



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

Date Issued: **24 JUNE 2010**

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K = Key Decision

**A Record of Decision will be issued following the
conclusion of 5 clear working days from the date of issue
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Agenda Item 1

MAIDSTONE BOROUGH COUNCIL

CABINET MEMBER FOR THE ENVIRONMENT

REPORT OF ASSISTANT DIRECTOR FOR ENVIRONMENT AND REGULATORY SERVICES

Report prepared by Martyn Jeynes

Date Issued: 24 June 2010

1. EXPANDING ENVIRONMENTAL ENFORCEMENT ACTIVITY

1.1 Issue for Consideration

- 1.1.1 To provide a far more effective environmental enforcement arrangement within the borough at no additional cost to local taxpayers.

1.2 Recommendation of the Assistant Director of Environmental Services

- 1.2.1 That Xfor Local Authority Support Services (Xfor LASS) is utilised to provide additional wardens to directly tackle street litter and other environmental crimes across the borough.

- 1.2.2 That a range of publicity is undertaken to highlight the more proactive approach to enforcement in the borough.

1.3 Reasons for Recommendation

Introduction and Background

- 1.3.1 In recent years the level of cigarette litter has increased significantly, mainly as a result of changes to smoking legislation.
- 1.3.2 The Council as looked at ways of encouraging residents and visitors not to drop litter but surveys such as the national Place Survey has highlighted that satisfaction with street cleanliness has not been lower than other Council Services.
- 1.3.3 Whilst resources have been reorganised to provide a more efficient street cleaning arrangement levels of littering remain a concern.

- 1.3.4 The Council has therefore decided to take a more proactive role in tackling the root cause of the problem by increasing the number of officers on the ground
- 1.3.5 The Clean Neighbourhoods and Environment Act 2005 (2005 Act) gave the Council powers to utilise fixed penalty notices for litter offences. Since the introduction of the 2005 Act the available resources for this work have reduced. Changes have been made to improve the work programme of the current uniformed officers utilising intelligence driven enforcement and improved procedures, however, providing a dedicated litter enforcement service has not been possible.
- 1.3.6 The position has also been compounded by the introduction of the Public Health Act 2007 and related no smoking legislation which has significantly increased the amount of cigarette litter in the UK.
- 1.3.7 Since the previous place survey and feedback from residents and officers the Council has been looking at how our approach to littering could be improved. This is a difficult area as the aim was firstly prevention and then to deal with anyone who does drop litter.
- 1.3.8 The Council has recently changed the street cleaning operation within the borough to a more area based model of working. This is working very well but there are issues with the level of litter that is dropped by the public.
- 1.3.9 Although levels of litter are not substantial this does impact on the public perception of Maidstone as a place to live and work as well as satisfaction with the Council. Some enforcement work is undertaken but the Council does not have the capacity or financial resources to be proactive across the borough.
- 1.3.10 The option of working alongside a private sector provider has been considered and as well as having the advantage of their experience in this area of work provides value for money for local taxpayers.
- 1.3.11 It is proposed to carry out a trial period of six months where a private company would work alongside council officers across the whole borough.
- 1.3.12 The company that has been chosen to work alongside Council officers is the Xfor Group who has a track record of supporting local authorities in the delivery of environmental enforcement.
- 1.3.13 This initiative has also been discussed with the Police and the new Borough Commander who is very supportive of the new approach.

- 1.3.14 The Local Government Act 2003, Section 119 allows local authorities to keep the resources from fixed penalties issued against certain offences. The Act states that the monies collected should be utilised to provide additional spending to enhance the local environment. The aim is for the initiative to be self funding.

The New Operational Arrangements

- 1.3.15 It is proposed to introduce the new service from the 1 July 2010, this would run for six months until the end of December. The service will operate across the whole of the borough with enforcement officers working during the daytime and evening.
- 1.3.16 Any enforcement activity will be the final stage with the promotion of a cleaner, greener borough and a more visible presence also having an impact on littering in the borough.
- 1.3.17 The number of officers that will be provided by Xfor is governed by the enforcement expectation of the authority. To support the new approach on litter it is estimated that up to 100 fixed penalties would be issued per week.
- 1.3.18 Xfor will also provide a range of support systems and administrative resources to assist with the correct issuing of tickets, appeals and the payment of fixed penalty notices.
- 1.3.19 Deployment of the officers within the borough will be controlled by a designated council officer. This will also be informed through work with partner organisations and also feedback from MBC staff within environmental services.
- 1.3.20 Discussions have also taken place with the Police at a senior officer level and with various departments within the Council. This has included the street cleansing team (to highlight particular areas where litter levels are higher) and also Legal Services in relation to Council prosecutions.
- 1.3.21 It is also recommended that through the Communications Team a range of publicity material is produced for the local press. This will highlight the need to keep the borough clean and the 'zero tolerance' element - so once litter is dropped an offence has been committed and there is no going back on that point. In addition to ensure that the public are aware that this initiative will not result in additional funds for the council but should improve the local environment.

- 1.3.22 Following the recent senior staffing reorganisation, an opportunity has been taken to update the overall Enforcement Policy which is attached for information (Appendix 1).
- 1.3.23 This should ensure that enforcement decisions are always consistent, balanced, fair, transparent, and proportional and relate to common standards to ensure the public are adequately protected.
- 1.4 **Alternative Action and why not Recommended**
- 1.4.1 The Council could decide to do no additional work on enforcement across the borough and leave the position as it is currently. However, levels of litter and in particular cigarette litter have increased in recent years and is impacting on the profile of the borough.
- 1.4.2 The Council could employ additional officers to undertake the work instead of Xfor. However, the Council would not have access to the systems for checking details and as well as the recruitment exercise and training for the officers additional support staff would be required. By also undertaking a pilot there is no long term costs and the initiative can be reviewed and assessed at key stages.
- 1.4.3 The Council could approach other agencies. However, whilst other agencies may be able to provide officers with a similar background, Xfor provide a unique package which also provides management and administrative support alongside the enforcement officers.
- 1.4.4 The council could decide just to proceed with the scheme without any publicity, but prevention is a key element of the Council's overall strategy and it is important to highlight the new working arrangements.
- 1.4.5 The Council could also decide not to agree the updated enforcement policy at this stage but given the recent reorganisation and this particular initiative it was felt that this was a timely piece of work.
- 1.5 **Impact on Corporate Objectives**
- 1.5.1 A place that is clean and green
The objective of the Environmental Enforcement team has been to provide a zero tolerance response to litter, however, the current resources do not allow the authority to enforce its position strongly. The additional resources will help to provide a more visible presence and increase the likelihood that those people who deface the environment will be caught and punished.

- 1.5.2 A place that has strong, healthy and safe communities
The links between litter and vermin and their associated diseases are obvious but the impact of litter and other environmental crimes has a more detrimental affect as one of the wider determinants of health.
- 1.5.3 Poor physical environment is also associated with fear of crime, which has significant detrimental effects on the health of a neighbourhood. Fear of crime and anti-social behaviour will lead to social exclusion within a community and therefore also weakens our communities.
- 1.6 **Risk Management**
- 1.6.1 Corporate image
- 1.6.2 Strong support for increased enforcement against litter has been documented from surveys undertaken in 2009/10 including the fast food litter campaign survey and the more recent street cleansing review and public consultation in Park Wood.
- 1.6.3 However, the use of fixed penalties has often been seen by some people as being a means of increasing revenue. The objective of the six month trial is to tackle litter in a proactive way to help deliver the corporate objectives. The aim is to cover the running costs (including legal fees) within the fee received from the fixed penalty notice.
- 1.6.4 The initiative would provide a stronger response to litter and there is a risk to the authority's reputation should the initiative be perceived as being heavy handed. Operational arrangements will be closely monitored with regular meetings with Xfor management. References are also being taken up with two Councils where Xfor is currently providing a similar service.
- 1.6.5 The proposed trial and the associated media will be managed closely by the communications team. Whilst the Council has displayed banners and posters throughout the borough, for many years, which detail the fine for littering, press releases and localised posters would be used in the launch and early delivery of the campaign.

1.7 **Other Implications**

1.7.1

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

x
x
x
x
x

1.7.2 Financial

1.7.2.1 It is anticipated that the trial will be self funding in that income from fixed penalty tickets issued will meet the costs of payment to Xfor and related legal fees.

1.7.2.2 The scheme will be reviewed after three months to ensure it remains cost neutral.

1.7.3 Staffing

1.7.3.1 Supplementary staff will all be based out of Maidstone House.

1.7.4 Legal

1.7.4.1 Legal action will be considered on a case by case basis and for any cases that come to court full costs will be sought by the Council. Discussions have taken place with the Legal Practice Manager on the operating arrangements.

1.7.4.2 Evidential controls will ensure that the fixed penalties issued could proceed to prosecution. Xfor adopt a number of control measures when issuing fixed penalties.

- 1.7.4.3 To support the initiative it is imperative that where the evidence allows and a public interest test is met that cases are prosecuted in accordance with the revised Enforcement Policy for Environmental Enforcement (Appendix 1). It is estimated from the recent successful prosecution for littering in Staplehurst, that the cost of taking a prosecution for littering would be approximately £150 per case. A significant number of cases could therefore be taken utilising the receipts from paid fixed penalties should it be necessary to do so. Costs will also be requested at the magistrate's court as part of sentencing.
- 1.7.4.4 Taking blocks of prosecutions to court the same day will be investigated to hopefully improve processing of cases and standardise the fines and costs issued.
- 1.7.4.5 The impact on legal services will be closely monitored to ensure adequate resources are available and to prevent detrimental impact on the legal service team.
- 1.7.5 Community Safety
- 1.7.5.1 The increased uniformed presence will support the Public Reassurance measure of tackling anti-social behaviour in Maidstone. Close working with the Police will also be essential.
- 1.7.6 Procurement
- 1.7.7 The trial will be reviewed after 3 months and if the trial is deemed successful, procurement will be approached to undertake a further tender exercise.
- 1.7.8 In order to ensure the progress is carried out in accordance with the Council's procurement regulations, the Cabinet Member and Director of Resources and Partnership have agreed a waiver from the Kent Priorities purchasing guide to enable the six-month trial to proceed.
- 1.8 **Relevant Documents**
- 1.8.1 Appendices
Appendix 1: Enforcement Policy for Environmental Enforcement.
- 1.8.1 Background Documents
None

IS THIS A KEY DECISION REPORT?

Yes

☐

No

☒

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

.....

This is a Key Decision because:

.....

Wards/Parishes affected:

.....

How to Comment

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

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ENFORCEMENT POLICY FOR ENVIRONMENTAL ENFORCEMENT

APPROVED BY: Director of Change and Environmental Services VERSION: V1.
& Cabinet Member for the Environment.

DATE: 1st May 2010 VERSION REVISED BY: MRJ.

1. AIMS OF POLICY

- 1.1 To ensure that enforcement decisions are always consistent, balanced, fair, transparent, proportional and relate to common standards to ensure the public are adequately protected.
- 1.2 To provide officers authorised by the Council with guidelines to enable them to make consistent enforcement actions in the field in line with this policy, the Code for Crown Prosecutors and the Regulatory Reform Act 2006.
- 1.3 To empower officers to deliver on the Environmental Enforcement Team's objectives to:
 - To protect those subjected to Statutory Nuisance offences and Public Health risks
 - To deliver a high profile service that protects against actively discourages environmental crime and promotes a "Healthy Environment"
 - To enforce against enviro-crime through proactive and intelligence driven enforcement efforts
 - To actively reduce the fear and perception of crime and empower the victims of environmental crimes
 - To actively discourage the younger generation from committing environmental crimes
- 1.4 To set out the factors to be taken into account when considering enforcement action.
- 1.5 To inform the public, businesses and the community at large of the principles by which enforcement action is taken.

2. GENERAL BACKGROUND & INTRODUCTION

- 2.1 The Council has a direct duty or authority to enforce relevant environmental legislation.
- 2.2 Maidstone Borough Council has signed up to the Enforcement Concordat confirming its commitment to the principles of good enforcement.
 - 2.2.1 Each case is unique and must be considered on its own merits. There are however outlines and general principles that apply the way each situation must be approached. This policy sets out factors to be taken into account when considering the type of enforcement action to be taken. The policy must be followed except in exceptional circumstances.
- 2.3 The possible outcomes of an inspection or investigation carried out are:
 - a) statutory notice
 - b) fixed penalty
 - c) seizure of equipment
 - d) prosecution
 - e) formal caution
 - f) carry out work in default
 - g) refusal/revocation of license/approval/authorisation
 - h) seek injunction
 - i) take informal action
 - j) take no action

It may be that one or more of these outcomes are appropriate in any given case.

- 2.4 The Human Rights Act 1998 makes it unlawful for a public authority to act in a way that is incompatible with the European Convention on Human Rights. This policy will be implemented taking into account the legal and procedural implications of both The Human Rights Act and European Convention on Human Rights.
- 2.5 The Council recognises that many of the activities which this policy seeks to control go on out of office hours. Within the Council's resources, arrangements will be made for some enforcement activity to take place out of usual office hours including monitoring, enquiries, etc.
- 2.6 The Council also recognises there is diversity within the community and care will therefore be taken to ensure its enforcement actions are clearly understood by providing documents in an appropriate language wherever possible. The Council may also arrange for an interpreter in appropriate cases.

3. SHARED ENFORCEMENT ROLE

- 3.1 Before proceeding with any action officers shall consider if there is a shared or complimentary enforcement role with internal and external partners, some of which are listed below and liaise with them.
- 3.2 Internal partners include (This is not an exhaustive list)
 - a) Community Safety
 - b) Licensing
 - c) Development control

3.3 External partners include (This is not an exhaustive list)

- a) Kent Police – including Restorative Justice.
- b) Environment Agency
- c) Maidstone Mediation Service
- d) Local Housing Trusts
- e) Highways Agency
- f) Border Agency

4. **THE REGULATION OF INVESTIGATORY POWERS ACT 2000**

4.1. If applicable the requirements of this legislation shall be taken into account during investigations. The Act works in conjunction with existing legislation e.g. Human Rights Act 1998.

5. **THE CODE FOR CROWN PROSECUTORS AND LEGISLATIVE AND REGULATORY REFORM ACT 2006.**

5.1 The Code for Crown Prosecutors (prosecutors employed by the Crown Prosecution Service) is referred to by Local Authority solicitors in ensuring that fair and consistent decisions about prosecutions are made. Officers shall refer to this code when considering the merits of pursuing a prosecution. The Code is a public document and is available from the CPS Communications Branch, 50 Ludgate Hill, London, EC4M 4EX or in their website: www.cps.gov.uk

5.2 The principles laid down by the CPS Code of Practice require two tests to govern the decision making process.

a) **The Evidential Test**

- The prosecutor shall be satisfied that there is enough evidence to provide a realistic prospect of conviction against each defendant on each charge. The defence case must be considered and how this is likely to affect the prosecution case.
- The Prosecutor must consider whether the evidence can be used and is reliable.

b) **The Public Interest Test**

- It has never been the rule in this country that suspected criminal offences must automatically be the subject of prosecution. The public interest must be considered in each case where there is enough evidence to provide a realistic prospect of conviction.
- Prosecutors must balance factors for and against prosecution carefully and fairly. Public interest factors that can affect the decision to prosecute usually depend on the seriousness of the offence or the circumstances of the suspect.
- Considering the public interest in prosecution is not simply a matter of adding up the number of factors in each side. The officer must decide how important each factor is in the circumstances of each case and proceed to make an overall assessment.

- 5.3 Environmental Enforcement has also has adopted and developed policies, procedures and practices in accordance with The Code Of Practice made under Section 22 of the Legislative and Regulatory Reform Act 2006.

6. METHODS OF ENFORCEMENT

The term "enforcement" has a wide meaning and applies to all dealings between the Council and those on whom the law places a duty. The range of actions available to the authority are:-

6.1 Statutory Notices etc

- 6.1.1 Notices shall be served to require offenders to cease contravening activities, or give offenders reasonable time to rectify a contravention. Notices may require contravening activities to cease immediately where circumstances relating to health, safety, or environmental damage demand. In other circumstances, the time allowed will be reasonable, but will also take account the health, safety, or environmental damage implications of the contraventions.
- 6.1.2 Section 86 of Clean Neighbourhoods and Environment Act 2005 affords the authority a 7 day deferral of their duty to serve an abatement notice in relation to an offence under section 79 of the Environmental Protection Act 1990 to allow those responsible for the Statutory Nuisance to take such other steps as it thinks appropriate for the purpose of persuading the appropriate person to abate the nuisance or prohibit or restrict its occurrence or recurrence.

6.2 Fixed Penalties Notices

- 6.2.1 Fixed Penalty Notices will be issued under specified legislation. If a fixed penalty is not paid within the prescribed period legal proceedings shall be considered.
- 6.2.2 The use of fixed penalty notices provides the opportunity for an offender to discharge their liability for prosecution by accepting and paying a fixed penalty notice.

6.3 Prosecution

- 6.3.1 The authority to prosecute will be given by the Assistant Director Environment and Regulatory Services or the Director of Change, Planning and the Environment having received a recommendation from the Environmental Operations Enforcement Manager. The decision to prosecute will be made by the Head of Legal Services in consultation with the aforementioned officers.
- 6.3.2 The decision to recommend the institution of proceedings will in general be in respect of those persons or organisations that:
- visually or materially damage the environment
 - blatantly disregard the law
 - refuse to achieve even the basic legal standards, (often following previous contact with the Services)
 - who put the public at risk

6.3.3 The investigating officer, when deciding on the appropriateness for legal proceedings, shall also take the following criteria into account:

6.3.3.1 Community Benefit

Legal action shall be taken on the first occasion ("zero tolerance") that certain events are witnessed because of the extreme improbability that the person once seen committing an offence would be seen on a subsequent occasion. Community benefit of a prosecution would also be indicated by the importance of the case, for example whether it might establish legal precedence.

6.3.3.2 Flagrant Breach of Law

For example, where there is an apparent blatant breach of law such that public health, safety or well being, animal health or welfare or the local environment is or has been put at risk, it would be appropriate to take legal action.

6.3.3.3 Failure to comply with a Statutory Notice

Prosecution, seizure of equipment or works in default shall be taken, where appropriate, in cases of failure to comply with improvement or prohibition notices or other notices requiring or prohibiting action.

6.3.3.4 Failure to comply with Lawful Requirements

If a person or business fails to comply with lawful requirements, having been advised on previous occasion(s), proceedings shall be taken.

6.3.3.5 History of Non-compliance

If there is a history of non-compliance with law by a person or business then legal proceedings shall be taken, even if matters identified are not flagrant breaches of law.

6.3.3.6 Obstruction

Legal proceedings shall be taken in cases of deliberate obstruction of an officer

6.4 Formal Cautions

6.4.1 The decision to issue a formal caution will be made by the Assistant Director Environmental Services, having received a recommendation from the Environmental Enforcement Operations Manager

6.4.2 A formal caution may be appropriate course of action, where there is a criminal offence but the public interest does not require a prosecution. Home Office Circular 18/1994 states that the purpose of the caution is:

- To deal quickly and simply with less serious offenders
- To divert them from unnecessary appearances in criminal courts; and
- To reduce the chances of them re-offending.

6.4.3 The use of formal cautions will be in accordance with the Home Office Circular and official guidance. The following conditions must be fulfilled before a caution is administered:

- There must be evidence of the suspected offender's guilt, sufficient to give a realistic prospect of conviction;
- The suspect offender must admit the offence; and
- The suspected offender must understand the significance of a formal caution and give an informed consent to being cautioned.

6.5 Carry out works in Default.

6.5.1 Work required in the interest of public health, safety or the environment may be undertaken by Maidstone Borough Council in default, and the costs recovered in accordance with specific legislation. This may be appropriate when:

- It is necessary to carry out work in the public interest and/or the costs are not prohibitive.
- There is a failure to carry out work covered by a statutory notice.
- Immediate action is required
- It is unlikely that work will be carried out unless done in default.

6.6 Refusal/Revocation of licence/ Approval/ Authorisation

6.6.1 Licences, Approvals and Authorisations are issued under specific legislation and will only be refused or revoked following appropriate procedures and consideration of all relevant evidence.

6.6.2 In particular, in order to warrant refusal/revocation of a licence, approval or authorisation the individual or organisation must meet one or more of the following criteria:

- a) engage in fraudulent activity,
- b) deliberately or persistently breach legal obligations
- c) deliberately or persistently ignore written warning and formal notices
- d) endanger to a serious degree the health, safety or well being of people, animals or the environment.

6.7 Injunctions

6.7.1 In exceptional cases where action under the relevant legislation is deemed likely to be ineffective, where there is serious imminent risk to public health or the environment, and immediate action is considered necessary, injunctive proceedings may be instituted.

6.8 Informal Action

- 6.8.1 Informal action to secure compliance with the legislation includes offering advice, issuing warnings and requests for action.
- 6.8.2 In the following circumstances it may be appropriate to use informal action. This is not an exhaustive list and each case must be looked at on its merit:
- a) The act or omission is not serious enough to warrant formal action.
 - b) From the individual/organisation's past history it can be reasonably expected that informal action will achieve compliance.
 - c) Where the original approach is from person(s) seeking advice or assistance (however, if serious breaches are found then formal action will be necessary)
- 6.8.3 When an informal approach is used to secure compliance, this may be verbal or written. However it is important that any written documentation is issued or sent to individuals or businesses:-
- a) Contains all the information necessary to understand what work is required and why it is necessary.
 - b) Indicates that statute or regulations contravened and measures which enable compliance to be achieved.
 - c) Clearly differentiates between legal requirements and recommendations of good practice.

6.9 Take No Action

- 6.9.1 The only circumstance where no action can be taken is when compliance with legislation has been achieved.

7. Authorisation

- 7.1. No officer will carry out enforcement work unless suitably trained, experienced and authorised in writing.
- 7.2. Individuals authorised to sign and serve various documents on behalf of Maidstone Borough Council shall, in general, have the level of competence and ability as required by the authority in their job descriptions and specifications. Individuals authorised will carry identification and will have evidence of their authorisation.

8. APPLICATION OF THIS POLICY.

- 8.1. The principles contained within this policy shall be applied to the enforcement of law relating to environmental issues through Operational Enforcement Policies (OEP's).
- 8.2. This policy provides the over arching principles applied by Maidstone Borough Council when enforcing the law. It will be augmented by supporting documents, from time to time, which identify in detail how enforcement activity will be applied in specific circumstances in order to achieve the stated aims of Maidstone Borough Council and its corporate vision. Supplementary documents will also identify the date and delegation of the approval and will be available for inspection.
- 8.3. The preparation of this policy and any supplementary supporting documents will involve, where appropriate, consultation of affected parties.

9. **APPROVAL**

9.1. This policy has been approved by David Edwards.....Date.
Ben Sherreard.....Date.

10. **ACCESS TO THE POLICY**

10.1. The policy is available on the Maidstone Borough Council website and at the Maidstone Borough Council offices. The case officer will be able to provide copies of this policy given suitable notice. On request, this policy will be made available on tape, in Braille, large type, or in a language other than English.

11. **REVIEW OF POLICY**

11.1. The Policy and its Annexes will be kept under review to take account of changes in legislation and amendments found necessary as a result of internal monitoring.

Agenda Item 2

MAIDSTONE BOROUGH COUNCIL

CABINET MEMBER FOR THE ENVIRONMENT

REPORT OF THE ASSISTANT DIRECTOR OF ENVIRONMENT AND REGULATORY SERVICES

Report prepared by the Waste Collection Manager

Date Issued: 24 June 2010

1. REVIEW OF FEES & CHARGES

1.1 Key Issue for Decision

- 1.1.1 To consider the adjusting the fees for the garden waste and bulky waste collection to reflect changes to services

1.2 Recommendation of the Assistant Director of Environmental Services

It is recommended that:

- 1.2.1 The pricing framework is simplified through the incorporation of the Premier (garden waste) and Premier Plus (DIY waste) bulky waste services into the Standard charges; and
- 1.2.2 The fees and charges as set out in Appendix A to the report for bulky waste be endorsed from 1st July 2010 until March 2012; and
- 1.2.3 The weekend freighter service is rescheduled to operate on Saturdays only to the schedule provided in Appendix D; and
- 1.2.4 Garden waste, household waste (wheeled bins or black bags) and large bulky items i.e. sofas and baths are no longer accepted through the weekend freighter service; and
- 1.2.5 The plastic green sacks for garden waste are replaced with compostable bags, increasing the cost of these bags by £0.75 to £3.25 for a roll of 5. This includes the collection cost of the garden waste.

1.3 Reasons for Recommendation

- 1.3.1 As part of the Best Value Review and related action plan, it was recommended that the bulky waste service's pricing framework should be simplified to make it easier for residents to understand and that the changes should reflect the cost of operating the service.

- 1.3.2 The contract cost of the service for 2009/10 was £139,931. The service costs are in line with other Kent authorities; however the Council only recoups approximately 41% of the operating costs.
- 1.3.3 The complex pricing structure for varying types of item makes the service extremely difficult to monitor and may deter residents from using the service. There are currently nine different prices for the service dependent on the number of items to be collected and whether they are classed as fixtures or fittings.
- 1.3.4 The definition of the different categories, and what waste is accepted for each, is also a cause of concern for the contact centre advisors. This system relies on members of staff deciding what category an item should be classed as and therefore the price the resident should pay.
- 1.3.5 Analysis of the bulky waste bookings has shown that just over 98% of bookings are for the Standard collection; less than 2% are for the Premier Plus service and Premier collection.
- 1.3.6 A small increase in the Standard prices for 1-6 items, 7-12 items and 13-18 items will facilitate the withdrawal of the additional charges for items classified as Premier or Premier Plus services.
- 1.3.7 The incorporation of the Premier and Premier Plus options within the Standard price will also allow the booking processes to be offered through the internet, improving accessibility to the service as recommended in the Best Value Review.
- 1.3.8 Monitoring of the bulky items collected through this service can also be integrated into the contact centre's process once the pricing structure is simplified. This information will be used to identify opportunities for reuse of bulky items.
- 1.3.9 The Environment and Transportation Overview and Scrutiny Committee also highlighted the need to consider a subsidised price for bulky collections for those residents receiving housing benefits. Research has shown that in Kent only Tunbridge Wells and Tonbridge and Malling Councils offer free bulky collections for residents in receipt of means tested benefits. However the figures provided by the authorities have shown approximately 50% of all bulky collections are provided free of charge by these authorities. If Maidstone introduced a similar subsidised collection, this would cost the Council over £30,000 in reduced income. It is therefore recommended that the weekend freighter service continues to provide a free service for residents wishing to dispose of items which cannot be recycled or reused. Larger bulky items such as baths and furniture can still be disposed of for free at the Household Waste Recycling Centre in Tovil.

- 1.3.10 It is recommended that the price for a Standard 1-6 item collection is increased by 14%, from £17.50 to £20; Standard 7-12 item collection remains at £30 and Standard 13-18 item collection is increased by 6% from £42.50 to £45.
- 1.3.11 Unfortunately it is not possible for the service to break even whilst still remaining affordable. If the charges were raised to cover the operating costs, it is likely that the number of residents using the service would decline and therefore the income target would not be met.
- 1.3.12 The proposed prices for the bulky service still compares favorably with other Kent districts. Details of Kent districts 2009/10 prices are attached at Appendix B.
- 1.3.13 Weekend freighter service – Six weeks of monitoring at the weekend freighter sites, as recommended by the Best Value Review, has provided detailed information about the volume of usage, potential for recycling or reuse and distance residents travel to use the service. A summary of this information is provided at Appendix C.
- 1.3.14 The volume of usage of the weekend freighter varies greatly from site to site, with some only averaging a customer every 10 minutes. However other sites are extremely popular with most popular site experiencing 63 visitors in 45 minutes.
- 1.3.15 The schedule for the weekend freighter should therefore be amended to take this into account and the duration or frequency of some sites needs to be reduced. This would allow the service to be reduced to Saturdays only, offering a cost saving of approximately £30,000. The proposed and existing schedules are provided at Appendix D.
- 1.3.16 The revised schedule operates over 10 weeks rather than 8 weeks as previously and in addition thirty sites which occur in close proximity to another site are included within the schedule as alternating sites. This means that 15 are included in the first 10 week schedule and 15 in the second 10 week schedule. An example of this is Grove Green which has three locations; Grovewood Drive North is included every 10 weeks, but Grovewood Drive South and Provender way will alternate.
- 1.3.17 The schedule has also been revised to reduce the travel distances between locations. Sites in close proximity have therefore been scheduled on the same day. This supports the Council's annual carbon reduction target of 3%.
- 1.3.18 Every location has been assessed based on visitor numbers and information provided by Sita UK Ltd regarding the popularity of sites. The time spent at most sites has been reduced by approximately 15

minutes to increase efficiency. Some sites, which showed extremely low usage, have been reduced further. As highlighted in Appendix C, the majority of the sites with low usage were in rural locations. These sites have been reduced to 30 minutes rather than being withdrawn.

- 1.3.19 This recommendation would also eliminate operational issues which have arisen from operating the Sunday weekend freighter service, such as waste being stored at the depot until Monday morning.
- 1.3.20 Information gathered during the six week monitoring identified garden waste as a main component of the waste collected through the weekend freighter. This waste is easily recyclable within Maidstone through the chargeable garden waste or bulky waste collection services, home composting or the Household Waste Recycling Centre at Tovil. Collection of garden waste through the weekend freighter means this goes to landfill rather than recycling which conflicts with Maidstone's objective to increase recycling and reduce waste.
- 1.3.21 Large bulky items should also no longer be accepted at the weekend freighter. Residents wishing to dispose of these items should be directed to the bulky collection service or Household Waste Recycling Centre at Tovil.
- 1.3.22 Household waste in wheeled bins or black bags should remain unacceptable at the weekend freighter to encourage waste reduction and remain in line with Maidstone's other policies, such as the "no side waste" policy.
- 1.3.23 Garden waste sacks – the current garden waste service uses green plastic sacks which are not only not compostable but considerable time is required to split the bags and empty the garden waste into the vehicle. In addition the use of the current plastic bags is a concern for residents with complaints received on a regular basis. A change to a more sustainable bag would be better for the environment and offer a more efficient service.
- 1.3.24 The introduction of compostable bags is estimated to reduce the time spent collecting the garden waste by 30%. Therefore the number of vehicles and operatives could be reduced and offer a saving of approximately £60,000 per year, which will contribute to 2010/11 budget strategy savings.
- 1.3.25 The compostable bags are made from potato starch and are fully compostable. Kent County Council is currently negotiating with the compost facilities regarding the acceptance of garden waste contained in these bags.

1.3.26 The compostable bags would be guaranteed to last up to 4 weeks once in contact with organic matter and have a shelf-life of 12 months. This is obviously important to ensure that they are suitable for selling through local retailers.

1.3.27 The additional cost of the compostable bags should be included in the purchase price of these sacks in order to reflect the cost of the service.

1.3.28 The Council is also committed to increasing the number of retailers stocking the garden waste sacks improving the accessibility to residents.

1.3.29 The annual charge for the collection of garden waste in wheeled bins should remain at £30.

1.4 Alternative Action and why not Recommended

1.4.1 Retention of the complex bulky waste pricing framework and existing charges would mean that the service would remain very complicated and mean this cannot be offered through Maidstone's website, lead to high volumes of phone calls and is likely to restrict the potential customers using the service.

1.4.2 Without the increase in charges of the service, the reduction in income from removing the Premier and Premier Plus pricing options could not be offset.

1.4.3 Retention of the existing weekend freighter schedule does not provide value for money and does not support the Council's objective to increase recycling and reuse within the borough.

1.4.4 However, the complete withdrawal of the weekend freighter service at the present time is not recommended as it offers a viable alternative for some Maidstone residents.

1.4.5 Continuing to permit garden waste to be disposed of through the weekend freighter service is not recommended as this conflicts with the waste hierarchy principle that reuse and recycling is more favorable than disposal. Home composting, the garden waste collection service or Tovil Household Waste Recycling Centre should be promoted as the most sustainable options for the treatment of garden waste.

1.5 Impact on Corporate Objectives

1.5.1 The recommendations described in this report support the Council's objective to review the services provided to ensure they meet the needs of local people and provide value for money.

1.6 Risk Management

- 1.6.1 A risk assessment of the recommendation has been carried out and is attached in Appendix E of the report.

1.7 Other Implications

1.7.1

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

X

- 1.7.2 The financial implications of the recommendations are implicit in the report. As well as providing a simpler service, the aim is to improve value for money for local tax payers as well as responding to the feedback received as part of the Best Value Review.

- 1.7.3 Overall the financial implications of the recommendations contained within this report provide the Council with a saving of approximately £90,000 per annum. The majority of this saving will contribute towards the 2010/11 budget strategy savings.

- 1.7.4 The changes to the bulky waste pricing framework have been developed to ensure that any loss in income through the incorporation of the higher priced Premier and Premier Plus services is met by the small increase in standard collection charges.

- 1.7.5 The increased charge of the garden waste sacks will cover the increase in purchase price from the manufacturer. It is unlikely that the increased cost will affect the income generated, however may encourage more residents to hire bins rather than sacks.

1.8 Relevant Documents

1.8.1 Appendices

1.8.2 Appendix A – Fees and Charges for 2010/11

1.8.3 Appendix B – Kent districts 2009/10 prices for bulky collection

1.8.4 Appendix C – Summary of weekend freighter monitoring

1.8.5 Appendix D – Proposed Weekend Freight Schedule

1.8.6 Appendix E – Risk assessment of the recommendations

1.8.7 Background Documents

1.8.8 None

IS THIS A KEY DECISION REPORT?

Yes

☒

No

☐

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

March 2010

This is a Key Decision because: There will be a significant change in the services which will affect the whole borough.

Wards/Parishes affected: All

How to Comment

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

Cllr Ben Sherreard

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

Jennifer Gosling

Waste Collection Manager
Telephone: 01622 602400
E-mail: jennifergosling@maidstone.gov.uk

2009/10
Current
Charge
£

2010/11
Proposed
Charge
£

WASTE COLLECTION / RECYCLING**Garden Waste Sacks (roll of 5)**

Cost to retailers	2.15	2.90
Retail price to residents	2.50	3.25
Profit for retailers:	0.35	0.35

Garden Waste Bin Hire

Annual Hire Charge	30.00	30.00
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Bulky Collection Service

Standard 1-6	17.50	20.00
Standard 7-12	30.00	30.00
Standard 13-18	42.50	45.00
Premier 1-6	27.50	N/A
Premier 7-12	50.00	N/A
Premier 13-18	75.00	N/A
Premier Plus 1-6	55.00	N/A
Premier Plus 7-12	85.00	N/A
Premier Plus 13-18	120.00	N/A

BULKY ITEM AND GARDEN WASTE COLLECTIONS

APPENDIX B

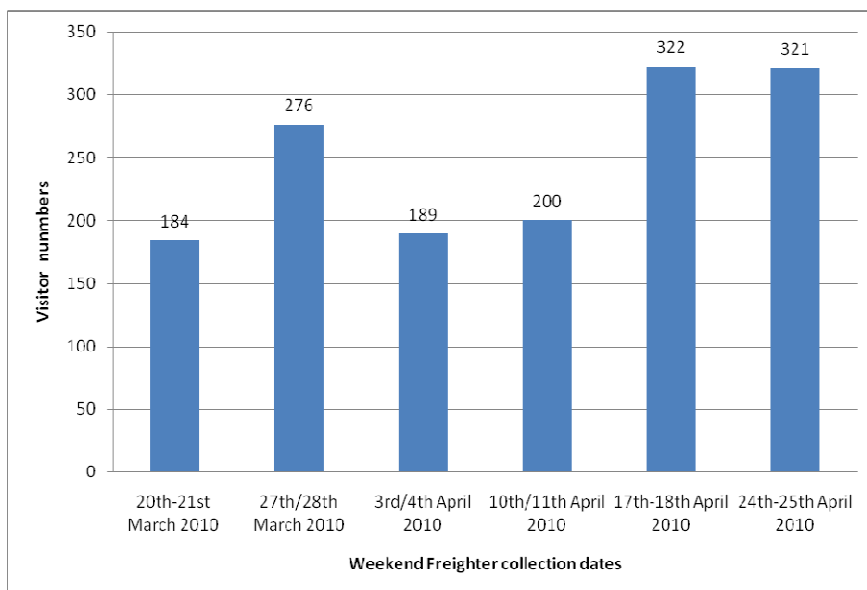
PRICE COMPARISON - KENT DISTRICTS

	Maidstone	Maidstone - Proposed Charges 2010-11	Ashford	Canterbury	Dartford	Dover	Gravesham	Sevenoaks	Shepway	Swale	Thanet	Ton&Malling	Tunbridge Wells
Bulky Collection	£17.50	£20.00	£20-£60	£78.00	£25.00	£23.00	FREE	£50.00	£39.00	FREE	£30.00	£30.00	£25.00
<i>(equivalent cost for 6 items)</i>			<i>points based system</i>		<i>15 minutes</i>		<i>£10 for metal items & fridges</i>					<i>for up to 12 items</i>	
Green Sacks	£2.50	£3.25	No Service	£8.00	N/A	FREE	£2.50	£5.00	£8.75 or £0.90 ea	FREE	N/A	FREE	FREE
	<i>5 sacks</i>		<i>Garden waste service has been withdrawn</i>	<i>Re-usable</i>			<i>TAGS</i>	<i>12 sacks</i>	<i>10 sacks</i>			<i>Part of alternate weekly collection</i>	<i>Part of alternate weekly collection</i>
Green Bins	£30.00	£30.00	No Service	£42.00	N/A	N/A	N/A	£41.00	£35.00	N/A	£30.00	N/A	N/A
				<i>One off charge</i>					<i>plus £18.40 one-off</i>		<i>plus one off charge of £25 for bin</i>		

Weekend Freighter Monitoring – Results summary

The weekend freighter service was monitored over a six week period from Saturday 20th March 2010. Postcodes, items disposed off, method of travel to the site and origin of waste i.e. domestic or commercial, were recorded at each of the sites.

Graph 1 shows the total number of residents visiting the weekend freighter sites each weekend. This peaked at 322 visitors over a time period of 10.5 hours; averaging a visitor every 2 minutes.



Graph 1: Total number of visitors

Over the 6 weeks of monitoring, there was an average of one visitor every 2.5 minutes. However results from some sites indicated poor usage of the site, as marked in yellow in the table below:

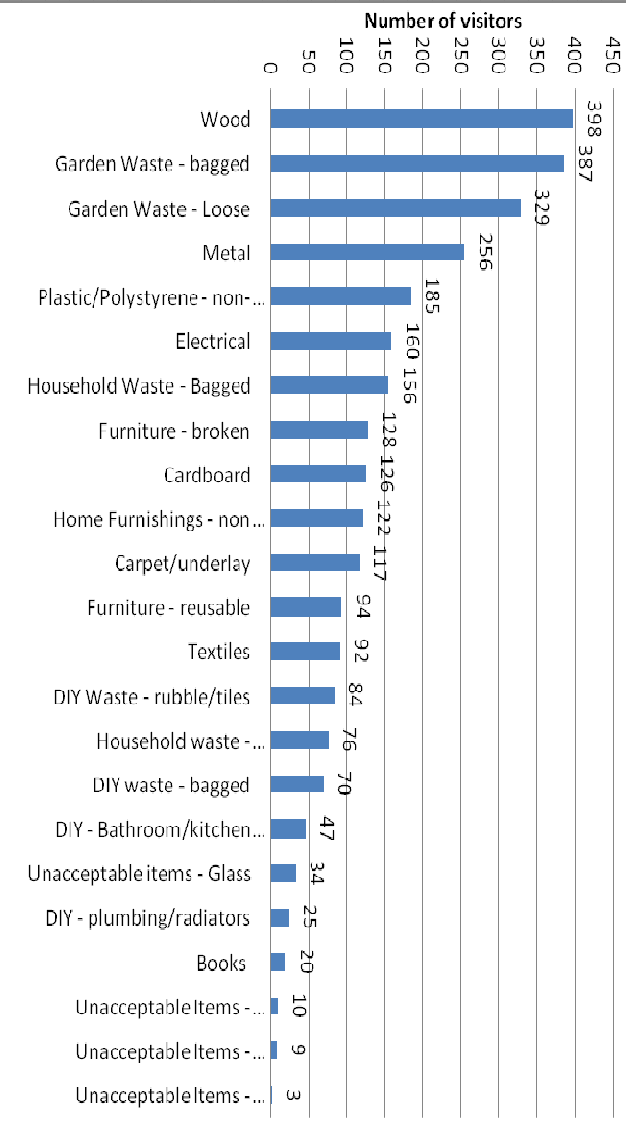
Date	Weekend Freighter Service Site	Number of visitors	Time at WF (mins)	Minutes per visit
20th-21st March 2010	Anglesey Avenue	16	30	1.88
	Chantry Road Marden	24	75	3.13
	Church Street Staplehurst	15	45	3.00
	Church Green Loose	14	30	2.14
	Corrance Green Loose	11	30	2.73
	Dean Street	4	45	11.25
	Gandys Lane	12	30	2.50
	Hubbards Lane	7	30	4.29
	North Down Staplehurst	24	60	2.50
	Old Loose Hill	3	45	15.00
	Poyntell Road Staplehurst	15	60	4.00
	Stanley Road Marden	21	45	2.14
Total		166	555	3.34

Date	Weekend Freighter Service Site	Number of visitors	Time at WF (mins)	Minutes per visit
27th/28th March 2010	Bearsted Ashford Road	31	45	1.45
	Bearsted Village Green	30	60	2.00
	Bicknor Road	13	30	2.31
	Essex Road	36	40	1.11
	Harriestham	21	60	2.86
	Highland Road	7	45	6.43
	Hollingbourne	17	60	3.53
	Lockham Farm	20	60	3.00
	Otham	19	45	2.37
	Morrisons Queen Elizabeth Sq	13	45	3.46
	Vinters Park Marston Drive	33	60	1.82
	Westmorland Rd by the Green	12	30	2.50
	Woolley Road	24	60	2.50
Total		276	635	2.30
3rd/4th April 2010	Amber Lane Chart Sutton	3	30	10.00
	Brogden Crescent Leeds	10	45	4.50
	Buckland Hill	15	60	4.00
	Court Broomes East Sutton	7	30	4.29
	Grasslands Langley	19	30	1.58
	Greenways Cherry Orchard Estate	15	60	4.00
	Kingswood Village Hall	23	60	2.61
	Queens Road	17	45	2.65
	Shepherds Way Langley	18	45	2.50
	Springwood Road Barming	8	75	9.38
	The Harbour Sutton Valence	21	30	1.43
	South Lane Sutton Valence	11	30	2.73
	Trevor Drive Allington	22	60	2.73
Total		189	600	3.17
10th/11th April 2010	Bishops Close Nettlestead	25	60	2.40
	Brenchley Road Tovil	8	30	3.75
	Camp Way Mangravet	11	60	5.45
	Cleveland Close Laddingford	10	60	6.00
	Collier Street - Church Farm	11	75	6.82
	Courtenay Road Tovil	10	30	3.00
	Livesey Street Teston	15	60	4.00
	Lower Road Mote Park	17	45	2.65
	Provender Way North	14	45	3.21
	Provender Way South	31	60	1.94
	Teston - by the green	13	30	2.31
	West Farleigh - by the green	13	75	5.77
	Woodside Road Mangravet	22	45	2.05
Total		200	675	3.38

Date	Weekend Freighter Service Site	Number of visitors	Time at WF (mins)	Minutes per visit
17th-18th April 2010	Anglesey Ave Loose	32	60	1.88
	Betsham Road Senacre	18	60	3.33
	Broad oak Ave Loose	33	45	1.36
	Church Road Grafty Green	29	45	1.55
	Green Lane Platts Heath	32	60	1.88
	Honywood Road	34	60	1.76
	Lodge Gardens Ulcombe	39	45	1.15
	Northumberland Road	10	30	3.00
	Oak Lane Headcorn	38	45	1.18
	Orchard Glade Headcorn	36	60	1.67
	Parkwood Parade - behind shops	4	30	7.50
	Wallis Ave/Bicknor Road	4	60	15.00
24th-25th April 2010	York Road/South Park Road	13	30	2.31
	Total	322	630	1.96
	Coxheath Village Hall	12	60	5.00
	Gallants Lane, East Farleigh	13	60	4.62
	Hampton Road	53	75	1.42
	Hatherall Road Penenden Heath	30	60	2.00
	Huntington Road Coxheath	26	45	1.73
	Hunton Village Hall	7	45	6.43
	Lyngs Close Yalding	20	60	3.00
	Merton Road Madginford	63	45	0.71
	Provender Way Grove Green	40	60	1.50
	Snowdon Avenue Vinters Park	44	45	1.02
24th-25th April 2010	Yalding Village Hall	13	45	3.46
	Total	321	570	570
Total		1492	3665	2.5

Seventeen sites from those monitored demonstrated low visitor numbers and with the exception of Parkwood Parade, Wallis Avenue, Springwood Road (Barming) and Camp Way (Mangravel), the majority of these were in the rural areas.

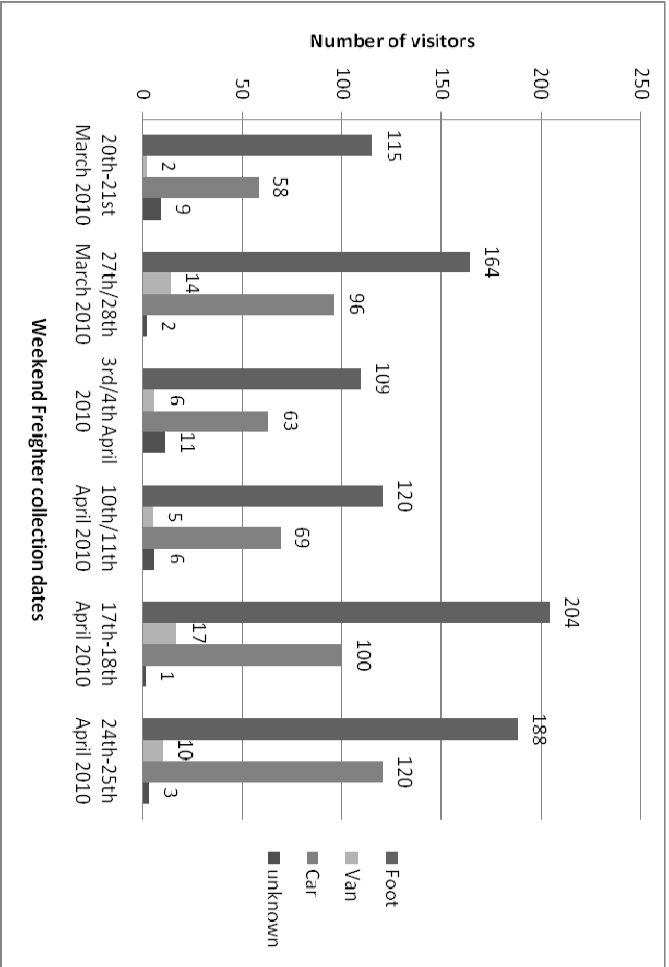
The five urban sites which has poor attendance were surprising, however each of these sites are in close proximity of other sites which are more heavily used.



Graph 2: Total number of visitors disposing of each type of waste item

Graph 2 shows the different types of waste disposed of through the weekend freighter. Garden waste (716 visitors), wood (398 visitors) and metal (256 visitors) appear to be the main items disposed of, however all are recyclable.

Garden waste can already be recycled easily within the borough either by using the garden waste service, taking it to Tovil Household Waste Recycling Centre or by composting at home. Accepting garden waste at the weekend freighter conflicts with the waste reduction and recycling message that the Council promotes. It provides an easy route for residents to dispose of their garden waste rather than recycle it.



Graph 3: Method of travel

Graph 3 highlights visitors' method of travel each weekend during the six week monitoring period. Overall 60% of visitors travelled on foot to the weekend freighter sites compared with 34% by car.

Over 98% of waste collected was confirmed domestic waste, therefore it does not appear that commercial premises are using the freighter service as a free method of disposal.

Conclusions

- Garden waste should not be accepted at the sites – every effort should be made to encourage residents to compost at home, to use the garden waste collection service or to take the waste to Tovil Household Waste Recycling Centre
- The weekend freighter should be sited at areas of need in order to improve the efficiency of the service
- Sites with low performance should be removed from the schedule and other sites consolidated to reduce the service to one day per week
- Metal and wood recycling should be pursued
- Further training is required for the operatives to ensure that better information is provided to residents using the service about unacceptable items and how these should be disposed of
- Over the 6 week monitoring period, only 1492 visitors attended the sites, which represents less than 2.5% of Maidstone households
- The weekend freighter is perceived as a popular service, however the usage fluctuates substantially. With the rejection of garden waste, the weekend freighter sites can be shortened slightly to maximise the amount of sites and visitors per day, increasing the efficiency of the service.

PROPOSED SCHEDULE - WEEKEND FREIGHTER SERVICE
APPENDIX D

Day	Start time	Finish time	Duration	Area	Location
Saturday	07:45:00	08:15:00	00:30:00	Walderslade	Impton Lane - junc Spendlow Drive
WEEK 1	08:25:00	09:00:00	00:35:00	Walderslade	Impton Lane - jun Olivine Road
	09:15:00	10:00:00	00:45:00	Bredhurst	Hurstwood Road
	10:15:00	11:00:00	00:45:00	Stockbury	Village Hall
	12:00:00	12:45:00	00:45:00	Detling	Village Hall
	13:00:00	13:45:00	00:45:00	Penenden Heath	Heathfield Road
	13:55:00	14:40:00	00:45:00	Penenden Heath	Woodcuts
	14:50:00	15:45:00	00:55:00	Sandling	Tyland lane

Saturday	07:45:00	08:30:00	00:45:00	Ringlestone	Calder Road
WEEK 2	08:40:00	09:15:00	00:35:00	Ringlestone	Moncktons Avenue
	09:25:00	09:55:00	00:30:00	Town Centre	County Road
	10:10:00	11:00:00	00:50:00	Peneden Heath	Park Avenue junc Hatherall Road
	12:00:00	12:55:00	00:55:00	Vinters Park	Snowden Parade
	13:05:00	14:05:00	01:00:00	Vinters Park	Hampton Road
	14:15:00	14:55:00	00:40:00	Lower Road	Foster Clark Estate by green
	15:05:00	15:45:00	00:40:00	South Park Road	junc York Road

Saturday	07:45:00	08:30:00	00:45:00	Fant	Hackney Road
WEEK 3	08:40:00	09:30:00	00:50:00	Barming	Terminus Road
	09:40:00	10:20:00	00:40:00	Barming	Abingdon Road
	10:30:00	11:00:00	00:30:00	Barming	Springwood Road
	12:00:00	12:55:00	00:55:00	Barming	Green Way - Cherry Orchard Est
	13:05:00	13:55:00	00:50:00	Queens Road	junc Freshlands Road
	14:05:00	14:55:00	00:50:00	Bower Mount Rd	junc Cornwallis Road
	15:00:00	15:45:00	00:45:00	Victoria Street	by allotments

Saturday	07:45:00	09:15:00	01:30:00	Allington	Newbury Drive
WEEK 4	09:25:00	10:15:00	00:50:00	Allington	Trevor Drive
	10:25:00	11:15:00	00:50:00	Buckland Road	By allotments
	12:15:00	13:00:00	00:45:00	Grove Green	Provender Way by School
	13:10:00	14:00:00	00:50:00	Grove Green	Grovewood Drive North
	14:10:00	15:10:00	01:00:00	Madginford	Merton Road
	15:10:00	15:45:00	00:35:00	Bearsted	Ashford Road - Rosemary Road

Saturday	07:45:00	08:25:00	00:40:00	Shepway	Westmorland Road - junc Essex Road
WEEK 5	08:30:00	09:00:00	00:30:00	Shepway	Westmorland Road - by the green
	09:05:00	09:35:00	00:30:00	Northumberland Road	Cumberland Green
	09:45:00	10:30:00	00:45:00	Senacre	Wooley Road
	10:35:00	11:15:00	00:40:00	Senacre	Betsham Road - by garages
	12:15:00	12:45:00	00:30:00	Park Wood	Bicknor Road - car park
	12:55:00	13:45:00	00:50:00	Park Wood	Lockham Farm Avenue
	12:55:00	13:30:00	00:35:00	Park Wood	Bicknor Road - Wallis Avenue
	13:40:00	14:15:00	00:35:00	Park Wood	Queen Elizabeth Square
	14:25:00	15:05:00	00:40:00	Mangravet	Woodside Road
	15:15:00	15:45:00	00:30:00	Tovil	Forest Hill - junc Courtney Road

Saturday	07:45:00	08:30:00	00:45:00	Staplehurst	Poyntell Road by pond
WEEK 6	08:40:00	09:25:00	00:45:00	Staplehurst	Church Green
	09:35:00	10:15:00	00:40:00	Staplehurst	Northdown - junc Marden Road
	10:30:00	11:00:00	00:30:00	Marden	Stilebridge
	12:00:00	12:40:00	00:40:00	Marden	Stanley Road
	12:50:00	13:30:00	00:40:00	Marden	Chantry Road
	13:40:00	14:20:00	00:40:00	Linton	Whealers Lane
	14:30:00	15:45:00	01:15:00	Loose	Anglesey Avenue

Saturday	07:45:00	08:30:00	00:45:00	Teston	by the green
WEEK 7	08:40:00	09:30:00	00:50:00	Nettlestead	Bishops Close
	09:45:00	10:25:00	00:40:00	Yalding	Village Green
	10:35:00	11:15:00	00:40:00	Yalding	Lyngs Close
	12:15:00	12:45:00	00:30:00	Laddingford	Cleavesland
	12:55:00	13:30:00	00:35:00	Collier Street	Church Farm
	13:40:00	14:10:00	00:30:00	Hunton	Village Hall
	14:20:00	15:05:00	00:45:00	West Farleigh	East Farleigh
	15:15:00	15:45:00	00:30:00	Coxheath	Village Hall

Saturday	07:45:00	08:30:00	00:45:00	Frinsted	At side of church
WEEK 8	08:40:00	09:20:00	00:40:00	Wormshill	The Street
	09:30:00	10:10:00	00:40:00	Harrietsham	Primary School
	10:20:00	11:00:00	00:40:00	Harrietsham	Church Lane
	12:00:00	12:40:00	00:40:00	Lenham	Douglas Rd
	12:50:00	13:30:00	00:40:00	Lenham	Ham Lane - Cherry Orchard Estate
	13:40:00	14:20:00	00:40:00	Lenham	Honeywood Road
	14:30:00	15:10:00	00:40:00	Platts Heath	Green Lane
	15:15:00	15:45:00	00:30:00	Grafty Green	Church Lane

Saturday	07:45:00	08:30:00	00:45:00	Hollingbourne	Troys Mead
WEEK 9	08:45:00	09:15:00	00:30:00	Lenham	Warren street
	09:25:00	09:55:00	00:30:00	Ulcombe	Lodge Gardens
	10:05:00	11:00:00	00:55:00	Headcorn	Thatch Barn Road
	12:00:00	12:30:00	00:30:00	Headcorn	Oak Lane
	12:40:00	13:30:00	00:50:00	Sutton Valance	South Lane
	13:40:00	14:30:00	00:50:00	Kingswood	Village Hall Car Park
	14:45:00	15:45:00	01:00:00	Langley	Shepherds Drive

Saturday	07:45:00	08:30:00	00:45:00	Otham	by council houses
WEEK 10	08:45:00	09:45:00	01:00:00	Bearsted	Village Green
	10:00:00	11:00:00	01:00:00	Loose	Broad Oak Avenue
	12:00:00	12:30:00	00:30:00	Loose	Old Loose Hill
	12:40:00	13:25:00	00:45:00	Coxheath	Huntingdon Road
	13:35:00	14:20:00	00:45:00	Boughton Monchelsea	Gaddys Lane
	14:30:00	15:00:00	00:30:00	Chart Sutton	Amber Lane
	15:15:00	15:45:00	00:30:00	East Sutton	Court Broomes

Saturday	07:45:00	08:15:00	00:30:00	Walderslade	Impton Lane - junc Spendlow Drive
WEEK 11	08:25:00	09:00:00	00:35:00	Walderslade	Impton Lane - jun Olivine Road
	09:15:00	10:00:00	00:45:00	Bredhurst	Hurstwood Road
	10:15:00	11:00:00	00:45:00	Stockbury	Village Hall
	12:00:00	12:45:00	00:45:00	Detling	Village Hall
	13:00:00	13:45:00	00:45:00	Penenden Heath	Heathfield Road
	13:55:00	14:40:00	00:45:00	Penenden Heath	Woodcuts
	14:50:00	15:45:00	00:55:00	Sandling	Tyland lane

Saturday	07:45:00	08:30:00	00:45:00	Ringlestone	Calder Road
WEEK 12	08:40:00	09:15:00	00:35:00	Ringlestone	Moncktons Avenue
	09:25:00	09:55:00	00:30:00	Town Centre	County Road
	10:10:00	11:00:00	00:50:00	Penenden Heath	Park Avenue junc Hatherall Road
	12:00:00	12:55:00	00:55:00	Vinters Park	Marston Drive
	13:05:00	14:05:00	01:00:00	Vinters Park	Hampton Road
	14:15:00	14:55:00	00:40:00	Lower Road	Foster Clark Estate by green
	15:05:00	15:45:00	00:40:00	South Park Road	junc York Road

Saturday	07:45:00	08:30:00	00:45:00	Fant	Hackney Road
WEEK 13	08:40:00	09:30:00	00:50:00	Barming	Terminus Road

	09:40:00	10:20:00	00:40:00	Barming	Abingdon Road
	10:30:00	11:00:00	00:30:00	Barming	Springwood Road
	12:00:00	12:55:00	00:55:00	Barming	Green Way - Cherry Orchard Est
	13:05:00	13:55:00	00:50:00	Queens Road	junc Freshlands Road
	14:05:00	14:55:00	00:50:00	Bower Mount Rd	junc Cornwallis Road
	15:00:00	15:45:00	00:45:00	Victoria Street	by allotments

Saturday	07:45:00	09:15:00	01:30:00	Allington	Newbury Drive
WEEK 14	09:25:00	10:15:00	00:50:00	Allington	Trevor Drive
	10:25:00	11:15:00	00:50:00	Buckland Road	By allotments
	12:15:00	13:00:00	00:45:00	Grove Green	Groveswood Drive South
	13:10:00	14:00:00	00:50:00	Grove Green	Groveswood Drive North
	14:10:00	15:10:00	01:00:00	Madginford	Merton Road
	15:10:00	15:45:00	00:35:00	Bearsted	Ashford Road - Rosemary Road

Saturday	07:45:00	08:25:00	00:40:00	Shepway	Westmorland Road - junc Essex Road
WEEK 15	08:30:00	09:00:00	00:30:00	Shepway	Westmorland Road - by the green
	09:05:00	09:35:00	00:30:00	Northumberland Road	Cumberland Green
	09:45:00	10:30:00	00:45:00	Senacre	Wooley Road
	10:35:00	11:15:00	00:40:00	Senacre	Betsham Road - by garages
	12:15:00	12:45:00	00:30:00	Park Wood	Bicknor Road - car park
	12:55:00	13:45:00	00:50:00	Park Wood	Lockham Farm Avenue
	12:55:00	13:30:00	00:35:00	Park Wood	behind shops
	13:40:00	14:15:00	00:35:00	Park Wood	Queen Elizabeth Square
	14:25:00	15:05:00	00:40:00	Mangravel	Camp Way
	15:15:00	15:45:00	00:30:00	Tovil	Brenchley Road

Saturday	07:45:00	08:30:00	00:45:00	Staplehurst	Poyntell Road by pond
WEEK 16	08:40:00	09:25:00	00:45:00	Staplehurst	Church Green
	09:35:00	10:15:00	00:40:00	Staplehurst	Northdown - junc Marden Road
	10:30:00	11:00:00	00:30:00	Marden	Stilebridge
	12:00:00	12:40:00	00:40:00	Marden	Stanley Road
	12:50:00	13:30:00	00:40:00	Marden	Chantry Road
	13:40:00	14:20:00	00:40:00	Linton	Wheeler's Lane
	14:30:00	15:45:00	01:15:00	Loose	Lancet Lane


Saturday	07:45:00	08:30:00	00:45:00	Teston	by the green
WEEK 17	08:40:00	09:30:00	00:50:00	Nettlestead	Bishops Close
	09:45:00	10:25:00	00:40:00	Yalding	Village Green
	10:35:00	11:15:00	00:40:00	Yalding	Lyngs Close
	12:15:00	12:45:00	00:30:00	Laddingford	Cleavesland
	12:55:00	13:30:00	00:35:00	Collier Street	Church Farm
	13:40:00	14:10:00	00:30:00	Hunton	Village Hall
	14:20:00	15:05:00	00:45:00	West Farleigh	West Farleigh
	15:15:00	15:45:00	00:30:00	Coxheath	Adbert Drive

Saturday	07:45:00	08:30:00	00:45:00	Frinsted	At side of church
WEEK 18	08:40:00	09:20:00	00:40:00	Wormshill	The Street
	09:30:00	10:10:00	00:40:00	Harrietsham	Primary School
	10:20:00	11:00:00	00:40:00	Harrietsham	Church Lane
	12:00:00	12:40:00	00:40:00	Lenham	Douglas Rd
	12:50:00	13:30:00	00:40:00	Lenham	Ham Lane - Cherry Orchard Estate
	13:40:00	14:20:00	00:40:00	Lenham	Honeywood Road
	14:30:00	15:10:00	00:40:00	Platts Heath	Green Lane
	15:15:00	15:45:00	00:30:00	Grafty Green	Church Lane

Saturday	07:45:00	08:30:00	00:45:00	Hollingbourne	Troys Mead
WEEK 19	08:45:00	09:15:00	00:30:00	Lenham	Lenham Heath Road
	09:25:00	09:55:00	00:30:00	Ulcombe	Lodge Gardens

	10:05:00	11:00:00	00:55:00	Headcorn	Orchard Glade
	12:00:00	12:30:00	00:30:00	Headcorn	Oak Lane
	12:40:00	13:30:00	00:50:00	Sutton Valance	Captains Close
	13:40:00	14:30:00	00:50:00	Kingswood	Village Hall Car Park
	14:45:00	15:45:00	01:00:00	Langley	Grasslands

Saturday	07:45:00	08:30:00	00:45:00	Otham	by council houses
WEEK 20	08:45:00	09:45:00	01:00:00	Bearsted	Village Green
	10:00:00	11:00:00	01:00:00	Loose	Broadfield Road
	12:00:00	12:30:00	00:30:00	Loose	Old Loose Hill
	12:40:00	13:25:00	00:45:00	Coxheath	Huntingdon Road
	13:35:00	14:20:00	00:45:00	Boughton Monchelsea	Gaddys Lane
	14:30:00	15:00:00	00:30:00	Chart Sutton	Amber Lane
	15:15:00	15:45:00	00:30:00	East Sutton	Court Broomes

 Sites in close proximity alternate

Strategic Risk Catalogue

Section or Service

Risk category

Waste Collection**Customer, Environmental/Financial**

Risk No	Vulnerability (Why, what's happening, what's the problem)	Trigger/risk (What's the event/ what could go wrong?)	Consequences (What would occur as a result, how much of a problem would it be, to whom and why?)	Current Rating
1	Raising the prices of the bulky collection service may have a negative impact on the Council's reputation and could result in a reduction in income through less people using the service	The Council fails to set an affordable pricing schedule for the bulky collection service	<ul style="list-style-type: none"> Customers could have a negative view of the Council as a whole not just Waste Collection Financial – reduction in income due to lower uptake in service 	C3
2	Reducing the weekend freighter schedule to reflect the actual need of each community may be seen as a reduction in service and result in a negative impact on the Council's reputation	The new weekend freighter schedule could fail to meet residents needs	<ul style="list-style-type: none"> Customers could have a negative view of the Council as a whole not just Waste Collection Increased levels of side waste or dumped waste 	C2

3	<p>Ceasing acceptance of garden waste at the weekend freighter may have a negative impact on the Council's reputation and may result in garden waste being taken to the sites and dumped when rejected</p>	<p>The Council fails to communicate the change in acceptable waste to residents</p>	<ul style="list-style-type: none"> Customers could have a negative view of the Council as a whole not just waste collection Garden waste is dumped at freighter sites when rejected by operatives 	C3
4	<p>Raising the price for the compostable garden waste sacks may have a negative impact on the Council's reputation and could result in a reduction in income through less people purchasing the sacks</p>	<p>The Council fails to set an affordable price for the garden waste service and fails to communicate with residents about the improvement in service</p>	<ul style="list-style-type: none"> Customers could have a negative view of the Council as a whole not just waste collection Financial – a reduction in income could result if less sacks are purchased 	C3
5	<p>Introducing compostable sacks could result in the sacks degrading before collection and cause spillage on the highway or pavement. This could have a negative impact on the Council's reputation and require additional cleaning resource</p>	<p>Council fails to identify correct specification for compostable garden waste sacks</p>	<ul style="list-style-type: none"> Customers could have a negative view of the Council as a whole not just waste collection Financial – degradation of sacks prematurely could result in residents choosing not to buy them which would have negative impact on income or requirement for replacing sacks at the Council's cost. 	C3

Risk Action Plan

Risk Number	Current Risk Score	Target Risk Score	Description			
1	C:3	D:4	The Council fails to set an affordable pricing schedule for the bulky collection service			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Market research has taken place to establish the prices of similar services charged by other local authorities in Kent and elsewhere. Simplification of bulky pricing framework has also resulted in a price reduction for the disposal of items formerly classed as Premier or Premier Plus	Good	Prices to be set at a favourably comparable rate	Environmental Manager	Income from bulky collection service; number of reports of fly tipped bulky household waste	Monthly	July 2010 onwards

Risk Number	Current Risk Score	Target Risk Score	Description			
2	C:2	D:3	The new weekend freighter schedule fails to meet residents' needs			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Six weeks of monitoring of the weekend freighter has highlighted sites which are poorly attended.	Good	Further monitoring of new schedule to ensure that the revised locations and frequency are sufficient to meet residents needs	Environment Manager	Complaint monitoring; Customer satisfaction with refuse service; decrease in tonnage collected	8 weekly – to match freighter schedule	August 2010 onwards

Risk Number	Current Risk Score	Target Risk Score	Description			
3	C:3	D:4	The Council fails to communicate the change in waste accepted at the weekend freighter to residents			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates

Website and Borough Update publicise the weekend freighter schedule and information about the service	Fair	Prior to change information should be available at the sites for residents to notify them of the pending rejection of garden waste	Environment Manager	Complaint monitoring; customer satisfaction with refuse service;	Monthly	August 2010 onwards
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Risk Number	Current Risk Score	Target Risk Score	Description			
4	C:3	D:4	The Council fails to set an affordable price for the garden waste sacks and fails to communicate with residents about the improvement in service			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Market research has taken place to establish the prices of similar services charged by other local authorities in Kent and elsewhere.	Fair	Information regarding the importance of the change to compostable bags needs to be publicised through the local press, green sack retailers and council publications.	Environment Manager	Complaint monitoring; customer satisfaction with refuse service; income from garden waste sack sales	Monthly	October 2010 onwards

Risk Number	Current Risk Score	Target Risk Score	Description			
5	C:3	D:4	Council fails to identify correct specification for compostable garden waste sacks			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Guarantees are available from manufacturers that the sacks comply with VGS IV standard. Shelf life is also guaranteed from 6-12 months	Good	Written confirmation of guarantee is required with manufacturer including rectification of any non-conformance and insurance that bags are replaced.	Environment Manager	Complaints; income from garden sack sales; garden waste tonnage	Monthly	October 2010 onwards