despite hearing the arguments, I still feel it is totally unfair to penalise the small percentage and number of staff (12% / 36 [approx] individuals) in the starred area who in the vast and overwhelming majority of cases (I know

Item No. 8 Appendix B

some placements were due to past job evaluations) have earned their place to be there through the appraisal scheme.

I have heard the argument that people who get into this area are thereafter unreasonably rewarded for years, but for some of us that isn't true and no one has ever felt this was unfair enough to change before, so it doesn't seem a valid argument to now use in the justification of targeting all the cuts towards this tiny group of people.

I think that these savings should have been spread out across the whole workforce not just 36 people, why should they be penalised for performing well and take the full brunt of these cuts.

Obviously I like no doubt everyone else in this group, will reluctantly accept this now but purely because the proposal is delayed up until 2018, whereas I understand if the 4% pay cut for staff was introduced it would have been taken affect next year. (Surprisingly, I don't imagine the 88% of the non affected workforce are going to disagree either with the proposal).

However, if one system can be delayed for 7 years why not another.

I understand this is 'inducement' its not what I would call it."

- h) "I see this as a way of financially penalising and dis-incentivising those in the starred areas, who have achieved that spinal point by continued high level performance. A one off payment is not equivalent to an increment and does not add to your pension. I do not know how many staff are in the starred areas, but this would seem very unfair that they should bear this savings burden."

Response to comments

- 6. All staff will be affected in that they will no longer be able to progress into the starred area. However, it has been recognised that those in the starred area will be more affected by these proposals and pay protection arrangements have been included in the current proposal.**
- 7. It is acknowledged that any adverse change to staff terms and conditions is likely to affect morale and motivation and that most staff on the top two points that are being removed have gained that pay level by performing to a very high level. Steps have been taken to try to mitigate the impact, in addition staff have been provided with information on why the changes are being proposed and the financial environment within which the Council is having to operate. The most affected staff have had individual meetings with HR to discuss the impact on their pay and to hear their concerns.**

Financial concerns in terms of the loss of salary to the individual and requests for further financial information

Item No. 8 Appendix B

- i) “I note that the information regarding the effects on Salary Bands/Spinal Column Points for what was Option C (and now the only Option offered under the Employee Consultation) only covers Salary Bands A to J inclusive. This gives no clue to the effects of the proposal on Salary Bands X & Y, and hence no information on how (and indeed if) the proposal will affect Director/ Executive level staff.....In the interests of fairness, and given that we are led to believe that very senior employees have received substantial pay increases in recent years whilst other employees have received little or nothing, I trust that you will agree that this information is critical to assisting staff in making informed decisions regarding the Employee Consultation.”

Response to comments

- 8. Yes, both the Chief Executive and Directors’ salaries will be affected in the same way as all other staff. Details of their salaries are already available on SiMON however these will also be published on the Staff Consultative Group pages. All employees receive the same pay award each year, including the most senior officers, there is no difference in treatment across the organisation.**

Impact on recruitment and consideration of salary uplifts in light of equal pay issues

- j) “In terms of recruitment it gives a fairer indication of expected salary range for new recruits particularly those who have not worked before in local government...this will be a fairer way to advertise any vacancies as the difference between the top and the bottom of the scale will be that much reduced.”
- k) It was also raised at the last Staff Consultative Group Meeting on 18th August 2011, whether it has been taken into consideration that the practice of offering sometimes higher salaries within a pay band to secure skilled & experienced candidates to roles will also mean that the salaries of current staff doing similar roles will also be addressed (i.e. in the Licensing Department); it was confirmed that this would be the case and that any issues arising would be reviewed on a case by case basis.

Response to comments

- 9. Yes, new members of staff would enter on the bottom point of the proposed new bands. It is recognised that this could result in inequality amongst existing and new members of staff, and should this occur then the salary of the existing staff member will be looked into. However, given that the % of officers within the lower bands is extremely low combined with a very low turnover within the Council we anticipate that this will be a rare occurrence.**

The number of options put forward for consultation with staff and comments on the role of the Staff Consultative Group

Item No. 8 Appendix B

10. Further questions have also been raised with regard to why only one option has been pursued and no financial demonstrations of the other options outlined in the initial consultation letter. The role & operation of the Staff Consultation Group and the consultation process itself has also been raised. (Please note that Carrie McKenzie–Lloyd’s e-mail sent to all staff on 12th July 2011 communicated and confirmed the change to the original proposal).
- l) “Answer states that Option 3 was felt to be the one which meant people lost the least. Certainly not true for staff in the starred area, surely? What percentage or number of staff voted for/expressed an opinion or preference on each of the three options?”
 - m) “By putting forward only Option C, staff have been effectively denied the opportunity to comment on the above proposals. The SCG cannot be considered representative of the views of all staff.”
 - n) “Why have all employees not been given the opportunity to give their preferences on Options A, B and C as discussed by the SCG, rather than just what amount to the Option C proposals being put to all staff, please? At what point was it decided that only this single Option would be put out for employee consultation? This was certainly never made clear at any of the meetings of the SCG that I attended.”
 - o) “I do note that the only published set of minutes from the Staff Consultative Group are those for the meeting of 11 May. No minutes of other meetings of the SCG have been published.....despite the best efforts of the SCG members, many employees still remained unaware of the whole process. This being the case, the informal consultations carried out amongst employees by members of the Staff Consultative Group can hardly be considered to have constituted a full and representative sampling of opinion upon which to select only one Option to put forward for employee consultation.”
 - p) It has also been expressed that the Council may lose some of its best people as result of these changes whereas others expressed that in some respects the revised option C is ‘putting off’ the inevitable.

Response to comments

11. More than three options were initially discussed by the SCG, however these were narrowed down to the three in the letter. Members of the SCG put these proposals to their teams and the feedback received was that option C was the option which most people thought should be taken forward.

12. The other two options were:

- **A percentage pay cut for all staff**

- ***Incremental rises every other year instead of every year.***

13. Option C was the option was felt to be the one which meant people lost the least. A percentage pay cut would affect the lower paid members of staff to a greater extent and incremental rises every other year, would disadvantage those in the lower areas of the bands.

Additional Questions Raised & Suggestions

- q) “So far, the consultation has only touched on salaries. What other changes to terms and conditions for individual employees' existing contracts of employment will these new contracts contain?”

Response: no other changes to terms and conditions will be included in contracts other than those set out in Appendix A on which staff have been consulted

- r) “Please can you let me know how much the current wages freeze is expected to save the Council annually and whether that figure has been taken into account in the proposed savings to be generated from changes to terms and conditions?”

Response: 1% increase in pay costs would add around £132,000 to the budget. A pay award in line with current CPI would cost £580,000 a year. A pay award in line with average pay increases in the UK (2.2% in June per the ONS) would cost £290,400 a year. The savings from a pay freeze are built into the budget separately from the savings expected from changes to terms and conditions.

- s) “Has consideration been given to those in the starred area who are nearing retirement age?”

Response: all staff in the starred area have been offered a meeting with HR to discuss their particular situation including those close to retirement.

- t) “What is the highest deficit on the budget book? Has Sevenoaks District Council taken pensions contributions "holidays", or withheld payments to the pension fund, thereby increasing the pensions deficit, and if so, by how much? As staff had no choice but to continue to pay their pension contributions regardless of whether the pension fund was in surplus or deficit, it is grossly unfair to penalise them now if such actions by their employer have been instrumental in causing or increasing such deficit.”

Response: The Council makes payments into the pension fund not only for ongoing liabilities but also to make up the pension fund deficit. Employees currently pay a maximum of 7.5% of pay into the Fund whereas SDC as employer pays 15.7% for ongoing service plus a lump sum payment towards the deficit (£2m payment in 2010/11). It can be seen that the Council has picked up a much higher proportion

Item No. 8 Appendix B

of pension costs than employees, though it is acknowledged that increases to employee contribution rates (as yet unannounced) are expected from April 2012.

- u) “I note that other Authorities have opted to close for up to one day a month with all staff taking unpaid leave. This would seem to be a much fairer option and one that all staff "benefit" from as they have extra days away from work?”

Response: This is an interesting suggestion. This would have an immediate impact on staff take home pay and also would reduce the level of service to our customers – it would not be possible to accommodate such a reduction in working time without having a significant impact on service delivery. Staff already have the option to reduce their pay in exchange for additional leave.

Impact of proposals on current 10-year budget
Ten Year Budget - Revenue

	Budget 2010/11	Plan 2011/12	Plan 2012/13	Plan 2013/14	Plan 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	16,711	16,711	13,771	13,162	13,223	14,200	14,789	15,379	15,971	16,565	17,158
Inflation		442	507	547	611	589	590	592	594	593	593
Pension Fund deficit: actuarial increase		(220)	0	0	520						
Net savings (approved in previous years)		(71)	34	(25)	(75)						
Concessionary Fares reduction		(699)									
Expenditure previously classified as capital*		100									
Net savings (NEW)		(2,492)	(1,150)	(461)	(79)						
Net Service Expenditure b/f	16,711	13,771	13,162	13,223	14,200	14,789	15,379	15,971	16,565	17,158	17,751
Financing Sources											
Government Support	(6,348)	(5,358)	(4,632)	(4,251)	(3,870)	(3,986)	(4,106)	(4,229)	(4,356)	(4,487)	(4,622)
Govt Support - Conc. Fares reduction		446	446	446	446	459	473	487	502	517	533
Govt Support to offset C Tax freeze	0	(229)	(229)	(229)	(229)	0	0	0	0	0	0
Council Tax	(9,172)	(9,199)	(9,199)	(9,475)	(9,759)	(10,149)	(10,555)	(10,977)	(11,416)	(11,873)	(12,348)
Interest Receipts	(192)	(153)	(289)	(594)	(714)	(662)	(596)	(529)	(462)	(397)	(353)
Contributions to Reserves	716	471	330	430	330	330	330	330	330	330	330
Contributions from Reserves	(1,715)	(14)	(645)	(645)	(645)	(645)	(645)	(645)	(645)	(645)	(645)
Total Financing	(16,711)	(14,036)	(14,218)	(14,318)	(14,441)	(14,653)	(15,099)	(15,563)	(16,047)	(16,555)	(17,105)
Contribution to/(from) Stabilisation Reserve		265	1,056	1,095	241	(136)	(280)	(408)	(518)	(603)	(646)
Budget Gap	0	0	0	0	0	0	0	0	0	0	0
Cumulative 10 year position (surplus)/deficit:											(66)

Effect of Terms & Conditions Savings Changes											
Effect of changes			320	370	405	288	145	(17)	(318)	(504)	(691)
REVISED Cont to/(from) Stabilisation Reserve		265	736	725	(164)	(424)	(425)	(391)	(200)	(99)	45
Cumulative 10 year position (surplus)/deficit:											(68)

Agenda Item 8

KENT WASTE PARTNERSHIP – ANNUAL REPORT 2011 AND CONSULTATION ON REFRESHING THE KENT JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY

Services Select Committee – 20 September 2011

Report of the: Director of Community and Planning Services

Status: Consultation Document for Comment

Key Decision: No.

Executive Summary: The Kent Joint Municipal Waste Management Strategy was adopted in April 2007. A refresh is required to take account of changes to the economy, technology and markets. The European Union Waste Framework Directive was transposed into National Law in 2011. The Government has recently published its own National Review of Waste Policy.

The current refresh Consultation seeks views on suggested ways forward up to 2020. Views are required by 28 October 2011.

This report supports the Key Aim of a Cleaner and Greener Environment.

Portfolio Holder Cllr. Mrs. Hunter

Head of Service Richard Wilson, Head of Environmental and Operational Services.

Recommendation: That the Committee agree comments to be forwarded to the Kent Waste Partnership in response to the Consultation on refreshing the Kent Joint Municipal Waste Management Strategy (KJMWMS).

Introduction

- 1 The Kent Waste Partnership (KWP) is comprised of the twelve Kent District Waste Collection Authorities, and Kent County Council (KCC) as Waste Disposal Authority. The refresh of the Strategy has been agreed for Consultation by the Kent Waste Partnership Members Board, which is represented by the relevant Cabinet Portfolio Member from each Constituent Authority.
- 2 The existing Kent Waste Strategy was adopted by all Member Authorities of the KWP in 2007 and covers the period 2007 – 2027.
- 3 It contains three objectives and twenty policies. Targets are listed up to 2012/13. They are that the Kent waste recycling and composting performance should reach 40% and that KCC's performance for its network of Household

Agenda Item 9

Services Select Committee – 20 September 2011

waste and recycling centres (HWRCs) should be 60%. No targets are listed beyond 2012/13.

- 4 The existing strategy is available online at <http://www.kent.gov.uk/kwp> .

Government Review of Waste Policy in England 2011

- 5 The refresh of the Kent Waste Strategy has been delayed pending the release of the new National Waste Strategy, which was released in June 2011. The key points from the National Strategy are detailed as Appendix A.
- 6 The key aspects of the National Review have been taken into account in the refresh of the Kent Waste Strategy.

Agreed KWP Goals that Support the Public Consultation

- 7 Four aspects influence how the KWP proposes approaching the public consultation.
- 8 Firstly, the existing KJMWMS has targets for 2012/13. Current Kent-wide recycling and composting performance suggest the Kent Partners are likely to achieve an overall recycling rate of 40% by that time, and possibly earlier in 2011/12. KCC's target of 60% at HWRCs is already being met though the pressure is on keeping it that way.
- 9 Secondly, the publication of the National Waste review provides a steer on those areas where the Government has stated a direction. This includes weekly collections of food waste; banning wood to landfill; householder incentives; focusing on fly tipping and away from 'minor' waste-related crimes; supporting the waste hierarchy now enshrined in UK law; seeking Councils' sign-up to a new Recycling and Waste Services Commitment; and creating a zero waste economy.
- 10 Thirdly, European targets continue to be in place. These require the UK to recycle/compost 45% of household waste by 2015 and 50% by 2020. Local Authorities are required to have in place recycling services for paper, plastic, glass and metal by 2015. National waste prevention plans must be in place by 2014.
- 11 Fourthly, the previous Joint Waste Management Committee (JWMC) indicated its desire that Kent should seek to achieve at least a recycling/composting rate of 45% by 2015 and 50% by 2020. Landfill tonnage should be reduced to 10% or below of household waste. Members have also emphasised in the past that quality of recyclates (and value) are important issues, as well as supporting Kent jobs, and ensuring carbon emissions are minimised as far as possible.

Key Issues for Comment

- 12 Taking all of these issues into account, the issues below have been agreed as KWP goals. Key questions for stakeholders on each of the goals will revolve around ensuring that it is clear that the Community as a whole has ownership

of the goals. Comments will be sought on why recycle, how, what, when, where and who recycles.

- 13 Waste reduction is a priority for environmental, costs and social reasons. The KWP aspiration could be to reduce waste per household per year by 5% (2015) and 10% (2020) based on 2010/11 figures.
- 14 A joint waste reduction plan for Councils and stakeholders would be a feature of the new strategy.
- 15 Carbon and other greenhouse gas impacts from land filling Kent's household waste will be at least half of the National average in any year up to 2020.
- 16 The Kent Councils will jointly work to reduce the carbon and other greenhouse gas impacts of their waste/recycling activities. Emissions will be reduced by XX% by 2020 based on 2010/11 baselines. Where 'XX' appears, no dates have been suggested yet by the KWP Members. The Select Committee may want to offer suggested dates.
- 17 Land filling of wood will be banned as required by the Government. This will be achieved in Kent by 20XX.
- 18 Land filling of paper, plastic, glass and metal will be banned in Kent by 20XX.
- 19 Landfill to be at 10% of Kent's household waste by 2015 and 5% by 2020.
- 20 Recycling/composting household waste to be at 45% by 2015 and 50% by 2020.
- 21 Cost-effective options for diverting bulky waste from landfill will be explored.
- 22 Using residual waste as a resource to create energy for Kent's homes and businesses will be a secondary solution, behind recycling/composting, to divert waste from landfill.
- 23 The energy from waste plant at Allington will continue to ensure emissions are rigorously controlled in compliance with all legal requirements. Data on emissions will be published openly online for residents and others to verify the continued safety of the facility.
- 24 The KWP will lobby Government to ensure that energy from waste is a key part of the UK's overall energy strategy. UK infrastructure needs are planned in a co-ordinated way accordingly, so that the carbon impacts of transporting feedstocks are minimised as far as possible.
- 25 The average annual cost of waste collection and disposal for a Band D household per year will not exceed £XXX of Council Tax in any Kent District in any year up to 2020. The ambition is to ensure it is closer to £XXX and the Kent-wide figure is lower than the average Band D costs in other South-East Counties.

Agenda Item 9

Services Select Committee – 20 September 2011

- 26 The KWP supports the Government's approach to Responsibility Deals. The Partnership will work with the supply chain to reduce the amount of waste the Councils have to deal with. Wherever possible, the Partnership will also seek that residents should receive value (including financial benefits – or reduced household costs) for discarded household materials that are routed through "take-back" schemes.
- 27 Food waste will be collected on a weekly basis in all Kent Districts as is the current practice. The KWP aspires to offer residents food waste collections for composting in every District by 2015.
- 28 All Kent Councils will sign up to the new Recycling and Waste Collection Commitment during 2011/12.
- 29 A more direct relationship between the thirteen Kent Councils and reprocessors of recyclates will be piloted and, if successful, established on a permanent basis. The aims are to ensure taxpayers benefit from receiving better value for money from the sales of recyclates, as well as applying genuine 'closed loop' thinking to the supply chain.
- 30 The proximity principle will be a key driver in assessing the destinations of recyclates. As a matter of principle, waste generated by households in Kent should be recycled in Kent, or as close to Kent, as possible.
- 31 Exports of Kent's household waste outside of the European Economic Area will be banned unless there is a clear economic and environmental case for so doing. A clear audit trail that proves recyclates are being recycled is required and it must be shown to the satisfaction of Kent's Councils that treatment in the UK would create a worse overall combination of environmental, financial and carbon impacts.
- 32 The provision of waste collection services to commercial premises will be explored as part of an overall desire to understand how Kent business, particularly small to medium enterprises (SMEs) can be supported. Aims outlined for household waste collections will also be considered for commercial collections (e.g. very low landfill tonnages, high recycling/composting rates, waste prevention measures, and carbon impacts).
- 33 A unified approach to enforcing against enviro-crime will be considered for the whole of Kent. This includes approaches and penalties to fly tipping; littering on streets; throwing litter from vehicles; dog fouling; depositing chewing gum; fly posting; graffiti and any serious and continual misuse of household waste and recycling services that are detrimental to the Community.
- 34 A unified approach across Kent to charge residents fairly for the collection of bulky goods will be explored, including lower charges where items are collected for re-use or recycling. Lower charges will also be explored for specific residents including pensioners over age 65; and residents registered as disabled with mobility issues.

- 35 The Government has confirmed Landfill Tax will rise to £80 per tonne in 2014. The KWP will lobby Government to protect taxpayers from any further tax hikes by not exceeding the £80 per tonne rate in any year before 2020. The KWP will also lobby Government to not require Landfill Tax payments by Councils whom have worked hard to reduce landfill tonnage to under 20% of household waste. This will reward those that have worked the hardest to divert waste from landfill.
- 36 The KWP will lobby Government to change the Legal format of Council Tax Bills and supporting information, so that the overall costs per household of waste collection and disposal are clear to residents; and amounts of overall household waste by percentage and tonnage on landfill, energy from waste and recycling/composting are spelled out.
- 37 The KWP will lobby Government to retain the requirement in the Waste and Emissions Trading Act 2003 to seek the views of residents and other stakeholders in developing local waste/recycling strategies. The KWP resists the repeal of this requirement as it removes an important means of residents getting involved directly in local waste/recycling issues that are important to them.

Annual Report and Consultation Document

- 38 This is reproduced as Appendix B. The document contains the following Key Issues:-
- KWP Key achievements on the last five years, (Page 8).
 - KWP's influence on the three existing policies, (Page 12).
 - Views are requested on twenty-one Consultation issues, under the following headings:-
 - Going Forward – Existing Policies.
 - Campaigns and Community Support.
 - Waste Reduction.
 - Recycling and Composting.
 - Waste Treatment Facilities.
 - Landfill and Waste Transfer Facilities.
 - Street Cleansing; Enforcement, Carbon Reduction.
 - The summary of Consultation issues are listed on Pages 30 – 31.
 - Pages 33 – 35, provide information on past and current performance.

Key Implications

Financial

39. The cost of the Strategy refresh exercise will be met from current approved KWP funding, and there is no additional funding required from this Council.

Community Impact and Outcomes

40. The Consultation is open to a very wide range of stakeholders including the Waste Management Industry, Community and Interest Groups and individual residents.

Legal, Human Rights etc.

41. There are no Legal or Human Rights issues arising from this Consultation process.

Conclusions

42. The Kent Joint Municipal Waste Management Strategy was adopted in April 2007. A refresh is required to take account of changes to the economy, technology and markets. The European Union Waste Framework Directive was transposed into National Law in 2011. The Government has recently published, it's own National Review of Waste Policy.
43. The current refresh Consultation seeks views on suggested ways forward up to 2020. Views are required by 28th October 2011.

Risk Assessment Statement

44. By not responding to the Kent Waste Strategy refresh Consultation, the Council will miss the opportunity of influencing the shaping of the strategy for the period 2012 – 2020.

Background Papers:

Sources of Information:-

KWP Annual Report 2011 and Consultation on refreshing the Kent Joint Municipal Waste Management Strategy.

Government Review of Waste Policy in England 2011.

Contact Officer(s):

Richard Wilson x 7262 and 01959 567351.

Kristen Paterson

Community and Planning Services Director and Deputy Chief Executive

Key Aspects of the National Waste Policy Review

Overall Ambition

- Securing long-term supply of materials that are becoming scarcer.
- Promoting the use of life cycle thinking in all waste management decisions.
- Establishing the right balances on service provision between convenience, cost and environmental benefits.
- Preventing waste where it occurs as a priority.

Local Authority Related Issues

- Better procurement and joint working between Local Councils.
- Encouraging weekly household collections of food waste and processing the food into compost or fuel.
- Focusing on quality of recyclates passed to reprocessors.
- Restricting the land filling of wood waste.
- Reviewing the land filling of textiles and biodegradable wastes.
- Focusing enforcement on illegal waste sites and fly tipping rather than what the Government considers to be ‘trivial’ waste enforcement misdemeanours.
- Removing criminal sanctions applying to householders and ensuring any fines Councils can impose are appropriate.
- Councils to sign-up to the new Recycling and Waste Services Commitment.
- Abolition of targets, some data requirements and legislative burdens including the Landfill Allowance Trading Scheme (LATS) from 2012/13.
- Backing the Keep Britain Tidy’s ‘Love Where You Live’ Campaign.
- Reinforcing that EU targets are legally binding on Member States, but not requiring Local Councils to meet statutory recycling targets.

Businesses

- Supporting greater use of responsibility deals with a focus on the retail; hospitality, direct mail and waste industry sectors.
- Developing recycling services for business waste, especially Small to Medium Enterprises (SMEs).
- Increasing recycling targets on packaging producers from 2013 to 2017.
- Establishing a sub-target for recycling glass into re-melt applications.

Kent Waste Partnership

Annual Report 2011 and
consultation on refreshing the
'Kent Joint Municipal Waste
Management Strategy'

*Want to have your say
on Kent's household
waste services? Read on.
We'd like to hear from you.*

Views welcome by
28 October 2011



Kent Waste Partnership



Services Select Committee - 20 September 2011
Item No. 9 Appendix B

The KWP is made up of the 13 principal Kent councils.

These are the district/borough councils of: Ashford, Canterbury, Dartford, Dover, Gravesham, Maidstone, Sevenoaks, Shepway, Swale, Thanet, Tonbridge & Malling and Tunbridge Wells; and Kent County Council.

The key activities of the KWP are to:

- Ensure delivery of the Kent Joint Municipal Waste Management Strategy
- Provide a platform for cooperative and joint working to improve services
- Act as a single voice for strategic waste issues for Kent local authorities
- Increase awareness of waste as a resource, promote waste minimisation and achieve an economically, environmentally and socially sustainable waste strategy
- Work with stakeholders who are developing, supporting and influencing the future direction of sustainable waste/resource management

www.kent.gov.uk/kwp

This Strategy Consultation document was published in August 2011. Views are sought by **28 October 2011** on the **issues summarised on pages 30 and 31.**

Contents

	Page
Foreword by KWP Chair and Vice-Chair	5
Why do we need a Strategy refresh?	6
National Review of Waste Policies	7
KWP Key Achievements in the Last 5 Years	8
Consultation Details	9
Value for Money to Taxpayers	10
The KWP's Influence	12
Campaigns and Community Support	14
Waste Reduction	16
Recycling and Composting	18
Waste Treatment Facilities	20
Landfill and Waste Transfer Facilities	22
Other Important Areas	24
Street Cleansing, Enforcement, Greenhouse Gases	
Summary of Where We Are	26
Summary of Suggested Ways Forward	27
Summary of Consultation Issues	30
Kent Waste Partnership Information	32
Supporting Information	33

Agenda Item 9



Foreword



Cllr Paul Barrington King, Chair of the KWP and
Portfolio Holder for Sustainability,
Tunbridge Wells Borough Council



Cllr Bryan Sweetland, Vice-Chair of the KWP and
Cabinet Member for Environment, Highways & Waste,
Kent County Council

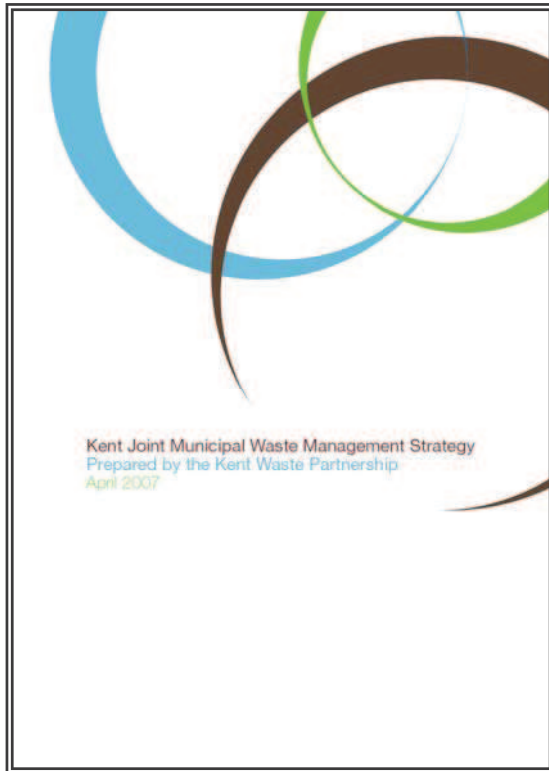
The last year has seen challenging circumstances for the whole economy and for residents and councils in particular. People are feeling the squeeze on budgets in the home and in the workplace. So we believe the production of this Annual Report, and details of the consultation to refresh the Kent Waste Strategy, are very timely. Why is that? In the main it's because of the opportunities the KWP can deliver to manage costs, deliver good quality services, and improve environmental performance. Household waste and recycling services across the whole of Kent do cost a lot of money – heading towards £100 million a year. Securing the best value for money for Kent taxpayers is the Number 1 challenge for the KWP.

This Annual Report highlights some of the big achievements the KWP has delivered on behalf of Kent taxpayers. Overall amounts of waste generated in Kent are down, recycling and composting performance is up, and our use of landfill is massively down. Each of these has been delivered not just because it's the right set of environmental goals to achieve – but also because it avoids costs to Kent taxpayers amounting to several millions of pounds a year.

We also want to look ahead to 2020 to see what goals we could strive to achieve. Could we do more to cap costs? Divert even more waste from landfill? Recycle and compost more? Improve the range of services on offer to residents? We think we can – but wish to have your views on our suggestions. So this document also serves to open a dialogue with everyone who has a role to play in managing Kent's waste better in the future. That includes the public, retailers, packaging designers and manufacturers, re-processors, those that operate waste and recycling facilities, waste companies, government, regulators, our neighbours in other councils and, of course, the 13 Kent councils themselves. We very much look forward to hearing your views.

Finally, we thank all of the KWP's partners, and Kent's residents, in helping us get to where we are today. All achievements in this Annual Report were done with your help – thank you.

Why do we need a Strategy refresh?



The current Kent Joint Municipal Waste Management Strategy was adopted in 2007

Firstly, because the world has changed dramatically since 2007. That includes the economy, technologies and markets.

Secondly, and importantly, the European Union (EU) Waste Framework Directive was transposed into national law in March 2011. This impacts on the KWP in three main ways: -

1. The 'waste hierarchy' is now law.
2. A national 'waste prevention plan' must be put in place by 2014.
3. All councils must provide recycling services for glass, metals, paper and plastics by 2015 – either at the kerbside or using bring banks.

Thirdly, the government published the results of its own national review of waste policies in June 2011. This followed an exercise lasting a year where the Government sought views on its policies.

In addition, the KWP has moved forward at some pace in delivering the 2007 Strategy. Targets are likely to be achieved earlier than were set for 2012/13. There is also an ambition to build on our achievements by doing more, especially on waste reduction, reducing landfill further still, and increasing recycling.

The waste hierarchy needs to be implemented so that the means of managing waste is prioritised: waste reduction is first, then reuse, then recycling/composting, then energy from waste – and, in last place, disposal to landfill. The KWP sees this as an opportunity to highlight our own record in recent times, as well as steadfastly seeking to do more. The use of landfill in Kent has halved from 2005/06 to 2010/11 – and is planned to halve again in the next two years. The result is a decrease from 72% of household waste being landfilled in 2005/06 to 10% or under by 2015. At the same time the recycling and composting rate has risen from 28% in 2005/06 to an anticipated 40% in 2011/12.

The KWP is in a very good position to ensure collection services are in place for glass, metals, paper and plastics in all twelve districts. These services are 'the norm' in most areas of Kent. It is likely that any gaps in service will be managed earlier than the 2015 EU deadline.

All in all, now is the optimum time to move forward with reviewing where we are in Kent, and what more needs to be done. Our current consultation seeks views on suggested ways forward up to 2020.

National Review of Waste Policies

It might help readers to know what the government has said in its June 2011 publication on the national review of waste policies. The main points are outlined below. Full detail of the government's position is online at: <http://www.defra.gov.uk/publications/files/pb13540-waste-policy-review110614.pdf>

For completeness, details of how the EU laws were transposed into national law can be found online at: <http://www.defra.gov.uk/environment/waste/legislation/eu-framework-directive/>

All of these issues are being taken into account in refreshing the Kent Waste Strategy. Importantly, we know that the public and others will have thoughts on any number of these issues. So this is an opportune time to share views openly with the aim of delivering the best outcomes for Kent's taxpayers. The list of issues for consultation is summarised on pages 30 and 31.

Overall Government Ambitions

- Securing long-term supply of materials that are becoming scarcer.
- Promoting the use of life cycle thinking in all waste management decisions.
- Establishing the right balances on services between convenience, cost and environmental benefits.
- Preventing waste wherever it occurs as a priority.

Local Authority Related Issues

- Better procurement and joint working between local councils.
- Encouraging weekly household collections of food waste and processing food into compost or fuel.
- Focusing on quality of recyclates passed to reprocessors.
- Restricting the landfilling of wood waste.
- Reviewing the landfilling of textiles and biodegradable wastes.
- Focusing enforcement on illegal waste sites and fly tipping.
- Removing criminal sanctions applying to householders around minor waste infringements.
- Councils to sign-up to the new Recycling & Waste Services Commitment.
- Abolition of targets and the Landfill Allowance Trading Scheme (LATS).
- Backing the Keep Britain Tidy's 'Love Where You Live' campaign.
- Seeking to pass EU fines on central government to local government.

Business Related Issues

- Developing recycling services for business waste, especially Small to Medium Enterprises (SMEs).
- Increasing recycling targets on packaging producers from 2013 to 2017.
- Establishing a sub-target for recycling glass into re-melt applications.
- Supporting greater use of responsibility deals with a focus on the retail, hospitality, direct mail and waste industry sectors.

KWP Key Achievements in the Last 5 Years

In the last five years the KWP has substantially improved performance on:

- **diversion from landfill** – 72% of household waste was landfilled in 2005/06, halved to 30% in 2010/11.
- **Kent's overall recycling and composting rate** - was 28% in 2005/06, up to 39.6% in 2010/11.
- **the overall amount of household waste decreased by 9%.**

The tonnage reduction in waste to landfill was from 582,000 tonnes in 2005/06 to under 215,000 tonnes in 2010/11. While there is still work to be done to reduce how much waste goes to landfill, the KWP's record over the last four years is among the best nationally.

In terms of recycling and composting rates, solid improvement has been recorded since 2005/06. The uplift of 11 percentage points represents a 39% performance improvement from 2005/06 to 2010/11. This has been achieved despite very difficult global and national challenges whereby the demand for recycle at home and abroad has been impacted by unstable market conditions in the last few years.

Very importantly, however, is the major achievement in reducing the overall amounts of household waste generated in Kent. 2005/06 saw 810,000 tonnes of household waste that the 13 Kent councils collected and treated. The figure for 2010/11 was 734,000 tonnes – a massive trend-bucking fall of 9%. The benefit to Kent taxpayers of waste reduction is substantial. The financial benefit amounts to millions of pounds. The environmental benefit amounts to avoiding thousands of tonnes of CO2 and other harmful greenhouse gases.

Investment in new infrastructure across the 13 councils has played a major role. Coming on-stream since 2006 included: Blaise Farm Quarry In-Vessel Composting Facility; the Allington Energy from Waste Facility; and the 'customer delighting' new Pepperhill Household Waste Recycling Centre & Transfer Station.

Investments in waste collection have also continued. Ashford BC and Swale BC have invested in improved recycling services. Dartford BC and Gravesham BC have invested in new and improved green waste collection services. Dover DC, Maidstone BC and Shepway DC have invested in recycling and food waste collection services. All of that has taken place while Canterbury CC, Tonbridge & Malling BC and Tunbridge Wells BC have maintained high recycling and composting rates well above 40%.

It is very likely that 2011/12 will see the KWP's landfill rate fall to 25% of all household waste, the recycling and composting rate rise to above 40% for the KWP as a whole, and above 60% for Kent County Council's network of Household Waste Recycling Centres.

Consultation Details

Where can I find the existing Strategy?

The KWP is seeking views on refreshing the Kent Joint Municipal Waste Management Strategy (KJMWMS). This is often commonly called the Kent Waste Strategy. The existing Strategy was adopted in 2007 by all 13 Kent councils and spanned a 20-year period up to 2027. Adoption followed an extensive consultation exercise at that time. The Strategy and all the supporting data are available online at: <http://www.kent.gov.uk/kwp>

So this consultation is about updating the Strategy?

Yes. The existing Strategy is not being replaced, or started again from scratch. All the documents and data that support the 2007 Strategy remain relevant. **This consultation will lead to the existing Strategy policies and targets being refreshed.** The way we do that is to seek views on the 20 existing policies, and also on the suggested ways forward, from pages 12 to 25. Your views are welcome on the consultation issues that are summarised on pages 30 and 31.

What are the main timescales?

The immediate timescale is for views from the public and others to be received by **28 October 2011**. The main timescales leading to adoption of the refreshed Strategy by the 13 Kent councils are: -

- Consultation with the public and other stakeholders from 19 August to 28 October 2011.
- Drafting of the updated Strategy policies and targets between November 2011 and February 2012.
- Further refinement in March 2012.

The aim is to publish the refreshed Strategy at the Kent Waste Forum event on 19 April 2012.

Who do I send my response to, and in what format?

All responses should be sent to Paul Vanston, KWP Manager by email to paul.vanston@kent.gov.uk. To be properly considered, responses should have name of sender, contact details, and organisation represented as appropriate. So long as the layout of your email is clear on how your responses relate to the issues raised in the consultation, the format is of your personal choice.

How does this consultation relate to the separate exercises on the Kent Minerals and Waste Development Framework?

Some people reading this document will want to know how this supports the current consultation on the Kent Minerals and Waste Development Framework. Some key points are: -

- This consultation is about municipal waste only. The KMWDF deals with all wastes in Kent.
- This consultation is about how municipal waste is collected and treated, and targets to do it well.
- The KMWDF is about the planning aspects of where treatment facilities could be located in Kent.
- The refreshed Kent Waste Strategy both informs, and is informed by, the KMWDF on spatial waste planning requirements (i.e. where facilities are needed across Kent to manage waste properly).

Further details on the KMWDF are at: <http://www.kent.gov.uk/mwdf>

Value for Money to Taxpayers

The Story So Far

The 3 Objectives in the Kent Waste Strategy

In the 2007 Strategy, the three objectives in managing municipal waste in Kent were listed as: -

- Deliver high quality services to the people of Kent, including an emphasis on waste reduction, recycling and diversion from landfill.
- Meet the statutory targets set for Kent and exceed them where this is a locally agreed priority.
- Support, where possible, other related policy aims of the Kent authorities (e.g. regeneration).

How are we doing up to now?

The key achievements on page 8 outline the headlines of the KWP's performance. Diversion from landfill has been a major success. It has halved in five years – and is set to halve again. Reducing landfill tonnage from 72% of household waste to 10% by 2015 will be a phenomenal achievement. It fully supports the current government's ambition to head towards 'zero untreated waste to landfill'. Additionally, the KWP is set to achieve a 40% recycling and composting rate in 2011/12. Kent County Council has already achieved the Strategy target of 60% recycling and composting for its Household Waste Recycling Centres. Importantly, overall household waste tonnage has fallen by 9%.

A major highlight is that, in 2010, four councils agreed to put in place the same collection method with the aims of producing efficiency savings, better performance, and improved services for residents. Dover and Shepway councils have already implemented the new collection methods in June 2011. Canterbury and Thanet councils will do the same in 2013. £50 million of benefits are anticipated over ten years – and recycling and composting performance will rise from a collective 32% in the four areas to 50%. Residents will have access to weekly collections of food waste that will be composted and put back to good use. At the same time, the range of materials for recycling has been expanded. Importantly, the separation of some materials from the others (e.g. paper) means that quality is maintained, which enables the councils to sell it for recycling at higher prices. This income is used to offset costs of services and provide even better value for money for Kent taxpayers.

The second objective has, to a great extent, been overtaken by national events. No statutory targets on waste have been set by the government on any councils. However, the EU's national targets for Member States are set in law at 45% and 50% by 2015 and 2020 respectively. As said above, the KWP is on track to meet those as part of the 'bigger picture' to divert as much waste from landfill as possible.

The third objective links well with the first, especially from where residents see things. All 13 Kent councils have worked hard to improve the range of services on offer to residents. Again, the achievements on page 8 are highly relevant in terms of investments on collection and disposal services.

Value for Money to Taxpayers

What are the pressures and opportunities?

How much do Kent residents spend on household waste?

Kent residents pay for waste collection and disposal in their Council Tax. In 2010/11 this amounted to some £96 million across all 13 Kent councils to collect, treat and dispose of 734,000 tonnes of waste from approximately 550,000 households. That equates to £175 per household – about 12% of a Band D Council Tax bill. **Putting it in other ways, that is £3.37 per household per week, or £1.23 per Kent resident per week.** It is worth noting that waste collection is about 30% of overall costs – with treatment and disposal amounting to around 70% of costs.

What are the pressures on costs?

Compared to twenty years ago when most UK waste was buried in landfill, innovations in waste and recycling services has introduced new costs. This relates to the need to separate wastes for treatment or recycling, ensuring compliance with new EU and national laws, providing a wider range of services to householders and, very importantly, the payment of taxes. On the last point alone, the Landfill Tax currently adds £64 per tonne on top of all other costs for putting waste in landfill. On the upside, the KWP's diversion away from landfill (through higher recycling rates and generating energy from waste) has saved Kent taxpayers £millions of costs that other counties are having to pay. However, Landfill Tax is increasing to a minimum of £80 per tonne by 2014 and other costs also rise year-on-year. The challenge for the KWP is to continue to manage the transition towards seeing 'waste as a resource'.

What can we do to manage costs?

While the challenges are tough, there are positive options for the KWP. These include: -

- Reducing the amount of waste that is generated in the first place. The average Kent household generates about 1.34 tonnes of waste per year. Reducing that to 1.2 tonnes could reduce costs by as much as £10 million a year – about 11% of current costs.
- Consolidate the various waste collection systems across Kent to a smaller number. This is being done in East Kent by 2013 – but could also be explored for Mid Kent (Ashford, Maidstone and Swale), and possibly the remaining councils too over time.
- Joint procurement of waste collection contracts. Dover and Shepway councils are doing this now. Other Kent councils are looking at their own options for new contracts to begin from 2013 onwards.
- We could prioritise certain waste streams to ensure Kent taxpayers gain the best value of sales of recyclates. These could include paper, plastics, glass, metals and possibly also waste electricals.
- We could work more collaboratively across the entire supply chain to focus on costs of making society function. While that is a bold ambition, the KWP along with other advanced thinkers in the retail, reprocessing, design and waste company sectors are looking at how we can do this in practice.

The clear implication is that success is dependent on everyone involved in 'waste' pulling together.

The KWP's Influence

Policies 1 to 3: The story so far

Policy 1. The KWP will encourage the conservation of resources through the use in Kent of materials and energy recovered from wastes produced in Kent. It will aim to influence other areas of public policy and service delivery to support this agenda.

Policy 2. To deliver the Strategy the County, district and borough councils will work proactively as the Kent Waste Partnership within a formal joint committee structure; they will actively seek the views of stakeholders, and their contribution to achieving the Strategy's objectives.

Policy 3. All stakeholders, including elected Members, will be kept informed and consulted on waste management issues affecting Strategy implementation.

The KWP is currently securing value from 70% of household waste. Just under 40% of that is by recycling and composting. A further 30% is through generating energy from waste that can be put back into the National Grid.

Based on current projections, the KWP looks set to be one of the few county partnerships where landfill will be 25% or lower in 2011/12 and set to improve still further by achieving 10% or better by 2015.

Diversion from landfill is a key strength of the KWP that is being recognised nationally.

Since 2007 the KWP has been an increasingly active participant on the national stage. As England's largest county by population, it is important that Kent 'punches according to its weight'. The KWP is now seen to be doing so, and is reaping the benefits.

Key activities and advancements include: -

- Influencing government policy, ambitions and laws. The KWP is represented on Defra's Waste Programme Board; the Controlled Waste Regulations Steering Group; the cross sector Packaging Recovery Action Group, Wrap's National Communications Advisory Panel and on three Defra expert panels on food waste, waste prevention, and behaviours.
- Working proactively with a leading retailer and reprocessors on understanding the potential for improving the supply chain using 'lean management' techniques. This exciting project is likely to lead to good news for Kent taxpayers later in 2011/12.
- We have re-organised the KWP to make it leaner, more cost effective, and more efficient. The focus is more on delivering value for money to Kent taxpayers whilst ensuring governance arrangements are appropriate.
- All 13 councils' elected Members are very much at the helm of KWP advancements.

The KWP's Influence Going Forward

Suggested way forward

The KWP supports the government's approach to Responsibility Deals. We will work with the supply chain to reduce the amounts of waste councils have to deal with. Wherever possible, we will also seek that residents should receive value for household items that are routed through 'take-back' schemes.

The KWP will lobby government to retain, and improve, the requirement in the Waste & Emissions Trading Act 2003 to seek the views of residents and other stakeholders in developing local waste and recycling strategies. The KWP resists repeal, as suggested by Defra, as this would remove an important means for residents to get involved directly in local waste/recycling issues of substantial importance to them.

The KWP will lobby government to ensure that energy from waste is a key part of the country's overall energy strategy. National infrastructure needs should be planned in a co-ordinated way where energy from waste facilities are seen as national assets by reducing reliance on coal and using waste as an important resource; so long as local strategies prioritise the waste hierarchy and contribute significantly to meeting the EU's national recycling targets.

What are your views on ... ?

- 1. Existing policies 1 to 3. What changes or new policies would you suggest?**
- 2. The suggested way forward on influence and lobbying. What else would you suggest the KWP could do?**
- 3. What greater influence would you like to see the KWP have on others including government, waste companies, retailers, packaging designers and manufacturers, reprocessors and consumers?**

Campaigns and Community Support Policies 4 and 5: The story so far

Policy 4. Targeted and co-ordinated campaigns will be run across Kent to inform, to educate and to work towards changing behaviours of residents, consumers and the wider community.

Policy 5. The authorities will work jointly and individually to encourage the community and social enterprise sector to reach its full potential in delivering cost-effective and sustainable waste management services.

The KWP has been very successful in securing external funding to take forward its communications and campaigning activities. Well over £1 million of external support assisted the KWP to deliver: -

- The Love Food Hate Waste campaign between 2007 and 2010. The KWP worked closely with Wrap as a leading partner alongside retailers and others.
- Detailed communications to residents on improved recycling and/or organics services in Ashford, Dartford, Dover, Gravesham, Maidstone, and Shepway councils.
- Investment in the KWP Community Waste Action Fund. Nine organisations shared £59,000 to divert waste from landfill.
- Continued support for Recycling Credits to community organisations that qualify. In excess of £1 million of support was provided since 2005.

- Extensive work to encourage users of clinical needles to dispose of them appropriately and avoid contaminating recycle collections.
- More work soon to be done on improving the quality of recyclates put out for collection by residents. This is being targeted in areas where the best improvements can be gained.
- Information leaflets for use by re-use organisations so that residents have access to information about re-use options.
- Supporting a Public Engagement Team to engage residents about the benefits of reducing waste and recycling.
- Raising awareness of how to dispose of waste electrical products responsibly following new laws introduced in 2007.



Campaigns and Community Support Going Forward

Suggested way forward

KWP communications will be taken forward on Love Food Hate Waste, reuse options and take-back schemes. All such activities will require a business case that ensures all investments are recouped through cost benefits to the 'bottom line'.

The KWP believes that financial and environmental value is best secured when recyclates maintain high quality when passed down the supply chain to reprocessors via waste companies and Materials Recycling Facilities. We will take forward a programme of work with residents and the supply chain to ensure 'quality' of recyclate is as much a consideration as quantity.

Cost effective options for diverting bulky waste from landfill will be explored in 2012/13. The aim is to head even closer towards the government's ambition of 'zero waste'. It will also seek to understand the feasibility of a 'bulky waste economy' in Kent or any other appropriate treatment options that may be available to divert bulky waste from landfill.

An Equalities Impact Assessment will be carried out on the refreshed draft Strategy and be informed by views sought and gathered as part of this consultation.

What are your views on ... ?

4. Existing policies 4 and 5. What changes or new policies would you suggest?
5. The suggested way forward on campaigns and community support. What else would you suggest the KWP could do?
6. How could the KWP create even better outcomes for Kent taxpayers through greater use of campaigns and community support?

Waste Reduction Policies 6 and 7: The story so far

Policy 6. Waste minimisation and re-use will be prioritised and the KWP will seek, through its wider policy aims, to break the link between waste production and economic growth.

Policy 7. The KWP will lobby for measures to combat waste growth in areas such as product design, packaging and other producer responsibility issues, which are most effectively pursued at the national and international levels.

The tonnage of household waste generated in Kent has reduced by 9% from 2005/06 to 2010/11. Part of this is attributable to retailers and others 'light weighting' their products by using substantially less packaging. This also includes swapping heavier packaging (e.g. glass) for lighter packaging (e.g. plastic film).

A key focus has been on reducing organic waste. The KWP carried out an audit of household waste in 2008/09, which showed that around one-third of 'black bag' (residual) waste was food. The financial cost to householders is significant both in terms of wasted household budget and Council Tax for the collection and disposal of wasted food.

In the three years of supporting the Love Food Hate Waste campaign the KWP achieved a rise in 'Committed Food Waste Reducers' from 10% in 2007 to 22% in 2009/10. This achieved an estimated reduction of 12,000 tonnes of food waste for collection and disposal – saving over £1.5 million.

In respect to home composting, the KWP has supported the sale of around 75,000 bins to residents over the last 8 years. Since 2007, the KWP has worked closely with Wrap in promoting a national scheme. In that time, around 20,000 bins were provided to Kent residents at rates subsidised by Wrap. Kent also celebrated the country's 2millionth home compost bin sale in 2009. Unfortunately, the government and Wrap ceased support for the sale of subsidised compost bins owing to the national financial deficit and a focus on putting food waste collections in place. On this latter issue, five Kent councils now provide food waste collections for composting comparable to two councils just a year ago.

Lobbying measures are now supported by forming direct relationships between the KWP and retailers, re-processors and suppliers. This started in 2009 and continues.



Waste Reduction Going Forward

Suggested way forward

Waste reduction is a priority for environmental, financial and social reasons. The aspiration is to reduce average amounts of waste per Kent household by 5% (by end of 2015/16) and by 10% (by 2020/21) based on 2010/11 figures.

A waste reduction plan for councils and stakeholders would be developed by March 2012 and apply to the medium term through to 2015/16.

Reductions of food waste is a key priority. The Love Food Hate Waste programme will be supported in Kent up to 2015/16. as a strategic tool to deliver the waste reduction targets.

The KWP will seek a co-ordinated and concerted approach with Wrap, retailers and others to ensure consistency of messages on waste reduction to the public.

Residents will be assisted with information and encouragement on the benefits to them of reducing waste. This will include food waste, reuse options, and take-back schemes.

What are your views on ... ?

7. Existing policies 6 and 7. What changes or new policies would you suggest?
8. The suggested way forward on waste reduction. What else would you suggest the KWP could do?
9. How could the KWP reduce waste still further? That could be by stopping waste being generated at all, or that discarded items are managed without having to be collected by councils (e.g. taking back old products to stores when purchasing new ones).

Recycling and Composting

Policies 8 to 13: The story so far

Policy 8. The KWP will achieve a minimum level of 40% recycling and composting of household waste by 2012/13 and will seek to exceed the target.

Policy 9. The KWP will work to develop, maintain and improve schemes that secure the best recycling and composting performance for Kent authorities as a whole.

Policy 10. The KWP will secure higher rates of performance from existing services through education and awareness raising.

Policy 11. The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.

Policy 12. The KWP will work to secure composting capacity, including 'in-vessel' in the County to enable the authorities in the east of Kent to provide an efficient service for managing compostable wastes.

Policy 13. The recycling and composting performance of the HWRCs will be improved, reaching 60% by 2012/13, while maintaining high standards of customer service.

The KWP is likely to achieve the 2012/13 targets a year earlier in 2011/12. Breaking through the 40% recycling and composting target is one part of the overall picture of diversion from landfill.

Kent County Council is achieving 60% for recycling and composting at its 19 Household Waste Recycling Centres (HWRCs).

The focus in 2009/10 and 2010/11 has been on making long-lasting service improvements that are supported by effective communications to residents. Together, these have taken the county-wide recycling and composting rate to 44% in the first quarter of 2011/12, which bodes well for the future. These include: -

- Ashford BC. Expansion of its recycling collections service to a further 9,000 homes.
- Dartford BC. Introduction of a new green waste collection service for 5,000 households.
- Dover and Shepway DCs. Expansion of recycling services and introduction of their weekly food waste collection services. This is the first phase of a major project involving these councils and Canterbury CC and Thanet DC (2013 for the latter two).
- Gravesham BC. Upgrading the green waste collection service and offering it to residents across the district.
- Kent CC. Replacement of Pepperhill HWRC that services Dartford and Gravesham. Upgrades at other HWRCs and a brand new HWRC at Romney March in 2011. Also the provision of 50,000 tonnes of in-vessel composting capacity at Blaise Farm Quarry.
- Maidstone BC. Expansion of recycling services and introduction of its weekly food waste collection service borough-wide.

Recycling and Composting Going Forward

Suggested way forward

The KWP's recycling and composting rate will be 45% for 2015/16 and 50% for 2020/21.

Food waste will be collected on a weekly basis in all Kent districts as is the current practice. The KWP aspires to separate collections for composting food waste on a weekly basis in all districts by 2020, and in at least 8 of the 12 districts by 2015/16.

All eligible Kent councils will sign up to Wrap's new generation of Recycling & Waste Collection Commitment by end of March 2012.

The provision of recycling and waste collection services to commercial premises will be explored, particularly for Small to Medium Enterprises across Kent. A feasibility study, in partnership with Wrap, will be taken forward in 2011/12.

Exploration of 'householder incentives to recycle' will be taken forward in 2011/12 with a view to implementing any new provisions from 2013 onwards.

The KWP will co-ordinate communications with residents so that there is clarity on which recyclates go where, who receives it, and what it ends up being used for.

What are your views on ... ?

10. Existing policies 8 to 13. What changes or new policies would you suggest?
11. The suggested way forward on recycling and composting. What else would you suggest the KWP could do?
12. What aspects of recycling services are of greatest current interest to you, and what changes would you like to see?

Waste Treatment Facilities Policies 14 to 17: The story so far

Policy 14. A timely procurement programme will be implemented to provide sufficient capacity for Kent to continue to meet its statutory targets for the diversion of biodegradable municipal waste.

Policy 15. The procurement programme for additional capacity will take account of the opportunities for co-management with other waste streams, but will discourage facilities of a scale that will attract imports of waste to the County.

Policy 16. Procurement of additional capacity will keep technical options open and flexible in terms of the number and scale of facilities to be provided but will need to emphasise deliverability.

Policy 17. Kent County Council will take a pragmatic approach to trading Landfill Allowance Trading Scheme (LATS) allowances, being willing to trade but not reliant on trading for compliance or essential income.

The KWP has invested in significant new 'kit' that has come on stream since the adoption of the Kent Waste Strategy in 2007, including: -

- Allington Energy from Waste (EfW) Facility and Materials Recycling Facility (MRF).
- Blaise Farm In-Vessel Composting Facility.
- Pepperhill HWRC and Transfer Station.

These new facilities have enabled the KWP to deliver the performance reported in this annual report. This is especially relevant to the performance on diversion from landfill whereby 70% of all household waste now provides a resource value of one kind or another.

The Blaise Farm In-vessel Composting Facility has an initial capacity of 50,000 tonnes. It currently accepts green garden waste and/or food waste from Dover, Maidstone, Tonbridge & Malling, Tunbridge Wells and Shepway councils. A 'closed loop' is achieved whereby household food and green waste is collected, re-processed and used as good quality compost – all happening in Kent.

In respect to the sale of LATS allowances, Kent County Council has made a few transactions since 2007. Whilst the price per tonne has not been anywhere near the figure of £150 touted at the outset of LATS, a modest income has been received, which has served to offset a small proportion of the costs of running waste services. In line with Policy 17, Kent County Council has avoided any reliance on LATS income and has focused efforts on ensuring the stability of core budgets.

That approach of non-reliance has since proved to be right in the light of the government's intention to scrap LATS at the end of the 2012/13 scheme year.

Waste Treatment Facilities Going Forward

Suggested way forward

The KWP will seek to understand the needs of the supply chain, with an early emphasis on those whom 'add value' to the recyclates councils collect (e.g. reprocessors, production, and retail). The aims are to ensure Kent taxpayers benefit from receiving better value for money from the sales of recyclates, and to apply 'closed loop' delivery to the entire supply chain.

The proximity principle will be a key driver in assessing, and allowing, specific destinations of recyclates. As a matter of principle, recyclates should be reprocessed in Kent, or as close to Kent as possible, to reduce carbon impacts of transportation and to support the local economy.

Clear audit trails that prove recyclates ARE being recycled at end destinations is required for all of Kent's recyclates including handling by waste companies, Materials Recycling Facilities and any others.

Companies seeking to export Kent's recyclates outside of the European Economic Area will be required to provide clear economic and environmental cases for so doing to the satisfaction of the Kent councils.

What are your views on ... ?

13. Existing policies 14 to 17. What changes or new policies would you suggest?

14. The suggested way forward on waste treatment facilities. What else would you suggest the KWP could do?

15. How could the KWP achieve better results on quality of recyclates, income from sales of recyclates, and reducing the use of virgin materials in product manufacture?

Landfill and Waste Transfer Facilities

Policies 18 to 20: The story so far

Policy 18. Kent County Council will procure landfill capacity to meet the need for the disposal of residual waste for which recovery capacity is not contracted.

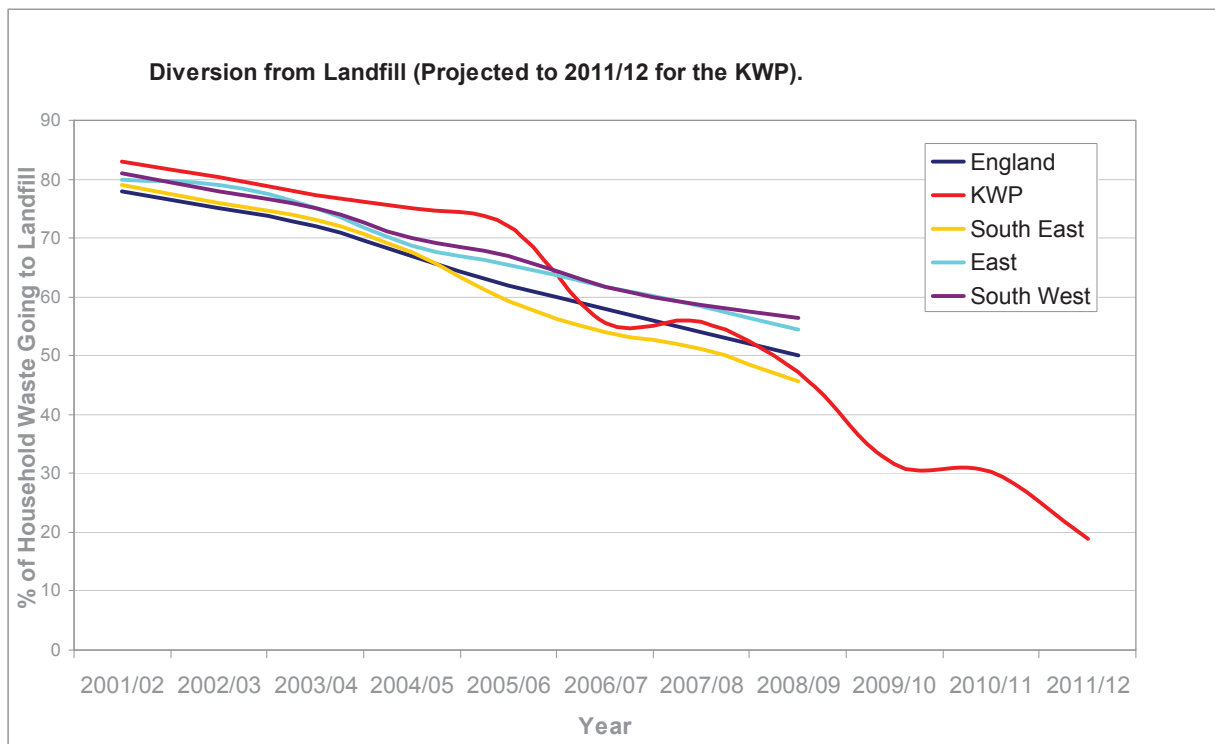
Policy 19. Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable waste from landfill in order to preserve landfill void space in the county.

Policy 20. The transfer station network will be improved across Kent to promote the efficient transport of wastes for treatment, recovery and disposal.

The KWP has made very significant progress in diverting waste from landfill – from 72% in 2005/06 to 30% in 2010/11 (chart below). We want this trend to continue with a view to getting as close as possible to zero untreated waste to landfill.

The measures taken in recent years has enabled the life of existing landfill capacity to be extended to 2019 (Shelford site) and 2014 (Greatness site).

In respect to the Transfer Station network, the key highlight was the construction of a new facility at Pepperhill. This serves the needs of Dartford and Gravesham councils and takes account of house building plans for the next two decades.



Landfill and Waste Transfer Facilities Going Forward

Suggested way forward

Landfilling of Kent's household wood waste will cease by April 2014.

Landfilling of paper, plastic, glass and metals from kerbside residual waste collections will cease by April 2015. We will need the support of householders to ensure the capture of these (and other) recyclates via recycling services is very high, and contamination very low.

Landfill will apply to no more than 10% of Kent's household waste for 2015/16 and 5% for 2020/21.

The KWP will lobby government to protect England's taxpayers from any further tax hikes on Landfill Tax by not exceeding the £80 per tonne rate in any year from 2015 to 2020.

The KWP will lobby government to not demand (or to pass back) Landfill Tax payments to councils whom have worked hard to reduce landfill tonnage to 20% or under of household waste. This will reward councils whom are closest to achieving the government's key national ambition of 'zero untreated waste to landfill'.

What are your views on ... ?

16. Existing policies 18 to 20. What changes or new policies would you suggest?

17. The suggested way forward on landfill and waste transfer facilities. What else would you suggest the KWP could do?

18. Our target is to landfill no more than 5% of household waste by 2020. However, we'd like to go further and get as close to 'zero waste to landfill' as possible. How could the KWP achieve that? Which materials and types of waste should be prioritised?

Other Important Areas: Street Cleansing, Enforcement, Greenhouse Gases

The 2007 Strategy focused attention on the three objectives (listed on page 8) and the 20 policies (pages 12 to 23). Specific issues around street cleansing, environmental enforcement and the greenhouse gases agenda have emerged as recent additional priorities.

In July 2011, the KWP's Members Board (details on page 32) agreed to increase the scope of the KWP's activities to include: -

- waste collection and disposal (as before);
- street cleansing (new);
- environmental enforcement (new); and
- carbon, other greenhouse gases and sustainability in as much as they relate to the services bullet pointed above.

Two other strategies that relate to these issues are [The Vision for Kent 2011-2021](#) and the [Kent Environment Strategy](#).

The Vision for Kent was, itself, subject to a consultation exercise from 20 June to 22 August 2011. Online details are available at: <http://www.kentforum.org.uk/vision-for-kent-consultation/vision-for-kent-2002-2006/>

The Kent Environment Strategy was published in July 2011. Online details are available at: http://www.kent.gov.uk/environment_and_planning/environment_and_climate_change/kent_environment_strategy.aspx

Street Cleansing

Services are provided, in the main, by the 12 district councils across Kent. The exceptions are trunk roads (which are maintained by the Highways Agency) and other highways verges (maintained by Kent County Council).

Typical services include street sweeping, removal of fly tips, graffiti and fly poster removal, cleansing of chewing gum deposits, litter bin emptying, and tackling dog fouling.

Environmental Enforcement

Offences against the well-being of the community include littering, throwing items from vehicles, allowing dog fouling, and more serious issues relating to fly tipping.

Carbon and Greenhouse Gases

Views are welcome in relation to waste collections and disposal and street cleansing. The Kent Environment Strategy provides background information on actions.

Going Forward

Whilst street cleansing operations, and litter enforcement, were not official features of the 2007 Kent Waste Strategy, the KWP's recent moves to embrace those services presents opportunities to join-up between the 13 councils. Operations, enforcement and behavioural change are three areas being explored in the coming months.

Other Important Areas Going Forward

Suggested way forward

Carbon and other greenhouse gas impacts from landfilling household waste in Kent will be, at most, half of the national average in any year up to 2020.

The KWP will work to reduce the carbon and other greenhouse gas impacts of their waste and recycling activities. Plans to support the delivery of the Kent Environment Strategy will be in place during 2012/13.

The KWP will publish annual costs of waste collection and disposal services, and street cleansing services. We will seek that overall costs per household for waste collection and disposal (the largest part of all costs) will be lower than the costs per household in other south-east counties whilst ensuring good performance and value for money for Kent taxpayers.

What are your views on ... ?

19. What more could the KWP do to reduce litter, fly tipping, graffiti, fly posting, throwing litter from vehicles, dog fouling, depositing chewing gum, and misuse of waste and recycling services (including trade waste misuse of Household Waste Recycling Centres)?
20. What issues should be prioritised for enforcement?
21. What priority would you give to tackling greenhouse gases, and what actions would you suggest we focus on? This could be tackling food waste, reducing landfill to as close to zero as possible, more recycling and composting, or tackling bulky waste and waste electricals.

Summary of where we are

Headlines

- Overall household waste down by 9% from 2005/06 to 2010/11.
- Landfill tonnage halved from 72% of household waste in 2005/06 to 30% in 2010/11.
- Recycling and composting up from 28% in 2005/06 to 39.6% in 2010/11.

Value for Money to Taxpayers

- Anticipated £50 million of benefits from the East Kent Project over ten years.
- Food waste reduction is estimated to have saved over £1.5 million over three years.
- A Mid Kent Project is exploring joint procurement and a common method of collection.
- Reduced reliance on landfill has avoided substantial Landfill Tax costs.

The KWP's Influence

- Direct influence on government policy through the KWP's membership of Defra boards and groups.
- Direct influence on Wrap's design and delivery of national programmes.
- Direct influence on cross sector working through the Packaging Recovery Action Group.

Campaigns and Community Support

- Delivery of campaigns on Love Food Hate Waste, waste electricals, and home composting.
- Supporting Kent's residents with information on new and improved services at the right times.
- Interventions to reduce clinical needles in recycling collections, and improved quality of recyclates.

Waste Reduction

- Household waste down 9% through local and national initiatives (as above).
- The potential to do more to reduce waste by focusing on residual tonnage including food waste.

Recycling and Composting

- The 40% countywide target for recycling/composting is likely to be achieved in 2011/12.
- The 60% target for recycling/composting at HWRC's is already being met.

Waste Treatment Facilities

- New facilities in place for energy from waste, in-vessel composting, and Materials Recycling.
- Capacity in new facilities to divert around 375,000 tonnes away from landfill.

Landfill and Waste Transfer Facilities

- New facilities above mean that existing landfill capacity is extended for longer.
- The new Peperhill HWRC and Transfer Station handles 10% of Kent's household waste.

Summary of suggested ways forward

The KWP's Influence

The KWP supports the government's approach to Responsibility Deals. We will work with the supply chain to reduce the amounts of waste councils have to deal with. Wherever possible, we will also seek that residents should receive value for household items that are routed through 'take-back' schemes.

The KWP will lobby government to retain, and improve, the requirement in the Waste & Emissions Trading Act 2003 to seek the views of residents and other stakeholders in developing local waste and recycling strategies. The KWP resists repeal, as suggested by Defra, as this would remove an important means for residents to get involved directly in local waste/recycling issues of substantial importance to them.

The KWP will lobby government to ensure that energy from waste is a key part of the country's overall energy strategy. National infrastructure needs should be planned in a co-ordinated way where energy from waste facilities are seen as national assets by reducing reliance on coal and using waste as an important resource; so long as local strategies prioritise the waste hierarchy and contribute significantly to meeting the EU's national recycling targets.

Campaigns and Community Support

KWP communications will be taken forward on Love Food Hate Waste, reuse options and take-back schemes. All such activities will require a business case that ensures all investments are recouped through cost benefits to the 'bottom line'.

The KWP believes that financial and environmental value is best secured when recyclates maintain high quality when passed down the supply chain to reprocessors via waste companies and Materials Recycling Facilities. We will take forward a programme of work with residents and the supply chain to ensure 'quality' of recyclate is as much a consideration as quantity.

Cost effective options for diverting bulky waste from landfill will be explored in 2012/13. The aim is to head even closer towards the government's ambition of 'zero waste'. It will also seek to understand the feasibility of a 'bulky waste economy' in Kent or any other appropriate treatment options that may be available to divert bulky waste from landfill.

An Equalities Impact Assessment will be carried out on the refreshed draft Strategy and be informed by views sought and gathered as part of this consultation.

Summary of suggested ways forward (cont)

Waste Reduction

Waste reduction is a priority for environmental, financial and social reasons. The aspiration is to reduce amounts of waste per household by 5% (by end of 2015/16) and by 10% (by 2020/21) based on 2010/11 figures.

A waste reduction plan for councils and stakeholders would be developed by March 2012 and apply to the medium term through to 2015/16.

Reductions of food waste is a key priority. The Love Food Hate Waste programme will be supported in Kent up to 2015/16. as a strategic tool to deliver the waste reduction targets.

The KWP will seek a co-ordinated and concerted approach with Wrap, retailers and others to ensure consistency of messages on waste reduction to the public.

Residents will be assisted with information and encouragement on the benefits to them of reducing waste. This will include food waste, reuse options, and take-back schemes.

Recycling and Composting

The KWP's recycling and composting rate will be 45% for 2015/16 and 50% for 2020/21.

Food waste will be collected on a weekly basis in all Kent districts as is the current practice. The KWP aspires to separate collections for composting food waste on a weekly basis in all districts by 2020, and in at least 8 of the 12 districts by 2015/16.

All eligible Kent councils will sign up to Wrap's new generation of Recycling & Waste Collection Commitment by end of March 2012.

The provision of recycling and waste collection services to commercial premises will be explored, particularly for Small to Medium Enterprises across Kent. A feasibility study, in partnership with Wrap, will be taken forward in 2011/12.

Exploration of 'householder incentives to recycle' will be taken forward in 2011/12 with a view to implementing any new provisions from 2013 onwards.

The KWP will co-ordinate communications with residents so that there is clarity on which recyclates go where, who receives it, and what it ends up being used for.

Waste Treatment Facilities

The KWP will seek to understand the needs of the supply chain, with an early emphasis on those whom 'add value' to the recyclates councils collect (e.g. reproducers, production, and retail). The aims are to ensure Kent taxpayers benefit from receiving better value for money from the sales of recyclates, and to apply 'closed loop' delivery to the entire supply chain.

Summary of suggested ways forward (cont)

Waste Treatment Facilities

The proximity principle will be a key driver in assessing, and allowing, specific destinations of recyclates. As a matter of principle, recyclates should be reprocessed in Kent, or as close to Kent as possible, to reduce carbon impacts of transportation and to support the local economy.

Clear audit trails that prove recyclates ARE being recycled at end destinations is required for all of Kent's recyclates including handling by waste companies, Materials Recycling Facilities and any others.

Companies seeking to export Kent's recyclates outside of the European Economic Area will be required to provide clear economic and environmental cases for so doing to the satisfaction of the Kent councils.

Landfill and Waste Transfer Facilities

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Other Important Areas

Carbon and other greenhouse gas impacts from landfilling household waste in Kent will be, at most, half of the national average in any year up to 2020.

The KWP will work to reduce the carbon and other greenhouse gas impacts of their waste and recycling activities. Plans to support the delivery of the Kent Environment Strategy will be in place during 2012/13.

The KWP will publish annual costs of waste collection and disposal services, and street cleansing services. We will seek that overall costs per household for waste collection and disposal (the largest part of all costs) will be lower than the costs per household in other south-east counties whilst ensuring good performance and value for money for Kent taxpayers.

Summary of consultation issues

1. Existing policies 1 to 3. What changes or new policies would you suggest?
2. The suggested way forward on influence and lobbying. What else would you suggest the KWP could do?
3. What greater influence would you like to see the KWP having on others including government, waste companies, retailers, packaging designers and manufacturers, reprocessors and consumers?
4. Existing policies 4 and 5. What changes or new policies would you suggest?
5. The suggested way forward on campaigns and community support. What else would you suggest the KWP could do?
6. How could the KWP create even better outcomes for Kent taxpayers through greater use of campaigns and community support?
7. Existing policies 6 and 7. What changes or new policies would you suggest?
8. The suggested way forward on waste reduction. What else would you suggest the KWP could do?
9. How could the KWP reduce waste still further? That could be by stopping waste being generated at all, or that discarded items are managed without having to be collected by councils (e.g. taking back old products to stores when purchasing new ones)..
10. Existing policies 8 to 13. What changes or new policies would you suggest?
11. The suggested way forward on recycling and composting. What else would you suggest the KWP could do?
12. What aspects of recycling services are of greatest current interest to you, and what changes would you like to see?

Summary of consultation issues (cont)

13. Existing policies 14 to 17. What changes or new policies would you suggest?
14. The suggested way forward on waste treatment facilities. What else would you suggest the KWP could do?
15. How could the KWP achieve better results on quality of recyclates, income from sales of recyclates, and reducing the use of virgin materials in product manufacture.
16. Existing policies 18 to 20. What changes or new policies would you suggest?
17. The suggested way forward on landfill and waste transfer facilities. What else would you suggest the KWP could do?
18. Our target is to landfill no more than 5% of household waste by 2020. However, we'd like to go further and get as close to 'zero untreated waste to landfill' as possible. How could the KWP achieve that? Which materials and types of waste should be prioritised?
19. What more could the KWP do to reduce litter, fly tipping, graffiti, fly posting, throwing litter from vehicles, dog fouling, depositing chewing gum, and misuse of waste and recycling services (including trade waste misuse of Household Waste Recycling Centres)?
20. What issues should be prioritised for enforcement?
21. What priority would you give to tackling greenhouse gases, and what actions would you suggest we focus on? This could be tackling food waste, reducing landfill to as close to zero as possible, more recycling and composting, or tackling bulky waste and waste electricals.

If there are any other views you would like to offer that are not covered in the issues listed above, please feel free to do so.

Kent Waste Partnership Information

KWP Members Board and senior managers (as at time of print)

Ashford Borough Council	Cllr Jessamy Blanford	Paul Jackson
Canterbury City Council	Cllr Rosemary Doyle	Larissa Laing
Dartford Borough Council	Cllr Tony Martin	Chris Oliver
Dover District Council	Cllr Nick Kenton	Roger Walton (also Shepway)
Gravesham Borough Council	Cllr Andrea Webb	Stuart Alford
Kent County Council	Cllr Bryan Sweetland	Caroline Arnold
Maidstone Borough Council	Cllr Marion Ring	Steve Goulette
Sevenoaks District Council	Cllr Avril Hunter	Richard Wilson
Shepway District Council	Cllr Rory Love	Roger Walton (also Dover)
Swale Borough Council	Cllr David Simmons	Dave Thomas
Thanet District Council	Cllr Simon Moores	Mark Seed
Tonbridge & Malling Borough Council	Cllr Howard Rogers	Phil Beddoes
Tunbridge Wells Borough Council	Cllr Paul Barrington-King	Gary Stevenson

Website page: www.kent.gov.uk/kwp

For general enquiries or if in doubt as to whom to contact for any of the 13 councils:

Paul Vanston, Kent Waste Partnership Manager
c/o Kent County Council, Waste Management, Block H,
The Forstal, Beddow Way, Aylesford, Kent, ME20 7BT
Tel: 01622 605979 or 07545 420250
Email: paul.vanston@kent.gov.uk

Kent Waste Forum

The Kent Waste Forum is a group of organisations and people whom have an interest in the KWP's activities. Annual events are held to stimulate discussion on key topics.

Information about the Kent Waste Forum is online at <http://www.kent.gov.uk/kwp>

Planned dates for the annual events are: 19 April 2012, 18 April 2013, 03 April 2014 and 23 April 2015. All dates are subject to change owing to operational and any other impacts that need to be considered. Check on the KWP website pages for details nearer the time.

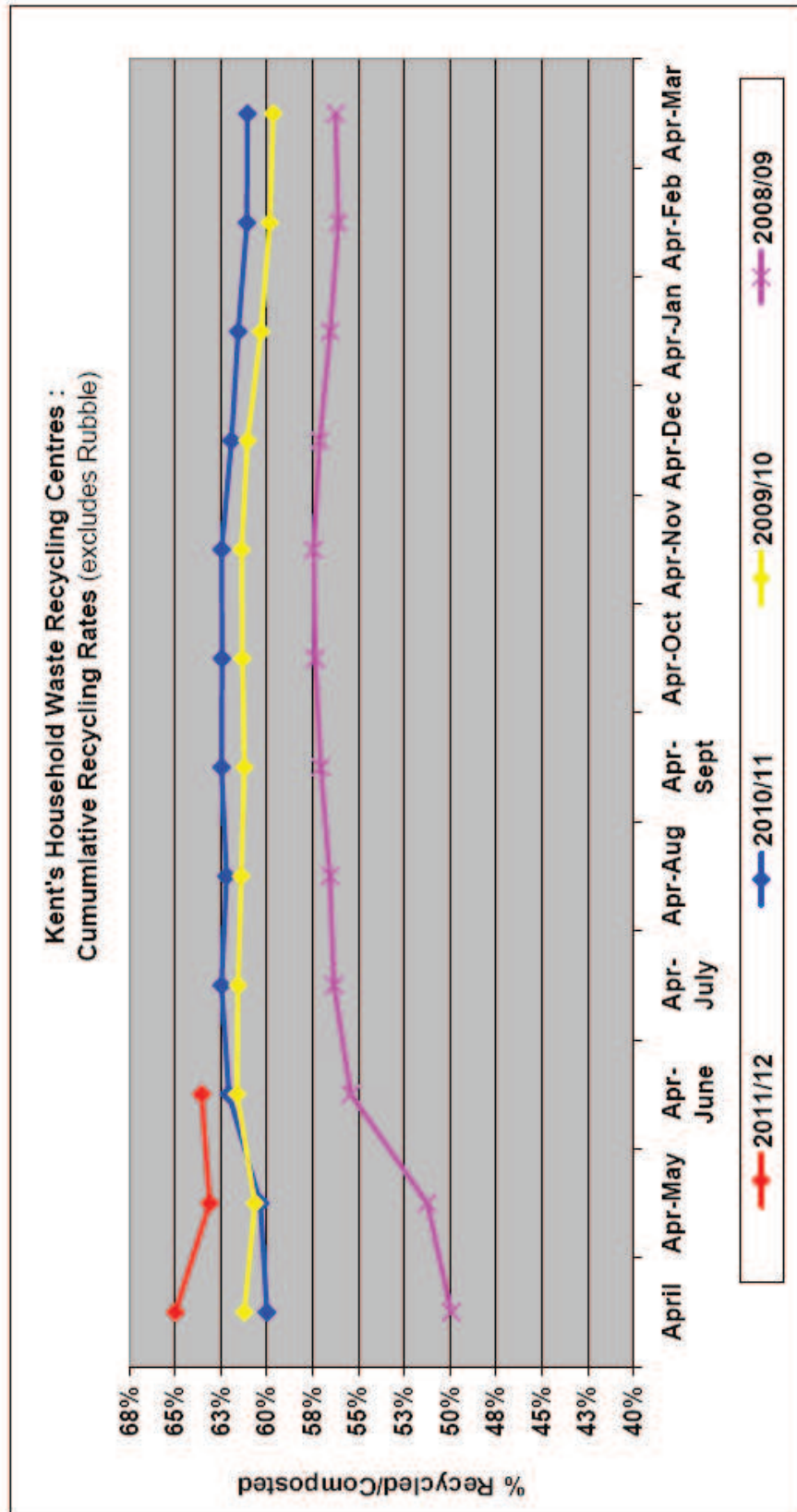
The aim is for the refreshed Kent Waste Strategy to be published at the annual event due on 19 April 2012.

If you like detailed information to hand, the next few pages are for you

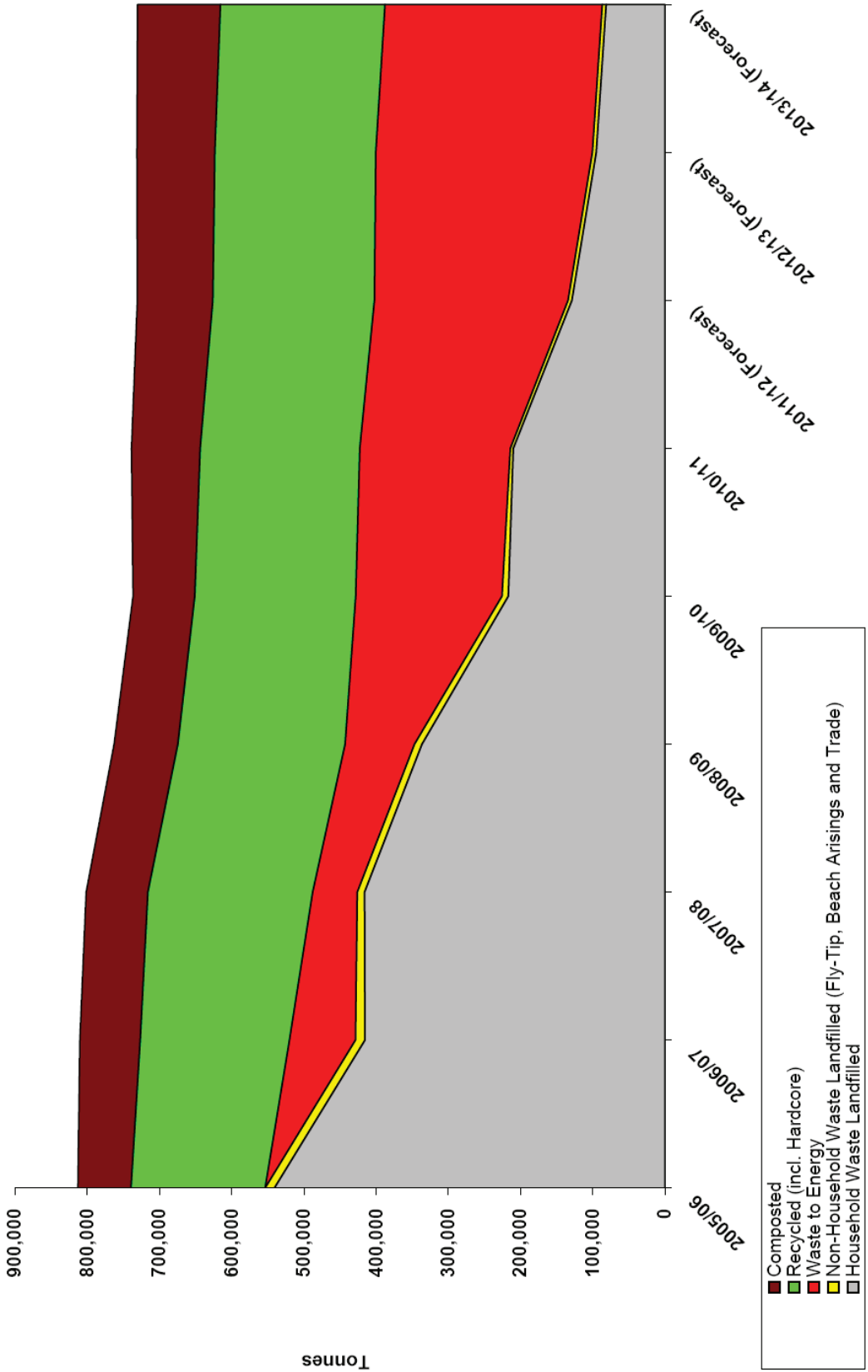
We know that not everyone who wishes to take part in the consultation will want detailed information. But for those that do, the following pages outline the KWP's performance over the last few years. If you have questions, Paul Vanston, KWP Manager may be able to help. Contact details are on the previous page.

Kent's Household Waste Statistics

Year	2006/07	2007/08	2008/09	2009/10	2010/11
Kent's Waste Growth	-0.16%	-1.20%	-4.97%	-2.91%	0.59%
HWRC Recycling Rates (incl. rubble)	61.7%	61.7%	65.7%	68.7%	69.9%
HWRC Recycling Rates (excl. rubble)	51.1%	50.8%	56.3%	59.7%	61.1%
District Recycling Rates	27.2%	31.3%	34.3%	31.8%	32.5%
County Recycling Performance	32.4%	35.9%	38.7%	38.7%	39.5%



Levels of Municipal Waste in Kent



Kent Waste Partnership

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