









Best Value Review Waste



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

Objective 001 Create a Council Waste and Recycling Strategy

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






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

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



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


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

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

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						County Council monthly and this will be recorded with the other waste tonnages to provide monthly information regarding the recycling rate and tonnage collected per household.
BVR 003.09	Hold a focus group with participants to assess the success of the scheme	01 Jul 2011	31 Jul 2011	▶	Jennifer Gosling	
BVR 003.10	Review the success of the alternate weekly and food waste scheme and report back to Cabinet member	01 Apr 2011	31 Oct 2011	▶	Jennifer Gosling; Jonathan Scott	
BVR 003.11	Determine whether a food waste and/or alternate weekly collection should be considered as part of the new waste contract	01 Oct 2011	30 Jan 2012	▶	Jennifer Gosling; Jonathan Scott	

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






Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
BVR 004.01	Arrange the removal of can banks	01 Dec 2009	30 Jan 2010	✔	Jennifer Gosling	The can banks were removed at the end of December 2009 and information regarding the recycling sites throughout the borough was amended on the website.
BVR 004.02	Monitor sites to ensure that cans are not left in the sites of former can banks, monitor contact with residents to ensure satisfaction with the service is maintained	30 Jan 2010	31 Mar 2010	✔	Jennifer Gosling; Alisa Maguire	Completed. Monitoring will be ongoing and is therefore a service plan issue now.

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

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BVR 004.08	Review success of Tetrapak bank pilot and investigate future options for disposal of Tetrapaks	01 Jul 2011	31 Aug 2011		Jennifer Gosling	
BVR 004.09	Review options for recycling other materials at bring sites e.g. batteries	01 Aug 2011	30 Sep 2011		Jennifer Gosling	

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







Code	Title	Planned Start Date	Due Date		Assigned To	Latest Note
BVR 005.01	Review and develop a new charging framework for the bulky waste service including exploring a reduction in cost for people on benefits	01 Jan 2010	31 Jul 2010		Jennifer Gosling; Paul O'Grady	A new pricing framework was approved as part of the Fees and Charges Report – July 2010.
BVR 005.02	Propose a new charging framework for bulky items and consider a reduction in cost for people on benefits	01 Feb 2010	30 Jun 2010		Jennifer Gosling	A simplified pricing framework for the bulky collection service was proposed as part of the Report of the Assistant Director of Environment and Regulatory Services for Review of Fees and Charges. This was agreed on 2nd July 2010 and the new pricing structure will be implemented from 2nd August 2010.
BVR 005.03	Liaise with Sita over the future operation of the freighter service	01 Apr 2011	30 Jun 2010			The new freighter service operation was agreed as part of fees and charges report.
BVR 005.04	Liaise with the communication team over the operation of the freighter service	01 May 2010	30 Jun 2010			The new freighter service operation was agreed as part of fees and charges report.
BVR 005.0	Liaise with Environmental Health over the operation of	01 May 2010	30 Jun 2010			The new freighter service operation was agreed as part of fees and charges report.

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

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

Objective 006 Encourage greater home composting for green waste





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

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


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



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

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





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

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

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

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

Objective 009 Investigate options for the collection of commercial waste

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


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

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


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






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						Council. Identification of opportunities within the commercial waste sector is also raising options to subcontract or carry out collections directly.
BVR 010.05	Meet with Tunbridge Wells and Tonbridge and Malling Councils to discuss the future of the cardboard service	01 Jan 2010	31 Jan 2010	✔	Jennifer Gosling	Meeting held and exit strategy developed.
BVR 010.06	Develop a precautionary exit strategy from cardboard service	01 Jan 2010	31 Jan 2010	✔	Jennifer Gosling	Exit strategy developed.
BVR 010.07	Monitor the progress of the East Kent Project and the progress of the Joint Waste Authorities	01 Sep 2010	31 Aug 2013	✔	Steve Goulette	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.08	Provide a quarterly update on the progress of the East Kent project and the joint waste partnerships	01 Aug 2010	31 Aug 2013	✔	Jennifer Gosling	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.09	Engage with and monitor developments within the Joint Waste Partnership	01 Aug 2010	31 Aug 2013	✔	Steve Goulette	No longer relevant as a business case is being prepared for Mid/West Kent Partnership.
BVR 010.10	As part of the new waste and recycling contract identify the need for contractor participation with the identification of service improvement and efficiencies	01 Jan 2012	30 Jun 2012	▶	Jennifer Gosling; Jonathan Scott	This is likely to be fundamental to either an individual or partnership contract for 2013 and will be discussed as part of the procurement process.



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

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


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




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

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


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

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

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

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




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

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

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

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



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

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



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

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

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


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

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

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

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

Objective 018 Introduce a paper collection service

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

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