

**4th WASTE STRATEGY
IMPLEMENTATION PLAN**

April 2007 – March 2010

Published June 2007

INTRODUCTION

1. This is the Council's 4th Waste Strategy Implementation Plan since it adopted its Waste Strategy in August 2004. In the period from August 2004 to March 2007 the focus has been on incremental service improvement along with preparation for the replacement of existing waste management contracts, (which is required in September 2008).
2. A number of improvements have been made to services in that period. Notably:
 - a) The introduction of glass to the green box recycling service;
 - b) Enhancements to existing recycling bring sites, introduction of new sites and the introduction of cardboard facilities to bring sites;
 - c) Introduction of 120 street recycling bins throughout the Borough
 - d) Introduction of over thirty public recycling facilities at schools in the Borough; and
 - e) Introduction of recycling for 1,800 flats including an "orange bag" service and paper and cardboard bins for other blocks of flats.
3. In preparing for the replacement of existing waste management contracts in September 2008 the focus has been on the creation of the South London Waste Partnership, with the neighbouring boroughs of Croydon, Merton and Sutton, through which future waste treatment and disposal contracts are being procured. Work has also been undertaken, particularly in 2006, to realign service provision for the refuse and recycling collection service in order to make the introduction of the new services more straight forward. A number of trials have also been undertaken to provide data and experience in advance of specifying the new contracts. Changes and improvements in this context include:
 - a) A complete review of all Refuse and Recycling Rounds to, generally, provide a specific collection day in each neighbourhood, which has enabled most residents to have Refuse & Recycling collections carried out on the same day;
 - b) The cessation of back alley refuse collections;
 - c) The introduction of new trial refuse and recycling service for 2,400 households in the Berrylands area; and
 - d) The introduction of new organic waste collection service for 6,000 flats in the borough.
 - e) Planning for the introduction of a trial organic waste collection service for 6,000 flats and extension of the existing orange bag recycling scheme to a further 4,200 flats.
4. 2007/08 will be a critical year with regard to the procurement of future waste management contracts. The Executive has taken initial decisions with regard to all contracts being procured. The formal procurement process, through South London Waste Partnership, has begun with regard to waste treatment and disposal. A Member Officer Working Group has been formed to oversee the procurement of the refuse and recycling contract and the commencement of the formal process with regard to this

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contract is imminent. These contract re-tendering exercises will be the highest priority for this year; this is reflected in the Executive Member's priorities for 2007/08.

5. The Council now recycles and composts 24% of its waste. It is clear from the performance in 2006/07 that significant improvements in recycling have been made, as an increase in recycling of over 10% was achieved, however this is masked within the overall performance by the continued growth in the amount of waste being produced and the reduction of waste composted almost certainly due to the drought in Summer 2006.
6. Given the emphasis on procurement of new contracts and that the existing contracts now have less than eighteen months to run the opportunities for changes to existing services are very limited. There is though an opportunity to step up the Council's activities with regard to public education and awareness raising with regard to waste minimisation and the position the Council is now in with regard to its waste management services. This wish to heighten public awareness and understanding in this area is reflected in this being the second priority in the Executive Member's priorities for 2007/08.
7. The introduction of the new contracts in September 2008 will only be successful if residents understand the service changes being made but perhaps more importantly are supportive of the changes as a means by which the considerable challenge of waste reduction and diversion of waste from landfill can be attained.

BACKGROUND

8. The Executive approved the Council's Waste Strategy in August 2004. The strategy sets out the framework and criteria in which all planning, procurement and operational decisions will be made to reduce waste and meet waste targets over a long time scale (the strategy covers the period to 2020). Consequently the Council produces an annual Waste Strategy Implementation Plans setting out in detail the activities and measures to be undertaken over a 2-3 year period to achieve the objectives of the Waste Strategy. The Executive approved the 1st Waste Strategy Implementation Plan in November 2004.
9. In July 2005 the Executive approved the 2nd Waste Strategy Implementation Plan 2005-2008. Developing that Plan allowed the Council to clearly set out the activities it was undertaking, the activities it was planning and the timescales for the development of future planning and decision making. Crucially the 2nd Implementation Plan linked those three areas to performance in order that the effectiveness of the activities could be judged against progress in meeting the Council's waste targets.
10. In June 2006 the Executive approved the 3rd Waste Strategy Implementation Plan 2006-2009. As in the 2nd Waste Strategy Implementation Plan, the 5 key objectives of the Waste Strategy were addressed by clearly setting out activities to be undertaken. A summary of the work done in delivering the 3rd Implementation Plan and developments since the adoption of that plan is set out in the next section.
11. This 4th Waste Strategy Implementation Plan incorporates all waste management activities both current and planned until March 2010. Following the success of developing a project management framework in 2005, this has been developed and is being applied to every activity. Each activity will be linked to a clearly defined project plan detailing:

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- a) A clear set of targets, outcomes and objectives;
 - b) Budget assessment;
 - c) Identified stakeholders and roles;
 - d) Reporting schedule - timetable of key events and milestones for progressing and reporting;
 - e) Monitoring and evaluation mechanisms;
 - f) Risk assessment; and
 - g) How each project will report back progress to Members
12. The focus on Waste Management from Government and the community has continued unabated in 2006/07. Traditionally, there has been a heavy reliance on landfills to dispose of waste. The Government's Landfill Allowance Trading Scheme, that sets tough targets for the diversion of Biodegradable Municipal Waste (BMW) from landfill, allied to the Government announcing in its March 2007 Budget that the Landfill Tax currently set at £24 per tonne is to increase by £8 each year (not £3 per year as previously indicated) until 2010 makes landfill an increasingly expensive and unattractive waste management solution. Local Authorities cannot continue to rely on landfill as a primary means of waste disposal.

OBJECTIVES OF THE 4th WASTE STRATEGY IMPLEMENTATION PLAN

13. The Council developed five key objectives within the Waste Strategy through which it planned to meet its waste targets and put Kingston on a path towards substantially reducing waste sent to landfill and increasing recycling and composting out to 2020. This 4th Plan sets out in detail the key projects and activities to achieve these five objectives. The objectives are:

Objective One: Reduce the amount of biodegradable municipal waste (BMW) to landfill and comply with the annual BMW allowances to landfill under the Landfill Allowance Trading Scheme (LATS).

Objective Two: Securing 30% recycling and composting rate by March 2010 and securing future targets, yet to be set by DEFRA. This will require increased participation rates utilising largely the existing infrastructure for recycling and composting up until September 2008. [Note previously amended and now updated to set the target for 2010]

Objective Three: Development and delivery of a comprehensive waste awareness and waste minimisation programme encompassing a wide ranging communication strategy engaging with all of Kingston's residents.

Objective Four: Seeking strong community based partnerships to help deliver elements of the recycling and composting infrastructure, these partnerships to be with community based organisations, environmental groups or other third parties.

Objective Five: Robust exploration and planning of the options available for the Council's collection and disposal service beyond September 2008.

KINGSTON'S WASTE POSITION

14. In 2006/07 Kingston produced 75,727 tonnes of municipal solid waste (MSW). 52,590 tonnes (69.45%) of this waste was sent to landfill, putting increasing pressure on landfill capacity and the environment. Increasing landfill costs and new legislation are both drivers in making the Council rethink the way we manage our waste.
15. Chart 1 shows the annual tonnage of total MSW since April 2002. There was a steady increase (about 5% annually) in waste produced since 2001, before dropping off slightly in 2005/06. The decrease in 2005/06 was largely the result of Civic Amenity site waste (approximately 13,000 tonnes) being correctly recorded as "Inert waste" (rubble) along with waste from the delivery of Parks and Highways services being correctly allocated to inert and composting waste streams. Changes to the layout of the Civic Amenity Site also improved diversion of waste from landfill.
16. The 75,727 tonnes of MSW produced in 2006/07 was a reduction of 2.5% in the total MSW compared to 2005/06. The continued reduction in MSW produced in Kingston is a positive result and the Council will continue to aim to reduce the total MSW produced. Much of this plan is seeking to achieve that result
17. The production of household waste grew by 5.1% in 2006/07. This figure has five key constituent elements; household refuse collection, waste brought to the CA Site by the public, street sweepings and total material recycled and composted. Figures are shown in Table 1 below.

Table 1 – Analysis of household waste produced

Waste Stream	2005/06	2006/07	% change
Waste brought to the CA Site by the public	5,908	7,718	31.0
Household waste collected	40,800	41,366	1.4
Street Sweepings	2,556	2,642	3.4
Total Recycled and Composted	15,535	16,245	4.6
Other	17	310	N/A
Total household waste	64,817	68,281	5.1

Note: "Other" is made up of Asbestos and RBK Council's own waste, this latter figure was recorded separately for the first time in 2006/07

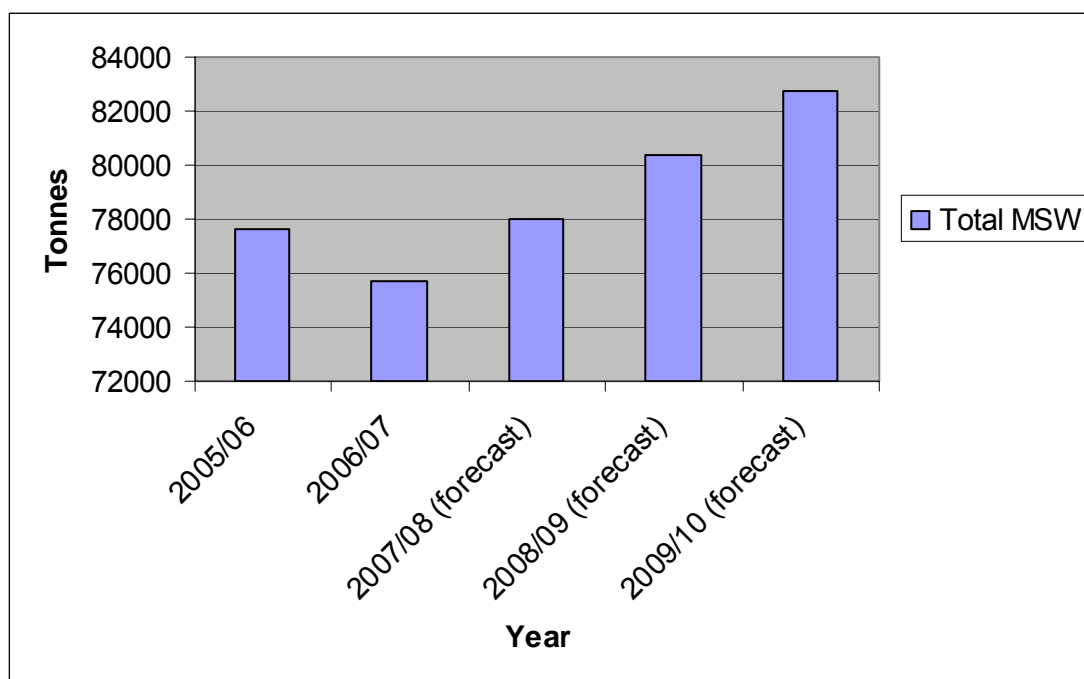
18. The growth of CA Waste by over 30% is concerning and mention is made of this within the plan for this year below. The slowing of the rate of growth of household refuse collected to 1.4% is encouraging and reflects improvements in recycling performance and perhaps awareness from the public of the need to reduce waste produced.
19. The pressures on continually reducing the amount of municipal waste sent to landfill are increasing. Forecasting the amounts of MSW the Council is likely to be sending to Landfill is, however, complex. The Council continued to use a forecast growth rate of 3% in the 3rd Waste Strategy Implementation Plan. Given the year on year reduction in MSW produced it is appropriate to consider changing this figure.
20. The 3% growth rate was set in accordance with the annual increase in London's total municipal waste (Mayor of London Municipal Waste Strategy 2003) and seen as a reasonable figure from which to plan Kingston's future requirements. Crucially that

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figure has been used in modelling work for South London Waste Partnership. Given the information above regarding the 2005/06 performance it has been decided that the 2006/07 out turn should be viewed as the first year of reduction. Consequently until a clear downward trend is apparent the figure of 3% growth in MSW should be retained.

21. Chart 1 below sets out the MSW produced since 2005/06 and the forecast of MSW to be produced to 2010. The forecast is based on a growth rate of 3%.

Chart 1 – Total Municipal Solid Waste 2002 – 2007 and Forecast to 2010



Note: Predicted waste arisings for 2007/08 – 2009/10 are based on 3% waste growth annually, in line with the annual London municipal waste growth rate.

22. As with all other services managed by the Council performance is measured by the Audit Commission through Best Value Performance Indicators (BVPIs). The performance against the key BVPIs relating to Waste Management in 2005/06 and 2006/07 are set out in Table 2 below. These figures are monitored by Officers on a monthly basis and during the course of 2006/07 were reported on a quarterly basis to the Waste Management Member Officer Group.

Table 2 – Kingston’s Best Value Performance Indicators for Waste Management comparison of 2005/06 to 2006/07

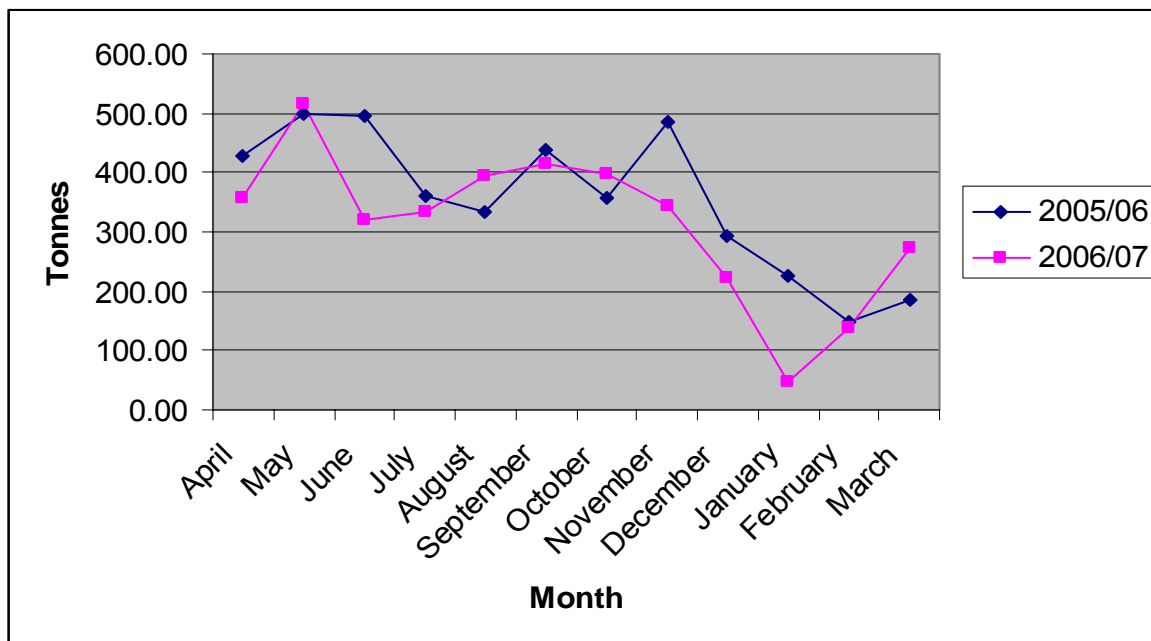
BVPI Indicator	2005/06	2006/07
82ai Percentage of household waste recycled	17.41%	18.29%
82bi Percentage of household waste composted	6.56%	5.51%
82di Percentage of household waste sent to landfill	76.03%	76.20%
84 Number of kilograms of household waste collected per head of the population	432kg	446kg

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Note: The Audit Commission defines Municipal waste as all waste produced in the Borough the Council is responsible for collecting and disposing of. Household waste is defined as including all waste produced in the Borough less inert waste (rubble), green and soil waste from parks, and fly-tipped waste.

23. The performance in 2006/07 shows a growth in the amount of waste recycled, a reduction in the amount of waste composted and consequent small net growth in the amount of waste sent to landfill. These changes can largely be attributed to improvements in recycling services and the drought in summer 2006 which saw a dramatic reduction in the volumes of green waste received in comparison to 2005/06, as shown in Chart 2. In only four months of 2006/07 was more green waste received than in 2005/06.

Chart 2 – Green Waste Tonnes for 2005/06 and 2006/07



REVIEW OF THE 3rd WASTE STRATEGY IMPLEMENTATION PLAN

24. The 3rd Waste Strategy Implementation Plan has largely been successfully delivered. Of particular note are the following:
- Continued development of the South London Waste Partnership with Merton, Croydon and Sutton (see Objective 5);
 - Introduction of a trial recycling and refuse collection service to 2,400 households in the Berrylands and Alexandra wards;
 - Orange bag collection service for dry recyclables increased from 1,300 to 2,000 flats;
 - Complete review of Refuse and Recycling Rounds to generally provide a specific collection day in each neighbourhood, which has enabled all residents (except those on bulk bin services to flats) to have Refuse & Recycling collections carried out on the same day;

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- e) Introduction of new Special Collections Service, working in partnership with Croydon ARC and Community Furniture, Kingston Voluntary Action;
 - f) 133 support and information events held by Kingston and Merton Real Nappy Network, with over 12,000 residents receiving information;
 - g) 580 compost bins given away to residents in Summer 2006 as part of the Community Composting Network;
 - h) Increased number of flats provided with paper collection by 821 and identified 37 locations where an additional bin could be placed for cardboard, which will provide cardboard collection for 1,412 flats;
 - i) Back alley vehicle collection service ceased due to health and safety concerns with collections. This service was previously provided to only 2% of households within the Borough;
 - j) Development of a Waste Model to ensure that data recorded by the Council is accurate and available for reporting to Members and the community when required;
 - k) 9 volunteer Environmental Mentors established under the Positive Environment Kingston Pilot Project, which will continue to work with the community and business organisations group to improve their environmental performance.
25. Work remains to be completed on the following strands of work, and this will now be picked up and absorbed within the 4th Waste Strategy Implementation Plan;
- a) Development and adoption of a waste enforcement strategy;
 - b) Defining a scheme which facilitates voluntary groups recycling and receiving recycling credits; and
 - c) Taking forward the good work from the Green Guardian Awards the Positive Environment Kingston project to ensure that the Council provides a clear direction to businesses to reduce trade waste.
26. Progress has also been made concerning the following areas of work that will run in parallel to the activities set out in this 4th Waste Strategy Implementation Plan. These are key pieces of work for the Environmental Services Directorate and go beyond the scope of the 4th Waste Strategy Implementation Plan.
- a) Guidance on how recycling and waste management issues can be built into future service plans across the Council is being developed;
 - b) Work is continuing to be undertaken to integrate all customer facing and contract monitoring systems with the DES customer care centre as part of the DES's "Customer First" initiative. A fully integrated system will increase efficiency and responsiveness. This ambition was set out in Changing Kingston – Choosing our Future (the Council's Medium Term Plan to 2011. It is anticipated that the new Customer Contact Centre will be running from March 2008.

THE 4TH WASTE STRATEGY IMPLEMENTATION PLAN

Introduction

27. This 4th Waste Strategy Implementation Plan draws together in one document the work being undertaken in four separate departments and three Council Plans and Strategies. These are:
- a) Environment & Sustainability Department – responsible for overseeing the implementation of the waste strategy, integration of new operations into the framework set by the strategy monitoring of performance and progress to meeting targets and for the delivery and review of the Waste Strategy Implementation Plan. Also responsible for the Strategic Management of all Waste Management Contracts.
 - b) Neighbourhood Services Department – responsible for managing the operational delivery of all waste management services on a day to day basis. Also responsible for day to day liaison with the contractors and public regarding delivery of the services.
 - c) Strategic Services – responsible for overseeing delivery of the Contractors Charter and ensuring this is reflected in Waste Management Services. Also responsible for managing the procurement of new services including market analysis, creating partnership, and the appointment of contractors to deliver services.
 - d) Business Support Department - The Finance & Accounts Unit deliver a comprehensive service of technical and financial advice, budget setting & monitoring, accounting and payments in regard to waste management services, contracts and projects. The Administration and Customer Care Unit are responsible for managing the customer interface between the Council and residents on waste services, awareness, and other environmental issues.
 - e) The Waste Strategy – sets out the framework and criteria in which all planning, procurement and operational decisions will be made to reduce waste and meet waste targets.
 - f) The Council's Performance Plan – sets out the Council's commitment, strategic aims and key objectives. It also reviews performance against previous targets and helps the Council to manage performance and improvement planning on an ongoing basis. The Plan contains targets relating to Waste Management.
 - g) The Community Plan – sets out a wider vision of what the many organisations responsible for key services in the Borough and the residents are trying to achieve for the Royal Borough of Kingston. Published in July 2004 it includes proposals for Waste Management in the Borough.
28. The approach to improvement, which is being developed across the Council and is clearly set out in the Council's Policy programme, has been built into this Implementation Plan. That approach requires a clear sense of direction, well communicated and with a focus on what matters most. The process of setting clear targets, reviewing progress and performance in seeking to meet them and renewing the targets and related performance indicators on a regular basis has proven to be reliable and robust. In delivering this Implementation Plan, quarterly assessments of

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progress will be made. This provides an effective process to secure and report on up-to-date data from contractors, ensure delivery of activities, and monitor performance.

29. There are 19 projects in this 4th Waste Strategy Implementation Plan to achieve the objectives set out in the Waste Strategy. In addressing each objective, brief commentary is set out for each project. This is followed by the targets, the key performance indicators and the activities related to the objective. This style is consistent with the Council's Policy Programme and broadly line with that used in the Community Plan. The main waste projects will also be cross-referenced in the Council's Environmental Awareness Strategy and supporting Communication Plan.
30. The Executive Member for Environment & Sustainability has two key / prioritised projects within this 4th Waste Strategy Implementation Plan. These are the successful completion of the procurement of replacement waste management contracts for September 2008 and the continued and enhanced delivery of a waste minimisation programme.

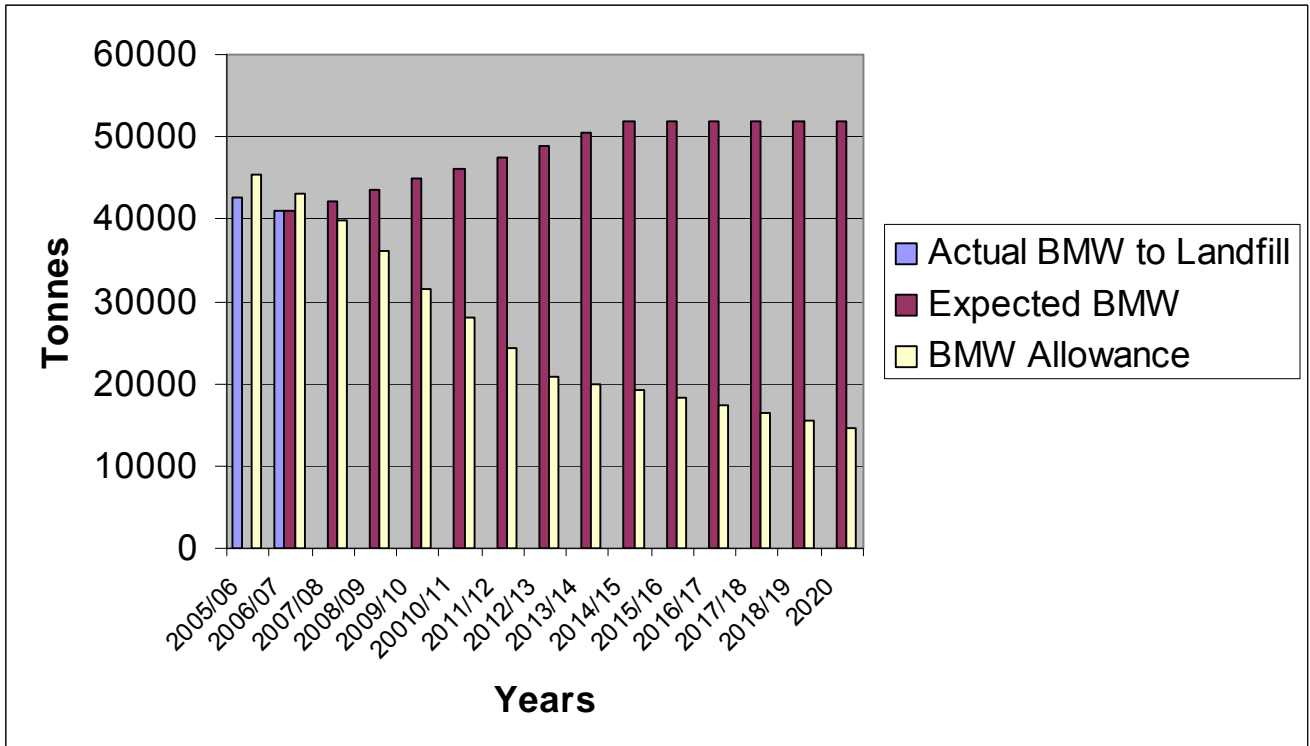
Objective 1: Reduce the amount of biodegradable municipal waste (BMW) to landfill and comply with the annual BMW allowances to landfill under LATS.

Commentary

31. From April 2005 the Government introduced a Landfill Allowance Trading Scheme (LATS) to regulate the amount of biodegradable municipal waste (BMW) each authority is allowed to send to landfill. Biodegradable waste is waste that is capable of undergoing anaerobic or aerobic decomposition, such as food and garden waste, and paper and paperboard. When this waste breaks down it produces greenhouse gases such as methane that contribute towards global warming and climate change.
32. Each authority in England has been given an annual (decreasing) "landfill allowance" for biodegradable waste. The penalty incurred on a Local Authority for not complying with its BMW allowances is £150 per additional tonne of BMW. Not meeting Kingston's allowance could be very costly to the Council and its residents and this is on top of the increasing Landfill Tax.
33. LATS completed its first year of operation in March 2006. Kingston's LATS reconciliation by the Environment Agency showed that in 2005/06 Kingston produced 79,115 tonnes of municipal solid waste, including recyclables and materials for composting. 28,671 tonnes of BMW produced was diverted from landfill through recycling (paper, cardboard, wood and textiles) and composting (green waste). The Council sent 41,973 tonnes of BMW to landfill, which was 3,354 tonnes less than its 2005/06 BMW allowance of 45,327 tonnes.
34. In 2006/07 Kingston produced 75,727 tonnes of municipal solid waste, including recyclables and materials for composting. 23,137 tonnes of BMW produced was diverted from landfill through recycling (paper, cardboard, wood, oil, textiles) and composting (green waste). The Council sent 41,025 tonnes of BMW to landfill, 1,985 tonnes less than its 2006/07 BMW allowance of 43,010 (NB Figures are subject to final audit by the Environment Agency with results due in September 2007. These figures are produced by the Council and may be changed by the Environment Agency)
35. This is a positive position for Kingston. The spare allowances are "banked" to help achieve future targets.

36. Chart 3 shows the forecast annual tonnage of BMW to be produced in Kingston against the amount allowed to be sent to landfill out to 2020.

Chart 3 – Expected Biodegradable Municipal Waste (BMW) arisings vs BMW Allowances to landfill of Kingston 2005/06 – 2020



Note: Expected BMW arisings is based on a 3% annual growth rate in BMW up until 2014/15, falling to 0% growth thereafter.

37. Chart 3 clearly shows that Kingston will need to firstly reduce the amount of BMW it produces, and reduce the amount it sends to landfill to comply with its Landfill Allowances.
38. The “Activities” section below outlines a series of activities to be undertaken by the Council to help encourage residents reduce the amount of waste they produce, and comply with the LATS Allowances over the next 2-3 years and up until the first target year in 2010. The activities outlined below focus on encouraging more composting of kitchen and green waste at home, and improving participation in existing kitchen food and green garden waste collection trials.
39. From September 2008 it is planned that the Council will have procured infrastructure to treat biodegradable waste in order to divert more from going to landfill and comply with LATS. Information on waste procurement is set out in Objective 5 of this plan.

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Targets and Key Performance Indicators

Objective One Targets	Year
1a) Increased amounts of biodegradable municipal waste diverted from landfill	2007/08 onwards
1b) Comply with LATS BMW to landfill allowances	2007/08 onwards
1c) Treating 10,000 tonnes of the Borough's municipal solid waste through a Dano Drum system in partnership with Sutton, Merton and Croydon.	2007/08 – 08/09
1d) Introduce kitchen waste collection to 6,000 flats through the Connaught Scheme.	2007/08
1e) New waste treatment facilities in operation (see Objective 5)	September 2008 onwards

Objective One Key Performance Indicators

(All figures in Tonnes)

Key performance indicator	2006/07 (actual)	2007/08 (draft)	2008/09 (target)	2009/10 (target)
Tonnes of BMW waste* sent to landfill (LATS) (Contributing to BVPI 82d)	41,002	41,025	42,256	43,524
Tonnes of household waste composted via: 1. CA site and kerbside collection (Contributing to BVPI 82a)	3,778	3,760	5,360	6,960
2. Home composting (Contributing to BVPI 82b)	Approx. 400	Approx. 432	Approx. 480	Approx. 540
3. Total waste composted	Approx. 4,178	Approx. 4,192	Approx. 5,840	Approx. 7,500
% of the total tonnage of household waste landfilled (Contributing to BVPI 82d)	76.03%	76.20%	72.96%	69.80%

*Assumes 68% of total waste sent to landfill is BMW ass per standard EA & DEFRA calculation.
BVPI – Best Value Performance Indicator

40. Approximately 3,600 Borough residents have home compost bins capable of composting 200kgs of BMW a year. Assuming a 60% participation rate (as recommended by the Mayor of London), Borough residents composted approximately

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432 tonnes of BMW in 2006/07. The Council expects a gradual increase in home composting with the implementation of the composting activities outlined below.

Activities

41. The following activities will be undertaken to secure Objective 1:

2007/08

- a) Continued successful delivery and growth in both participation and waste collected as part of the Berrylands Trial Organics (cardboard, kitchen and green waste) Collection.
- b) Kitchen waste collection to be included in the expanding orange bag collection service, which will increase from 2,000 to 6,000 flats.
- c) Treat 10,000 tonnes of household waste using the Dano Drum facility in Sutton to:
 - i. Separate 1,600 tonnes of BMW for composting;
 - ii. Separate 300 tonnes of metals for recycling; and
- d) On-going communication with residents with compost bins to provide information, incentives and encouragement to continue home composting. Communication will include personal letters, media releases, general composting information, and links to compost workshops in partnership with Kingston Vale Leisure Gardeners Association (KVLGA); in conjunction with a wide ranging waste minimisation campaign.
- e) Introduction of biodegradable 'jute' bags for the household green waste collection service.

2008/09 onwards:

- a) Continue sending 10,000 tonnes household waste per year to Dano Drum Facility until at least 2008/09;
- b) Continue promoting home composting and implementing the Environmental Awareness Strategy and Communications Plan;
- c) Introduction of a kerbside collection for separated cardboard, kitchen and green waste Borough wide if feasible; and
- d) Introduce new waste collection, treatment, and disposal services from September 2008 in line with the joint waste procurement project (see Objective 5).

Objective Two: Securing 30% recycling and composting rate by March 2010 and securing future targets yet to be set by DEFRA. This will require increased participation rates utilising largely the existing infrastructure for recycling and composting up until at least September 2008.

Commentary

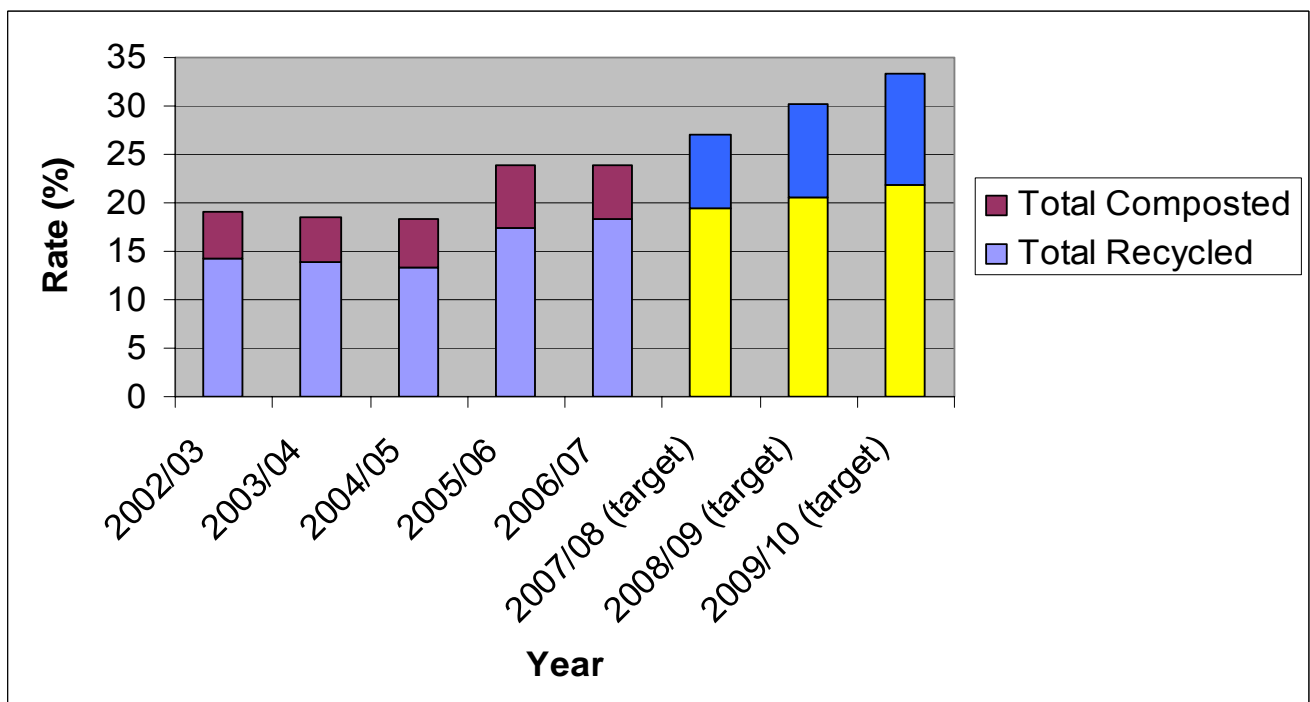
42. In December 2004, DEFRA capped statutory 2005/06 and 2006/07 recycling and composting targets for Kingston from 36% to 30% (many authorities' targets were similarly capped. The capping reflected the introduction of LATS and the change in

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priorities by DEFRA). In 2006/07, Kingston performed well in regards to recycling and composting and achieved 24%, just falling short of DEFRA's 25% national target; the capped DEFRA target of 30% was not met.

43. For 2007/08, DEFRA has decided to set targets for all Local Authorities equal to the level of their targets in 2005/06 (except for those Local Authorities with a target of 18% in 2005/06 who would be required to raise their performance to 20%). Therefore, the Council's DEFRA recycling and composting target for 2007/08 is 30%.
44. In the absence of DEFRA targets beyond 2007/08 the Council has planned its own targets by 2010. This reflects the current contractual position whereby it is unlikely the step change to 30% can be attained before the renewal of contracts in September 2008. Considerable work has been done with South London Waste Partnership to model the production of waste and possible recycling and composting targets for future years. Until the final treatment and disposal solutions are agreed later in 2007 these figures are theoretical and very likely to change.
45. The Council needs to continue being innovative and far sighted if it is to retain its position, and meet DEFRA's 30% recycling and composting target in 2007/08. The Council is clear that this target will largely be achieved through securing higher participation rates rather than significant investment or change to the collection services up until September 2008.
46. This intention was reflected in the introduction of weekly kitchen waste and cardboard collection in the Berrylands Refuse and Recycling Trial that began in March 2007 and in June 2006 when the number of flats able to recycle increased from 1,300 to 2,000 properties.
47. Chart 4 below shows actual tonnages arising from total recycling and composting since April 2000 in Kingston and targets to 2010.

Chart 4 – Kingston Recycling & Composting Tonnages 2002 – 2007 and targets to 2010



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48. Chart 4 shows Kingston's recycling and composting performance plateaued between 2002/03 – 2004/05. However performance increased by about 6% from 18% in 2004/05 to 24% in 2005/06. This increase is the result of introducing the new services mentioned above, promotion of existing recycling and composting services, and improvements in waste data management.
49. The recycling and composting rate from 2005/06 to 2006/07 showed a minor decrease (down by 0.18 in percentage terms). Reasons for this include:
- i) The drought experienced in Summer 2006 resulted in a decrease in the amount of green waste sent for composting;
 - ii) The Dano Drum was expected to be operational in September 2006, however only started operating in February 2007 and limited tonnages were accepted, due to operational faults. Therefore, waste that should have been treated and recycled was sent directly to landfill.
 - iii) The introduction of the Berrylands Trial was delayed by four months.
50. It is expected that the Dano Drum will become fully operational in Summer 2007, which will help Kingston to achieve its recycling and composting target for 2007/08.
51. The "Activities" section below outlines more specifically what the Council will do over the next 2-3 years to improve its recycling and composting performance.

Targets and Key Performance Indicators

Objective 2 Targets	Year
2a) Recycle and compost 27% of household waste	2007/08
2b) Recycle and compost 30% of household waste	2008/09
2c) Recycle and compost 33% of household waste	2009/10

Key Performance Indicators

Key performance indicator	2006/07 (actual performance)	2007/08 target	2008/09 target	2009/10 target
Kilogrammes of household waste collected per head of population (BVPI 84)	446kgs	459kgs	473kgs	487kgs
% of household waste recycled or composted (BVPI 82a)	23.80%	27.04%	30.20%	33.26%
% of resident population in the Borough served by kerbside collection of recyclables (BVPI 91)	98.07%	TBC	TBC	TBC

BVPI – Best Value Performance Indicator

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52. Recycling and Composting targets beyond 2008/09 will be reflected in any forward planning of waste services and joint waste procurement with Sutton, Merton and Croydon Boroughs. It is not possible yet for the Council to decide on key performance targets for the “percentage of the total tonnage of household waste used to recover other energy sources”. These targets will be established once the Council decides on preferred waste treatment options. More detail on waste treatment options are set out in Objective 5.

Activities

53. The following activities will be undertaken to secure Objective 2.

2006/07

- a) Continued successful delivery and growth in participation of the Berrylands Refuse and Recycling Trial.
- b) Increase the number of flats and households that can receive recycle cardboard through cardboard collection service.
- c) Expanding the Orange Bag collection service for flats from 2,000 to 6,000 properties for dry recyclables.
- d) Promote the Villiers Road Civic Amenity Site as a recycling and re-use centre. This will involve:
 - i. Changing the layout of the Site to promote more recycling
 - ii. Improving signage at the Site to clearly identify the recycling and composting services;
 - iii. Promoting the Site as a re-use and recycle centre through the Council's website, mainstream publications, and public awareness and education programme on waste; and
 - iv. Working with the Council's waste contractor to raise awareness on the re-use and recycling services at the Site and maximise the amount of waste recycled.
- e) Additionally given the increase of 30% in waste accepted at the CA Site during 2006/07 consideration will be given during the year to restricting access to the site to residents in the Borough only. Any decision relating to this change will require a comprehensive communications plan in order that residents are informed about the changes and, as importantly, the reasons for the changes.
- f) Implement the revised Council's Household Special Collection Service. This will involve:
 - i. Reviewing the current Special Collection service to identify any efficiencies and opportunities to divert more waste collected to be re-used, recycled or composted;
 - ii. Defining a new Special Collection service and implementation plan in partnership with the Council's waste contractor and relevant stakeholders. This will involve a new pricing and payment system, and greater clarity on who the service is for and what will be collected; and
 - iii. Implementing the new service and associated communication activities to raise awareness.

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- g) Defining a scheme which facilitates voluntary groups recycling and receiving recycling credits.
- h) Effective implementation of the Waste Electrical and Electronic Equipment Regulations 2006 in Kingston, which will ensure the electrical and electronic equipment from households within the Borough are recycled and reused.
- i) Provide facilities for recycling at Community events.
- j) Minimise waste produced through activities outlined under Objective 3 below.

From 2008/09:

- a) Continued improvements in other recycling and composting services including on-street recycle litter bins, bring sites, green garden waste collection service, CA site recycling facilities and home composting activities/advice;
- b) Introduction of the new waste management contracts in 2008/09

Objective Three: Development and delivery of a comprehensive waste awareness and waste minimisation programme encompassing a wide ranging communication strategy engaging with all of Kingston's residents.

Commentary

- 54. Waste has a significant environmental impact, but for some people it is an 'out of sight out of mind' issue; once they have put their rubbish in the bin it is forgotten. The changes and improvements the Council is seeking will not take place unless every resident understands the reasons for changing their current behaviour. Increased awareness of waste minimisation and waste services, and an appropriate enforcement policy are essential to reducing waste and expanding the current use of recycling and composting services.
- 55. As the Council strives to encourage waste reduction, achieve its statutory targets, and divert more waste away from landfill, it is vital that every single resident takes part in reducing, reusing, recycling and composting their waste. One of the best ways to increase recycling is to provide more information to raise residents' awareness.
- 56. An Environmental Awareness Strategy and supporting Communications Plan was developed in 2006. These documents provide the framework for the Council to inform, educate, and raise the awareness across the Community with regard to the environment and sustainable development, of which waste is a key element.
- 57. The Council will undertake the targeted activities set out below aimed at raising the awareness on the importance of waste minimisation and the recycling and composting services available.
- 58. A key focus will be to continue identifying and breaking down the barriers to greater recycling, home composting and waste reduction wherever reasonably practicable.
- 59. In addition to the waste minimisation campaigns described above there will be a stronger focus on actual waste prevention. A waste prevention case study will provide

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a method for collecting baseline information to be used in a high profile media campaign.

Targets and Key Performance Indicators

Objective 3 Targets	Year
3a) Implementing the waste awareness activities identified in the Environmental Awareness Strategy and Communications Plan.	2007/08 onwards
3b) Increased awareness on the importance of waste minimisation, recycling and composting; and increased awareness of the recycling and composting services available to residents.	2007/08 onwards
3c) Work with selected households to produce case studies for waste prevention and reduction. Media campaign focusing on these households and their successes/challenges.	2007/08 onwards
3d) Integrated public awareness activities with neighbouring boroughs and local and national initiatives	2007 onwards
3e) Introduction of waste enforcement policy to reduce waste and encourage more re-use, recycling and composting	2007 onwards
3f) Development of waste minimisation and awareness initiatives for business and voluntary organisations	2007 onwards

Key Performance Indicators

60. Key Performance Indicators for this Objective will be developed as part of the Communications plan mentioned above.

Activities:

61. The following activities will be undertaken to secure Objective 3.

2007 – 2010

62. Implement the waste activities identified in the Environmental Awareness Strategy and Communications Plan targeted at reducing waste and increasing household recycling and composting up to and beyond 30%. Activities will include those below.

63. Waste awareness campaigns focused on reducing the amount of waste going to landfill and including:

- i) ShopSmart
- ii) Using Real Nappies
- iii) Community Furniture Re-use
- iv) Unwanted Mail
- v) Reduce, reuse, recycle

- vi) Composting
- vii) Waste prevention

64. Details of each campaign are set out in the paragraphs below.
65. **Shop Smart Campaign.** This campaign aims to influence the purchasing decisions of householders towards products and services which produce less waste. This includes buying food and other items with less packaging (for example loose fruit and vegetables), hiring goods instead of buying them (for example DIY tools), buying reusable items (such as nappies) and other actions that can reduce waste, such as reducing unwanted mail and donating furniture and other household items to charity rather than paying for them to be collected and land filled.
66. The Shop Smart campaign in 2007/08 will involve a number of road shows at various supermarkets in the Borough. The road shows involve a display outside the selected supermarkets giving away reusable bags containing booklets on shopping SMART, buying products made from recycled materials, and promoting the Council's recycling and composting services.
67. The Shop SMART road show will continue each year, expanding to more supermarkets throughout the borough where achievable. Shop SMART information will also be available at events, on the website and via local press.
68. **Real Nappy Campaign.** Disposable nappies currently contribute to 6% of household waste. The Council has developed a communication strategy in partnership with the Kingston and Merton Real Nappy Network (KMRNN) to educate new mothers on the importance and cost effectiveness of using real nappies (see Objective 4).
69. Kingston and Merton Councils have again committed approximately £20,000 in 2007/08 to further develop the KMRNN.
70. **Community Furniture - Furniture Reuse Scheme:** The Council will continue to support the Community Furniture project through 2007/08 (see Objective 4).
71. **Unwanted Mail Campaign.** The unwanted mail sub campaign will reduce waste through promotion of the Mail Preference Service where households can stop direct marketing literature being sent to them. Leaflets, stickers and posters will be produced and distributed to post offices and libraries throughout the Borough. Display ads will be placed in the local newspapers and free magazines.
72. **Reduce, Reuse, Recycle.** Minimising the amount of waste produced is central to waste awareness communications. General campaign focusing on the overall waste minimisation message will be integrated with London-wide campaigns such as "Recycle for London" where possible. Consideration will be given to developing a campaign and putting a single campaign "day" at its centre to promote this message.
73. **Composting.** Approximately 26% of residents' bins are made up of kitchen food waste and much of this waste can be composted at home. The challenge is to overcome the perceptions that composting is difficult, odorous and poses a health hazard. The Council will continue providing accurate information to encourage composting by all residents, building on the progress of the composting projects identified in Objective One.

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74. **Waste Prevention.** A focus will be placed on preventing waste in the first place. Information based on exemplar case studies can be disseminated through a series of media opportunities. The case studies will be designed around working with a number of different types of households with different needs to avert waste, using a range of different trails and methods. This 'real life' information will be used to guide the media campaign.
75. **Promotion and awareness raising of the Council's existing waste services:**
- i) Green Box Collection Scheme;
 - ii) Bring Sites (public and school sites);
 - iii) On Street recycling bins;
 - iv) Green waste Collection (including Christmas tree collections);
 - v) Cardboard recycling for flats and households;
 - vi) Orange bag recycle service;
 - vii) WEEE Regulation;
 - viii) Special Collection Service; and
 - ix) Civic Amenity Re-use and Recycling facilities at Villiers Rd.
76. **Promotion of Service Improvements and Changes.** There will be improvements and changes to some Council waste services. Specific awareness raising activities will be undertaken for improving the following waste services:
- i) Expanding the flats and households cardboard recycling;
 - ii) Site layout and management changes at the Civic Amenity Villiers Road Re-use and Recycling Centre;
 - iii) Green Garden Waste Collection;
 - iv) WEEE Regulation;
 - v) Special Household Waste Collections; and
 - vi) Extension of the Orange bag recycling service in Estates and Flats throughout the Borough.
77. **Enforcement Policy.** It is the Council's intention to develop and adopt an enforcement strategy during 2007/08. Adopting an effective waste enforcement policy will help to:
- i) More effectively raise awareness of the Council's existing waste services;
 - ii) More effective increase participation in re-use, recycling and composting services;
 - iii) Strengthen the Council's ability to deal with serious offences and persistent fly-tipping offenders;
 - iv) Prevent the Borough from becoming a victim as surrounding boroughs strengthen their enforcement policies.
78. Working with Kingston businesses to help them improve environmental performance, with particular regard to waste management. Activities include:
- i) Providing a "signposting" service for businesses to take practical measures to improve their waste management practice (reducing waste and recycling more of it);
 - ii) Working with "Kingston First" to identify areas for improved waste management with regard to recycling in the town Centre;

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- iii) Smaller retailers will be going to be targeted via a Local Development Agency project funded by the Green Business fund, where they will be provided with a mini audit and advised on how to become greener. These businesses will also be educated on the Shop SMART campaign and asked to display posters and encourage more sustainable shopping.

79. **Schools and Education Awareness:** Working with Kingston's schools to help them improve environmental performance, with particular regard to waste management. Activities include:

- i) Providing a "signposting" service for schools to take practical measures to improve their waste management practice (reducing waste and recycling more of it);
- ii) Considering the option of a "call off contract" as part of the new Council refuse and recycling service for schools to use for collection of their waste and recyclable material.

80. The list of activities above may be added to throughout the year as opportunities for awareness raising and waste minimisation promotion occur as a result of other activities.

Objective Four: Seeking strong community based partnerships to help deliver elements of the recycling and composting infrastructure, these partnerships to be with community based organisations, environmental groups or other third parties.

Commentary

81. Whilst the Council can provide core waste service infrastructure, there are elements of the service that lend themselves to joint delivery with other partners. Such partners are usually community based, environmentally focused and able to reach out to a range of sectors not easily contacted by the Council.
82. These organisations are crucial in helping the Council create change in public attitudes towards litter and waste, and influencing public and business behaviour. Additionally, the range of benefits gained by such partnerships is wider than those provided by the core service notably social benefits including employment and training. Achieving Kingston's waste targets will be dependent on a partnership approach to build an informed community provided with the necessary incentives, programmes and waste collection services.
83. There are several known community organisations and programmes in Kingston committed to addressing Kingston's waste problem. The "Activities" section below outlines some of the community organisations the Council intends to partner with, and provides some detail on each of the programmes focused on reducing waste and increasing recycling and composting.

Targets	Year
4a) Increased amounts of re-useable waste material diverted from landfill to those in need	2007 onwards
4b) Increased awareness of community-led services promoting waste minimisation and education, and recycling and composting	2007 onwards

Activities 2007 - 2010:

84. The activities set out below will be undertaken to secure Objective 4. Securing partnerships with community and voluntary organisations to develop waste initiatives that reduce waste production, increase recycling and composting, and reuse material that would otherwise be waste. Partners and waste initiatives include:

a) Kingston Voluntary Action's Community Furniture project - update

The Council has supported Kingston Voluntary Action (KVA) in developing and operating the Community Furniture Project since 2004/05 and this support will continue in 2007/08. The project sources re-useable furniture donated by Borough residents and distributes the items to those in need. The Council expects the furniture project to make gradual improvements to the Borough's recycling rate, increasing the reducing the amount of re-useable household furniture to landfill by approximately 100 tonnes a year. The project is also expected to deliver significant social benefits to over 16,000 residents in Kingston. These include providing affordable furniture to those in need, offering training opportunities to volunteers and trainees and building partnerships in the borough between the council and local community and voluntary sector organisations; and

b) Kingston Waste Partnership Programme's "Space for Waste" project

The project proposes to divert from the waste stream, both directly re-useable goods, and scrap materials suitable for DIY, arts and crafts purposes. The intention is to erect an innovative building constructed of a majority of reclaimed materials in partnership with Kingston University. The project intends to integrate with Kingston Voluntary Action's Furniture Re-use, and concentrate on sourcing domestic waste for re-use and providing low-cost household goods to disadvantaged groups and others in need. The project also intends to handle a minority of other waste - particularly scrap materials - retailed to schools, community groups, and the public. The Council expects the project to raise awareness on waste reduction and recycling, make gradual improvements to the borough's household recycling rate, provide training opportunities for volunteers, and build community partnerships. The project is planned to be operational in 2007/08 as part of the waste management options available under the new contracts.

c) Community Composting Network

The Council has worked in partnership with London CRN for the previous two years to develop the Community Composting Network with Kingston Vale Leisure Association and it is expected that this partnership will continue in 2007/08. The Community Composting Network plays a key role by educating and promoting awareness of home and allotment based composting.

Through the Community Composting Network information is provided to Council on:

- i) Kilogrammes of kitchen food and green garden waste composted (estimated figures);
- ii) The number of home composting training events and promotions it undertakes;
- iii) The number of local residents trained in home composting from its workshops; and

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- iv) How KVLGA will expand the knowledge base on home composting to other Allotment groups through the Kingston Federation of Allotment Gardeners.

d) Save the World Club community projects

Save the World Club (STWC) continue to be involved in many successful community projects and initiatives in Kingston relating to waste minimisation and recycling. These include their Urban Arts Centre, the Kingston Green Fair, the Monkey House, community credits (LETS) trading for furniture and equipment, scrap clubs, bike maintenance classes, schools regeneration projects and their recent Mosaic project along Castle St. STWC also provide the lead personnel for the "Space of Waste" project. These initiatives make significant contributions to raising awareness on waste minimisation and recycling, as well as building community relationships across the borough. The Council will continue to work with STWC where appropriate to promote waste minimisation, recycling and re-using waste materials.

e) Kingston Friends of the Earth

Since 2003/04 Kingston Friends of the Earth (KFOE) have received Council grants to develop community and home composting. It is hoped that through the Community Composting Network, the Council can learn from this experience and work with KFOE to further promote composting in the Borough.

f) Kingston Positive Environment

This pilot project in 2006/07 is currently under evaluation in order to identify key points learnt and the way forward for 2007/08. The project is expected to be developed further during 2007/08, with consideration to the follow areas:

- I) General environmental advice to small organisations and business on a one to one support with supporting educational material;
- II) Personalised support for the design and development of environmental actions;
- III) Delivery of a relevant and capacity building environmental event to be held yearly;
- IV) Maintain and develop a group of volunteer Environmental Mentors; and
- V) Develop an environment network for sharing best practises.

g) Kingston and Merton Real Nappy Network

During 2007/08, Kingston and Merton Boroughs will continue to strengthen the development of the Kingston and Merton Real Nappy Network (KMRNN). The key aims of the Network are to:

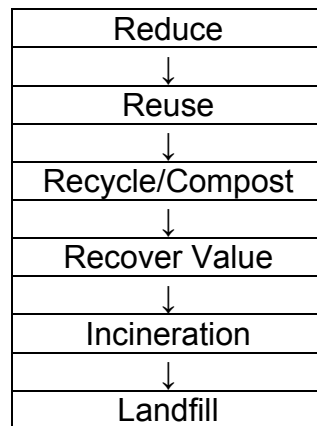
- i) Increase awareness and use of real nappies in the Boroughs;
- ii) Reduce the amount of disposable nappies sent to landfill;
- iii) Help Kingston and Merton Councils reduce biodegradable waste to landfill; and
- iv) Provide a solid financial platform from which KMRNN can secure funding to ensure its sustainability in the long term.

h) Actively look for new projects and groups that may be able to benefit from the Council's environmental grants and in particular support the delivery of the waste strategy

Objective Five: Robust exploration and planning of the options available for the Council's collection and disposal service beyond September 2008.

Commentary

85. All waste treatment options being considered by the Council incorporate the principles of the standard "Waste Hierarchy" model shown below:



86. During 2006/07, the Council continued to work with the neighbouring Boroughs of Croydon, Merton and Sutton in developing options for procuring its waste management services required from September 2008.
87. The Executive took initial decisions on this matter in July 2006 and further decisions in November 2006. All details including targets, key performance indicators, activities and the necessary arrangements for procurement were set out in those reports. Further reports will be made to Executive on the Partnership and its Procurement activities.
88. The Executive took initial decisions relating to the procurement of new refuse and recycling contracts for September 2008 at its meeting in April 2007. The report set out a clear timetable for the work and established a Member Officer Working Group to oversee the procurement exercise. The Group will report to Executive as appropriate.
89. It has been decided not to cover the details of this work within the 4th Waste Strategy Implementation Plan. Details of the work are already set out in the Executive Reports referred to above and will be further set out in forthcoming reports to Executive.