

TONBRIDGE & MALLING BOROUGH COUNCIL



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
committee.services@tmbc.gov.uk

3 February 2020

To: MEMBERS OF THE STREET SCENE AND ENVIRONMENT SERVICES
ADVISORY BOARD
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Street Scene and Environment Services Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Tuesday, 11th February, 2020 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

A G E N D A

PART 1 - PUBLIC

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| 1. | Apologies for absence | 5 - 6 |
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3. Minutes 9 - 14

To confirm as a correct record the Notes of the meeting of the Street Scene and Environment Services Advisory Board held on 30 October 2019

Matters for recommendation to the Cabinet

4. Waste Services Contract 15 - 30

This report updates Members on progress with the Waste Services Contract following the introduction of opportunities for new and improved recycling services on 30th September 2019. The report outlines progress against the key aims of the new service and actions taken by the Council and Urbaser in addressing outstanding contract performance issues.

5. Draft Climate Change Strategy 31 - 56

Following a motion adopted by full Council, it was agreed that a strategy be developed to support the aspiration for Tonbridge and Malling to be carbon neutral by 2030. A draft climate change strategy setting out the Council's commitment to local action on climate change, biodiversity protection and an approach to partnership working would be prepared by May 2020.

- *An initial draft Climate Change Strategy is attached as Annex 1*
- *A draft Climate Change Action Plan is attached as Annex 2*

Matters submitted for Information

6. Urgent Items 57 - 58

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

Matters for consideration in Private

7. Exclusion of Press and Public 59 - 60

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

PART 2 - PRIVATE

8. Urgent Items 61 - 62

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Cllr M O Davis (Chairman)
Cllr Mrs S Bell (Vice-Chairman)

Cllr G C Bridge
Cllr D J Cooper
Cllr D A S Davis
Cllr S M Hammond
Cllr M A J Hood
Cllr F A Hoskins
Cllr A P J Keeley

Cllr D Keers
Cllr A Kennedy
Cllr Mrs C B Langridge
Cllr R V Roud
Cllr J L Sergison
Cllr T B Shaw
Cllr Miss G E Thomas

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Apologies for absence

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Declarations of interest

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TONBRIDGE AND MALLING BOROUGH COUNCIL

STREET SCENE AND ENVIRONMENT SERVICES ADVISORY BOARD

Wednesday, 30th October, 2019

Present: Cllr M O Davis (Chairman), Cllr G C Bridge, Cllr D J Cooper, Cllr D A S Davis, Cllr S M Hammond, Cllr M A J Hood, Cllr F A Hoskins, Cllr A P J Keeley, Cllr D Keers, Cllr Mrs C B Langridge, Cllr R V Roud, Cllr J L Sergison, Cllr T B Shaw and Cllr Miss G E Thomas

Councillors Mrs J A Anderson, Mrs P A Bates, R P Betts, T Bishop, M D Boughton, V M C Branson, M A Coffin, R W Dalton, N J Heslop, P M Hickmott, S A Hudson, Mrs F A Kemp, D W King, D Lettington, Mrs R F Lettington, B J Luker, Mrs A S Oakley, W E Palmer, M R Rhodes, H S Rogers, N G Stapleton, K B Tanner, Mrs M Tatton, M Taylor, D Thornevell and C J Williams were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs S Bell (Vice-Chairman) and A Kennedy

PART 1 - PUBLIC

SSE 19/22 DECLARATIONS OF INTEREST

The Chairman, Councillor M Davis, declared an interest in sections 1.7 and 1.8 of the report on the Review of Car Parking Fees and Charges on the grounds that his firm was a major purchaser of season tickets and off-peak season tickets in Tonbridge. He withdrew from the meeting during consideration of and voting on these sections of the report. In the absence of the Vice-Chairman, it was proposed, seconded and agreed that Councillor D Davis chair the meeting for this element of the report.

SSE 19/23 MINUTES

RESOLVED: That the notes of the meeting of the Street Scene and Environment Services Advisory Board held on 3 September 2019 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

SSE 19/24 WASTE SERVICES CONTRACT

Decision Notice D190077MEM

The report of the Director of Street Scene, Leisure and Technical Services provided an update on the new Waste Services Contract which had started on 1 March 2019 and the new and improved recycling

services introduced on 30 September 2019. The report also brought forward proposals for the Christmas collection arrangements.

In response to a presentation given by Urbaser, Members expressed serious concerns about the contractor's performance following the implementation of the new household recycling service with particular reference to the food waste collection, the non-completion of rounds and 'missed' collections and lack of crew familiarisation with new rounds. Concern was also expressed about the 'mop-up' arrangements for undertaking non-completed rounds on the following day and the completion of missed collections; the lack of clarity of the scale of the problem and how it would be resolved and the impact of the current standard of service on residents, Members, the officer team and to the reputation of the Council. In response to a question from a Member, Urbaser agreed to consider a funding contribution towards additional staff costs incurred by the Borough Council.

A number of Members reported that the new arrangements for recycling were welcomed by their residents.

Particular reference was made to the need to provide clear information on a daily basis to the Borough Council, together with the development of an Action Plan by Urbaser for the resolution of the problems which could be circulated to all Members and reported to the cross-party Waste Contract Member Group.

RECOMMENDED: That

- (1) progress made with the mobilisation of the new service arrangements be noted;
- (2) the existing Marketing Plan be updated at the end of the calendar year in liaison with the Waste Contract Member Group and an allocation of £40,000 be made in the 2020/21 revenue budget;
- (3) the proposed Christmas collection arrangements outlined at section 1.7 of the report be noted;
- (4) an Action Plan to resolve the current issues be developed by Urbaser and circulated to all Members; and
- (5) a progress report be submitted to the next meeting of the cross-party Waste Contract Member Group.

SSE 19/25 REVIEW OF CAR PARKING FEES AND CHARGES

The joint report of the Director of Street Scene, Leisure and Technical Services and the Director of Finance and Transformation brought forward proposals for fees and charges for existing car parking to be

implemented from 1 April 2020. In addition, the report sought approval for the introduction of charges in a number of the Council's smaller car parks, highlighted a review of initiatives to improve digital access for customers and the intention to introduce electric charging points and confirmed parking arrangements for the Blood Transfusion Service and the Breast Screening Unit in Tonbridge.

RECOMMENDED: That,

(1) subject to consideration of the consultation referred to at paragraph 1.22 of the report, Cabinet be commended to approve the following proposals with effect from 1 April 2020:-

1. introduce the schedule of charges for short and long stay parking in Tonbridge as shown in Table 1 of the report;
2. revise the parking arrangements at Tonbridge Castle to maximise public use whilst still retaining appropriate parking arrangements for staff;
3. adopt the schedules of Peak and Off-Peak Season Ticket charges in Tonbridge as shown in Tables 2 and 3;
4. increase Ryarsh Lane annual season ticket charges to £255;
5. introduce the schedules of charges for short stay parking in West Malling shown in Table 5;
6. introduce the schedule of charges for Blue Bell Hill car park shown in Table 6;
7. introduce the schedule of charges for parking in Borough Green Western Road car park shown in Table 7;
8. increase Residents Permits to £45 per year and introduce a rising scale of charges for those parking more than 2 cars in the road;
9. introduce the schedule of charges for Business Permits and dispensations shown in Table 8, subject to consideration of a 'means tested regime' at the next annual review;
10. visitor permits be retained at £12 for a book of 10 permits, with the current offer of 10 free permits to new applicants retained;
11. introduce the schedule of charges for Haysden and Leybourne Lakes Country Parks shown in Table 9;

12. introduce the schedule of charges for on-street pay & display parking in Tonbridge shown in Table 10 and incorporate the existing parking bays in the northern end of the High Street and Lyons Crescent; and
 13. parking charges on Sunday and Bank Holidays remain free of charge.
- (2) the following be commended to Cabinet:-
1. car parking charges be introduced to the Council's existing car parks in Aylesford, Martin Square Larkfield and Snodland, as outlined in the report, and a period of formal consultation be undertaken in accordance with the requirements of Statutory Regulations;
 2. a Capital Plan evaluation be undertaken for consideration at the Finance, Innovation and Property Advisory Board for the provision of new parking machines, CCTV (subject to the outcome of the Overview and Scrutiny Committee), signage and Improvements in Aylesford, Martin Square Larkfield and Snodland car parks, Tonbridge Castle Grounds and on street parking bays in Tonbridge High Street and Lyons Crescent;
 3. a report be presented to a future meeting of the Street Scene and Environment Services Advisory Board on initiatives to support the priorities outlined in the Council's Digital Strategy;
 4. the Parking Service back office administration system be upgraded with the existing suppliers;
 5. parking initiatives to support the Council's commitment to a sustainable low-carbon future be incorporated in the emerging Climate Change Strategy, with a report on the introduction of electric car charging points across the Council's car parks being considered at a future meeting of the Street Scene and Environment Services Advisory Board;
 6. the parking concessions for the Blood Transfusion Services and Breast Screening Unit, as outlined in the report, be approved;
 7. the possibility of additional parking provision in the Castle Fields area of Tonbridge be investigated; and

8. the long term future of the Sovereign Way East car park be reviewed as part of a future review of assets in Tonbridge Town Centre to determine the best use of the site.

***Referred to Cabinet**

SSE 19/26 PROVISION OF PUBLIC CONVENIENCES

The report of the Director of Street Scene, Leisure and Technical Services provided an update on the implementation of the approved way forward regarding the provision of the Council's existing public conveniences.

RECOMMENDED: That

- (1) the transfer of the public conveniences to the relevant Parish/Town Council be progressed in liaison with the Finance, Innovation and Property Advisory Board;
- (2) Hadlow Parish Council be invited to reconsider its decision to decline the transfer in light of the financial arrangements accepted by other Parish/Town Councils. Hadlow Parish Council be advised that if it remains unwilling to accept the transfer of the public convenience in the village, the facility will be closed and proposals brought forward for the future use/disposal of the site.
- (3) a programme of improvements to the public conveniences that are to be retained or transferred be implemented;
- (4) the transfer arrangements with Parish/Town Councils commence on 1 April 2021, and the current cleansing contract be extended for a period of 13 months;
- (5) at the appropriate time during 2021/22, a consultation be undertaken with a view to updating the Special Expenses Policy to reflect the new arrangements for the provision of public conveniences as a concurrent function;
- (6) the Parish/Town Councils' legal fees associated with the transfer be met by the Borough Council and, alongside this, the principle of supporting the Parish/Town Councils financially with a one-off payment be considered by Members;
- (7) the Council seeks quotations for cleansing those public conveniences being retained in Tonbridge and at 'strategic sites'; and
- (8) the anticipated cost saving from the new arrangements be reflected in the Council's revenue estimates from April 2022.

***Referred to Cabinet**

SSE 19/27 REVIEW OF FEES AND CHARGES

The joint report of the Director of Street Scene, Leisure and Technical Services, the Director of Planning, Housing and Environmental Health and the Director of Finance and Transformation set out the proposed fees and charges for the provision of services in respect of household bulky refuse and fridge/freezer collections, "missed" refuse collections, stray dog redemption fees, pest control, food certificates, contaminated land monitoring and private water supplies from 1 April 2020.

RECOMMENDED: That 

- (1) the scale of charges for household bulky refuse and fridge/freezer collections, "missed" refuse collections, stray dog redemption fees, pest control, food certificates, contaminated land monitoring and private water supplies, as detailed in the report, be approved; and
- (2) the above charges be implemented from 1 April 2020.
***Referred to Cabinet**

SSE 19/28 PROVISION AND OPERATION OF BUS SHELTERS

The report of the Director of Street Scene, Leisure and Technical Services brought forward details of a proposed new and improved Agreement for the provision and operation of bus shelters located across the Borough.

RECOMMENDED: That the Council enters into an improved 5 year Agreement with Clear Channel UK Ltd for the provision and operation of Bus Shelters across the Borough. 
***Referred to Cabinet**

SSE 19/29 EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 11.15 pm

TONBRIDGE & MALLING BOROUGH COUNCIL

STREET SCENE and ENVIRONMENT SERVICES ADVISORY BOARD

11 February 2020

Report of the Director of Street Scene, Leisure & Technical Services

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 WASTE SERVICES CONTRACT

Summary

This report updates Members on progress with the Waste Services Contract following the introduction of opportunities for new and improved recycling services on 30th September 2019. The report outlines progress against the key aims of the new service and actions taken by the Council and Urbaser in addressing outstanding contract performance issues.

1.1 Background

1.1.1 The Council's Waste Services Contract was tendered in partnership with Tunbridge Wells Borough Council. Urbaser was appointed as the successful contractor by Cabinet on the advice of this Board, and commenced the delivery of the new contract on 1st March 2019.

In summary:-

- the contract covers the collection of household refuse and the cleansing of streets across the boroughs of Tonbridge & Malling and Tunbridge Wells [in Tonbridge and Malling this involves circa 54,500 households];
- between 1st March – 29th September 2019 the contract matched the service delivery arrangements in the previous contract, and the performance of Urbaser was good;
- on the 30th September 2019 the new improved household recycling collection service was introduced, including weekly food waste; plastic bottles, trays, pots & tubs; glass bottles & jars; tins & cans paper & card/cardboard; , household batteries, small electrical appliances and textiles;
- the new Service includes an opt-in Garden Waste Service for which there is a separate annual charge.

1.1.2 A separate Member Group, chaired by the Chair of this Board has been established by this Council to help oversee the implementation of, and the monitoring of the new contract, and at the June 2019 meeting of this Board Member representation on the Group was agreed. The Group last met on 5th December 2019 and focused on an assessment of the new Service arrangements, the revised bring bank site arrangements and future marketing and communication to residents.

1.2 Service Review

1.2.1 Whilst the last four months have been dominated by performance issues relating to the Waste Collection Service and the Council's contractor (as detailed in Section 1.3), it is important to first review current progress against the Council's four main aims for the new service as outlined below:

- Service improvements and efficiencies;
- Greater consistency across the Partner Authorities;
- Increased recycling performance;
- Financial savings.

1.2.2 In addition to the above a 30% target on commencement of the opt-in garden waste service rising gradually to 40% over the period of the Medium Term Financial Strategy was assumed.

1.2.3 Service improvements and efficiencies – opportunities for kerbside recycling have increased including weekly food waste, plastic bottles, trays, pots and tubs, glass, bottles and jars, tins & cans, paper and card/cardboard, household batteries, small electrical appliances and textiles. This increase in kerbside collections has resulted in a significant reduction in usage of the Council's Bring Bank (Recycling) Sites. Residents were pleased to see the new arrangements providing a greater opportunity for recycling

1.2.4 Greater consistency across the partner authorities – this has been achieved in regard to waste streams collected and a coordinated approach is being taken to the monitoring of contract performance primary through the Joint Steering Group and the post of Partnership Manager. There still, however, remains the need for each Council to have the flexibility to manage the contract in response to its own individual circumstances if required. This is reflected in the different colours of bins used by each authority and the differing approach to charging for garden waste.

1.2.5 Increased recycling performance – for a number of years, annual recycling rates for the borough of Tonbridge & Malling have remained relatively static at around 42%. Whilst the Council has no specified target, it has always been the aim to achieve an annual recycling rate of 50% following the introduction of the new

service arrangements. Based on data received to date recycling rates for October and November 2019 were at 55% and 54% respectively. This compares with 44% and 40% respectively in the same months in 2018. Overall during this period – compared with October & November 2018 - the amount of material collected for recycling & composting has increased by 27%, the amount of waste sent for disposal has dropped by 24%, and overall waste arisings have dropped by 2.5%. This significantly improved level of performance is extremely encouraging and reflects a very positive response from the public to the new collection arrangements. It is also a good start bearing in mind the problems experienced during these months with the collection arrangements

- 1.2.6 Financial savings - at the November 2018 meeting of this Board Members received a detailed financial appraisal of the new Waste Services Contract, and the financial implications have been reflected in the revenue budget from 2019/20 onwards. The total estimated contract sum for the year 2019/20 is £4.1m.
- 1.2.7 The annual gross level of income for the opt-in garden waste service in year one was forecast to be £550,000, which was based on a take up rate of 30%. At the time of writing, income in excess of £ 960,000 and a take-up rate of close to 50% has been achieved.
- 1.2.8 On the assumption the much higher take-up of the opt-in garden waste service remains constant, the contribution made by the new Waste Services contract over the period of the current Medium Term Financial Strategy to the Council's finances of the new Waste Services contract is circa £700,000. For completeness, all other things being equal, beyond the current MTFs period the uplift in the contract sum over the above CPI will represent annual budget growth, dependent on the difference between the two rates, of circa £100,000.
- 1.2.9 Garden Waste Subscription Service – I am pleased to advise that residents within the borough have fully engaged with the new service, with 25,738 households subscribing and 27,522 garden waste bins ordered in total (households can have up to 3 bins). 47% of all households in the borough have now signed up and this represents by far the highest take-up in Kent and is significantly greater than the original target of 30%.
- 1.2.10 In overview it is felt that to date the introduction of the new service has achieved the Council's stated aims which is clearly very encouraging. It will be essential to closely monitor performance on a continued basis with regular reports to this Board. Unfortunately these achievements have clearly been overshadowed by ongoing problems with the collection arrangements, which have resulted in a very challenging few months for both residents and the Council.

1.3 Contractor Performance

- 1.3.1 The new Service arrangements were implemented on 30th September 2019 in accordance with the phased approach previously agreed by this Board.

- 1.3.2 Members will all be aware that the last few months have been extremely difficult and both Senior Officers and Members have been fully engaged with Urbaser to ensure all residents receive an acceptable level of service, as defined in the contract documentation. This has involved a number of formal meetings, in addition to the regular client/contractor liaison. In the early weeks/months following any roll out of a major new service it is expected that issues will arise, and this has clearly been the case for this Council. This has specifically been around the non-completion of rounds on their scheduled day, repeat missed collections and pull-out/assisted collections. Whilst these issues may have been expected, the speed with which they have been addressed by Urbaser has been both frustrating and disappointing. The overall situation was improving prior to the Christmas period, which was reflected in a higher percentage of rounds being completed on their scheduled day and a reduction in calls and emails to the Council.
- 1.3.3 Urbaser's performance over the Christmas period was, however, unsatisfactory, with a high level of uncompleted rounds and other missed bins. This poor level of performance compounded the already outstanding contract issues and resulted in a significant increase in calls and complaints from residents.
- 1.3.4 In response to this the Council escalated contract issues with Urbaser, with the Chief Executive personally writing to Urbaser's Managing Director (a copy of the letter is attached at **[Annex 1]**). A meeting then took place on 8th January 2020 between the Council (including the Leader, Deputy Leader, Cabinet Member, Chief Executive and the Director of Street Scene, Leisure & Technical Services) and Urbaser (UK Operations Manager and Business Manager). The meeting clarified the current ongoing contract issues and tasked Urbaser with providing a detailed Action Plan to address and resolve them. The Action Plan was finalised on 17th January 2020 and was implemented immediately. Due to financial and personal information, Urbaser has classified the Action Plan as 'Confidential - Commercially Sensitive' and it is not therefore possible to share it in full with Members of this Board. I have, however, included a summary of the key issues/actions at **[Annex 2]**.
- 1.3.5 Progress on the Action Plan is being monitored at a weekly liaison meeting between the Head of Street Scene and Leisure and Urbaser's UK Operations Manager. The UK Operations Manager has also been based at the Tonbridge depot for half of his working week since mid-January and this will continue until the performance issues have been satisfactorily resolved.
- 1.3.6 I am pleased to report that since the implementation of the Action Plan contract performance has improved significantly, with Urbaser regularly reporting that all rounds are being completed on their scheduled day, and resources have been deployed to progress the clearance of the back log of missed collections. The Council has also seen a notable reduction in calls, email traffic and complaints. For example, the number of calls received during the week commencing 6th January 2020 was 1,385, compared to 797 during the week

commencing 20th January 2020. The number of calls continues to fall and I can update Members verbally at the meeting on the current levels. It is now essential that this improved level of performance is sustained in the future.

- 1.3.7 Following liaison between Management Team and the Leader, Deputy Leader and Cabinet Member for Street Scene & Environmental Services the Council has also taken additional measures to address issues. This has included employing a separate company to temporarily deliver new bins/replace damaged bins, deployment of an additional Waste Services Inspector to focus on 'hot spot' areas and the employment of additional temporary staff to handle calls/complaints. Whilst the cost of these measures are being met by the Council, Members will note from sub-section 1.8.7. later in this report, that Urbaser has agreed to contribute financially to these costs. Officers in the Waste Team have also started to implement financial penalties to the contractor for repeat missed collections, with all monies received used to fund improvements to the contract. 14 defaults were issued during December 2020, amounting to 45 points. Numbers of the defaults issued will be reported to future meetings of this Board to assist is monitoring the performance of the contractor.
- 1.3.8 It is recognised that work is still required over the coming weeks and months to ensure that all outstanding issues are fully resolved and that acceptable levels of service for residents is provided and maintained. A verbal update on the current performance position will be given at the Board.

1.4 Communal Bins

- 1.4.1 There are approximately 450 communal bin stores across the borough that support the disposal of waste from flats and other communal buildings. Residents of the flats will receive the same new opportunities for recycling as other borough residents, though this may be restricted by individual circumstances including the physical space available within each bin store. A site review has been undertaken of each bin store to assess opportunities available, and subsequently new bins have been ordered to support the new service arrangements.
- 1.4.2 Whilst it was the original intention to roll-out the new bins/service to flats prior to Christmas, priority has been given to addressing the contract performance issues. It is proposed that the roll-out does not commence until these performance issues have been resolved and satisfactory service levels are achieved on a consistent basis. It is anticipated that the roll-out will not commence until April 2020.

1.5 Bring Bank Service

- 1.5.1 Members will be aware that following the introduction of the new service arrangements, the number of bring bank sites will be reduced to 10, located strategically across the Borough. The strategic bring bank sites, previously agreed by this Board, are as follows:-

- Tesco Car Park – Larkfield

- Station Approach – Borough Green
- Rocford Road Car Park – Snodland
- Sovereign Way Car Park – Tonbridge
- Asda Car Park – Kings Hill
- Morrisons Car Park – Larkfield
- Bailey Bridge Car Park – Aylesford
- Hadlow College – Hadlow
- High Street Car Park – West Malling
- Village Hall Car Park – Burham

[N.B. The large bring bank site at Sainsbury's in Aylesford in run independently by the supermarket retailer and will remain available to the general public].

- 1.5.2 The strategic bring bank sites will be serviced by Urbaser, and the cost of this is included in the Company's tender. The banks will collect the same material mix that is being collected from the kerbside. In order to enable Urbaser to initially focus fully on the new kerbside service arrangements it was agreed at the last meeting of this Board to re-programme the implementation of the new bring site arrangements to January 2020. Taking into consideration comments above at sub-section 1.4, it is now proposed that the current bring bank sites remain in place until after the roll-out to communal bins stores, to allow continuity of service to those residents.

1.6 Marketing/Communications

- 1.6.1 At the February 2019 meeting of this Board Members approved an Operational Marketing Plan developed in liaison with the Member Group. The Plan was developed to ensure information reached as many residents as possible, was cost effective and utilised both traditional and modern marketing techniques.
- 1.6.2 I have attached at **Annex 3** a copy of the Plan, including an update on each of the activities. Members will note that the majority of actions have been completed. The school recycling visits and competition have not started due to staff resources. It is the aim to launch a Schools Competition later this year. There has also been an understandable delay in Urbaser launching its Collection App, which was included as an additional initiative in its tender bid. The Collection App can be downloaded on smartphones, so residents can easily check their collection dates and set reminders so they are alerted to when their collections are due and which bins to place out for collection. Liaison will be undertaken with Urbaser later in the year.
- 1.6.3 In order to maintain momentum it is important that the existing Marketing Plan is now updated and extended for a further year. It is essential to continue to increase recycling rates across the Borough, and keep recycling at the forefront of residents' minds. Key issues over the next 12 months which will require marketing support include the new bring site arrangements; promotions for garden waste, both to increase the number of subscriptions and to retain existing

customers; encouraging residents to pay by direct debit when garden waste subscriptions are due to be renewed; introducing food waste to flats; targeting poor performing areas in order to maximise recycling & reduce contamination; school & community group visits and developing new resident packs. To enable the above Cabinet agreed the allocation of £40,000 be made in the 2020/21 revenue budget. This is in addition to the £100,000 marketing budget for 2019/20 which will be fully spend by the end of the financial year. A revised Marketing Plan will be drafted in liaison with the Member Group and reported to the next meeting of this Board.

- 1.6.4 The standalone waste and recycling website (www.tmbc.gov.uk/recycleforall) continues to be popular since its launch on 7th May 2019. The website includes a promotional video, frequently asked questions, pictures of the new containers and a whole host of helpful information. This will be further developed over the coming months.

1.7 Legal Implications

- 1.7.1 The Council has a legal duty to provide waste and street cleansing services. The new Waste Services Contract was undertaken in compliance with all current legislation, including Public Contract Regulations.
- 1.7.2 The introduction of the new service arrangements will assist the Council in meeting its requirements under the Waste (England & Wales) Regulations 2011, which are to provide separate collections where necessary to achieve high quality recycling.

1.8 Financial and Value for Money Considerations

- 1.8.1 At the November 2018 meeting of this Board Members received a detailed financial appraisal of the new Waste Services Contract, and the financial implications have been reflected in the revenue budget from 2019/20 onwards. The total estimated contract sum for the year 2019/20 is £4.1m.
- 1.8.2 The annual gross level of income for the opt-in garden waste service in year one was forecast to be £550,000, which was based on a take up rate of 30%. At the time of writing income in excess of £960,000 and a take-up rate of close to 50% has been achieved.
- 1.8.3 On the assumption the much higher take-up of the opt-in garden waste service remains constant, the contribution made by the new Waste Services contract over the period of the current Medium Term Financial Strategy to the Council's finances of the new Waste Services contract is circa. £700,000. For completeness, all other things being equal, beyond the current MTFS period the uplift in the contract sum over the above CPI will represent annual budget growth, dependent on the difference between the two rates, of circa £100,000.

- 1.8.4 The Capital Plan provision for new containers was increased from £600,000 to £695,000 in the recent Capital Plan review process.
- 1.8.5 A revenue budget of £40,000 for 2020/21 is to be established to enable the marketing plan to be updated and extended for a further year funded in full from the Invest to Save Reserve.
- 1.8.6 Within the Inter Authority Agreement between this Council and KCC, this Council receives a monthly payment based on performance. The 'Performance Payment' is the difference between what the cost of processing/treating/ disposing of any waste stream would have been without the new service arrangements and the Actual Disposal Costs of processing/treating/disposing of any waste stream as a result of the new service arrangements. The annual estimate of income from the Payments is £690,000, and performance against this target will be reported to future meetings of this Board.
- 1.8.7 At a meeting with Urbaser on 29th November 2019 involving Senior Officers and Members, the question of Urbaser contributing to additional costs incurred by the Council as a result of problems with the contract was discussed. Urbaser agreed to contribute to the costs incurred by the Council in employing additional temporary staff to deal with calls and complaints and payment has already been received. Urbaser also agreed to fund a 1 month extension to the garden waste subscription for all residents signed up across Tunbridge Wells and Tonbridge & Malling Boroughs. With regard to additional staff costs incurred by KCC associated with the extension of hours at the North Farm disposal site, Urbaser also confirmed this would be funded by the Company.
- 1.8.8 A Partnership Group meeting has been arranged to consider the additional costs incurred in relation to the new service contract. A number of these costs will be shared between this authority and Tunbridge Wells Borough Council and reflected in the revenue and capital budget outturns.

1.9 Risk Assessment

- 1.9.1 A Project Steering Group established by this Council, Tunbridge Wells Borough Council and Kent County Council has met regularly to oversee the implementation and ongoing management of the Waste Services Contract. The Steering Group is being managed in accordance with a formal Joint Working Agreement agreed by each of the Partners.
- 1.9.2 This authority is represented on the Group by the Head of Street Scene & Leisure. The Contract Partnership Manager reports regularly to the Steering Group on progress and any key issues are addressed.
- 1.9.3 Weekly meetings will also continue with Urbaser to ensure good levels of performance and communication are maintained, and the Operational Marketing Plan will ensure residents continue to be kept fully informed.

1.10 Equality Impact Assessment

1.10.1 A full Equality Impact Assessment (EQIA) has previously been reported to this Board and its recommendations have been implemented.

1.11 Policy Considerations

1.11.1 Communications

1.11.2 Community

1.11.3 Customer Contact

1.11.4 Procurement

1.11.5 Recommendations

1.12 Recommendations

1.12.1 It is RECOMMENDED TO CABINET that:-

- i) achievement of the new service to date against the stated improvement aims be noted;
- ii) actions taken by both Urbaser and the Council to improve contract performance be noted, and the outcomes of the Contract Action Plan be closely monitored;
- iii) the roll-out of new services to Flats and Communal Bin Stores and the subsequent reduction in bring bank sites be delayed until the collection arrangements are delivered in accordance with the contract requirements; and
- iv) detailed performance information be reported to future meetings of this Board.

The Director of Street Scene, Leisure & Technical Services confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Darren Lanes

Nil

Robert Styles

Director of Street Scene, Leisure & Technical Services

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Do It On-line: www.tmbc.gov.uk

Email: chief.executive@tmbc.gov.uk

Mr Javier Peiro
Managing Director, Urbaser Ltd
80-86 Bath Road
Cheltenham
Gloucestershire
GL53 7JT

7 January 2020

Cc: Chris Minnis, UK Operations Manager

Dear Javier,

I am writing on behalf of Tonbridge & Malling and Tunbridge Wells Borough Councils to express our deep frustration with the poor waste collection service Urbaser is providing for our residents.

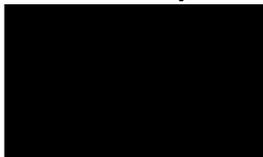
We always appreciated that the new waste partnership scheme would take some time to bed in and that some teething problems were to be expected. However, we are now three months into the new arrangements and neither council has seen the necessary improvements, despite numerous assurances at the many meetings that have been held. Our residents expect regular and reliable waste collection and are justifiably frustrated that they are not getting it.

With the New Year not offering any improvement in the service, the time for excuses and apologies is over. Neither council can allow the situation to continue. I am therefore providing notice that having already issued a number of default notices, both councils intend to trigger financial penalty clauses in the contract in the hope that this focuses minds on this very serious problem. We will not hesitate to continue to impose additional penalties should the situation not improve.

I should stress that we want to work constructively with Urbaser to deliver a first-class service. I have issued instructions to my teams to add further staff to the teams already dealing with residents' reports of missed bins and deployed more inspectors to monitor collection rounds.

I would be grateful if you could respond to this letter as a matter of urgency detailing how you intend to meet your company's contractual obligations. Given the public and media interest in this issue, I am making this letter public.

Yours sincerely,



CHIEF EXECUTIVE

Chief Executive
Julie Beilby BSc (Hons) MBA

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OUR PLAN TO FIX WASTE COLLECTION ISSUES

- 1. Doubling capacity with 20 additional refuse trucks and 50 more collection staff**
- 2. Switching to new trucks which focus on collecting either mixed recycling or food waste, not both**
- 3. Re-planning and reducing the size of some collection rounds to ensure they are completed**
- 4. Deploying additional inspectors at depots and on rounds to monitor performance**
- 5. Reducing agency staff in favour of more permanent staff**
- 6. Creating a rapid response teams to fix faults on refuse vehicles**
- 7. Improving data handling to help identify and respond to repeatedly missed 'hot-spots'**
- 8. Increase temporary council staffing to deal with complaints and reports of missed bins**

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TONBRIDGE & MALLING BOROUGH COUNCIL

STREET SCENE and ENVIRONMENT SERVICES ADVISORY BOARD

11 February 2020

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 DRAFT CLIMATE CHANGE STRATEGY

1.1 Background

- 1.1.1 Members will be aware that following a motion adopted by full Council, it was agreed that a strategy be developed to support the aspiration for Tonbridge and Malling to be carbon neutral by 2030. A revised draft climate change strategy setting out the Council's commitment to local action on climate change, our commitment to biodiversity protection and our approach to partnership working would be prepared by May 2020. Following the adoption of the draft strategy, we will undertake further consultation with key partners, stakeholders and interested groups.
- 1.1.2 An initial Draft Climate Change Strategy is attached as Annex 1. The draft strategy takes us to 2030. It does not include specific details and actions, but sets out our intent and key areas of focus in relation to the services we deliver and the partnership action that needs to be taken to respond to the challenges posed by climate change.
- 1.1.3 Attached as Annex 2 is the Draft Climate Change Action Plan for 2020. The action plan focuses on our year one targets. Progress against these targets will be reported and published annually and targets will be set for the next year. There are many actions that need to be taken in the future and it's important that we scope out the feasibility of the options and establish where we can have the biggest impact. A key action within this year one action plan will be to appoint consultants who will establish our baseline carbon footprint data and provide a high level picture of potential actions that can help to get Tonbridge and Malling to net zero.
- 1.1.4 The challenge ahead will be considerable and will require a combined approach. The Council has already established an Officer Study Group comprising of representatives from across the different Council departments. Expertise from within this group will assist with progression of the targets within the action plan.

We will also need to work with statutory partners, businesses, community groups and individuals to raise awareness and help to influence change.

1.2 Legal Implications

1.2.1 None

1.3 Financial and Value for Money Considerations

1.3.1 Subject to final endorsement of the 2020/21 Budget, a specific earmarked reserve has been established in the sum of initially £250,000 to fund Climate Change initiatives. This will allow us to start work and secure partnership funding.

1.3.2 Following early discussions with Laser (Energy Procurement and Management) it is evident that they will be able to provide consultancy expertise to provide baseline data and establish appropriate actions to take forward. This initial work is likely to be costed at around £3,000 and KCC have indicated that they will be able to subsidise districts with some of these costs.

1.4 Risk Assessment

1.4.1 None

1.5 Equality Impact Assessment

1.5.1 The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

1.6 Policy Considerations

1.6.1 Climate Change and Biodiversity & Sustainability, as detailed in the report and associated Annex.

1.7 Recommendations

1.7.1 That subject to any further amendments from Members, the Draft Climate Change Strategy and Action Plan as set out in Annex 1 and 2, **BE ENDORSED** with amendments incorporated into a further draft for Cabinet approval on the 17 March 2020.

1.7.2 That the financial and value for money considerations as set out in 1.3 of the report **BE APPROVED**.

The Chief Executive confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

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Draft Climate Change Strategy 2020 – 2030

Foreword

It is recognised by Government and scientists internationally, that climate change is the most important environmental challenge that we face. As a local authority, Tonbridge and Malling Borough Council has an important leadership role to play in responding to the challenges posed by climate change, particularly relating to the delivery of our key services, but also more widely through working with partners and other agencies to influence mitigation and positive change. We recognise our pivotal role to act as an advocate to all sectors of our communities, in promoting sustainable policies to deliver a reduction in carbon emissions across the Borough.

A motion adopted by full Council in July 2019 sets out the “**aspiration for Tonbridge and Malling to be carbon neutral by 2030**” and for a strategy to be developed to support this ambition.

This strategy sets out our commitment to local action on climate change, our commitment to biodiversity protection and enhancement and our approach to partnership working.

The strategy takes us to 2030, however meeting the challenges and delivering on the aspirations within the strategy will be driven forward through a climate change action plan. This will be updated annually and actions and progress will be reported and published on our website each year. The targets within the action plan will help us move towards a low carbon future, improve our resilience to the effects of a changing climate as well as capturing the opportunities and benefits of transitioning to a low carbon future.

Climate change will directly impact how we, as a Council plan our activities in order to meet the needs of all residents in the Borough today and in the future. We recognise that climate change is a collective issue and that we all need to make changes to our lifestyles to reduce our impact on the environment. We will work with statutory partners, local businesses, local community groups and individuals to raise awareness and help to influence change. The Council has a key role in supporting and promoting local actions, we recognise that we don't solely have all the required powers and resources to do this. Only by working in partnership can we help to influence the effects of climate change now and for generations to come.

To be signed off by Leader of Council

Setting Climate Commitments for Tonbridge and Malling

The Tyndall Centre for Climate Research has carried out an analysis of the UK's carbon budget for delivering the Paris Agreement's commitment to staying "well below 2°C and pursuing 1.5°C global temperature rise". Based on their assessment, they recommend that the borough of Tonbridge and Malling stay within a maximum cumulative carbon dioxide emissions budget of 6.4 million tonnes (MtCO₂) between 2020 and 2100. Based on 2017 carbon dioxide emissions, Tonbridge and Malling would use the entire budget by 2027.

Staying within the carbon budget will only be possible if Tonbridge and Malling rapidly transition away from fossil fuel use. There will be significant challenges ahead, which we will need to confront in order to make a difference.

Figure 1 below shows the total carbon emissions by sector for Tonbridge and Malling (BEIS, 2019).

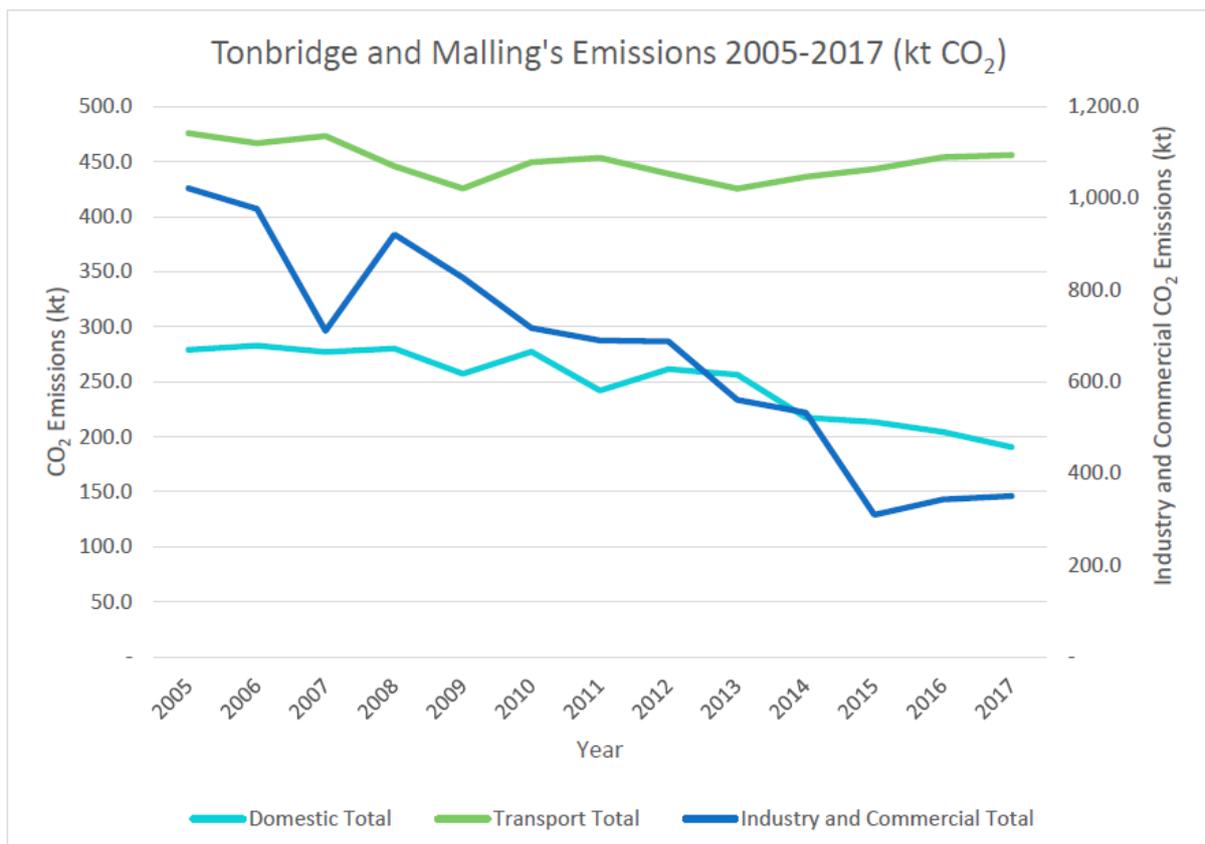
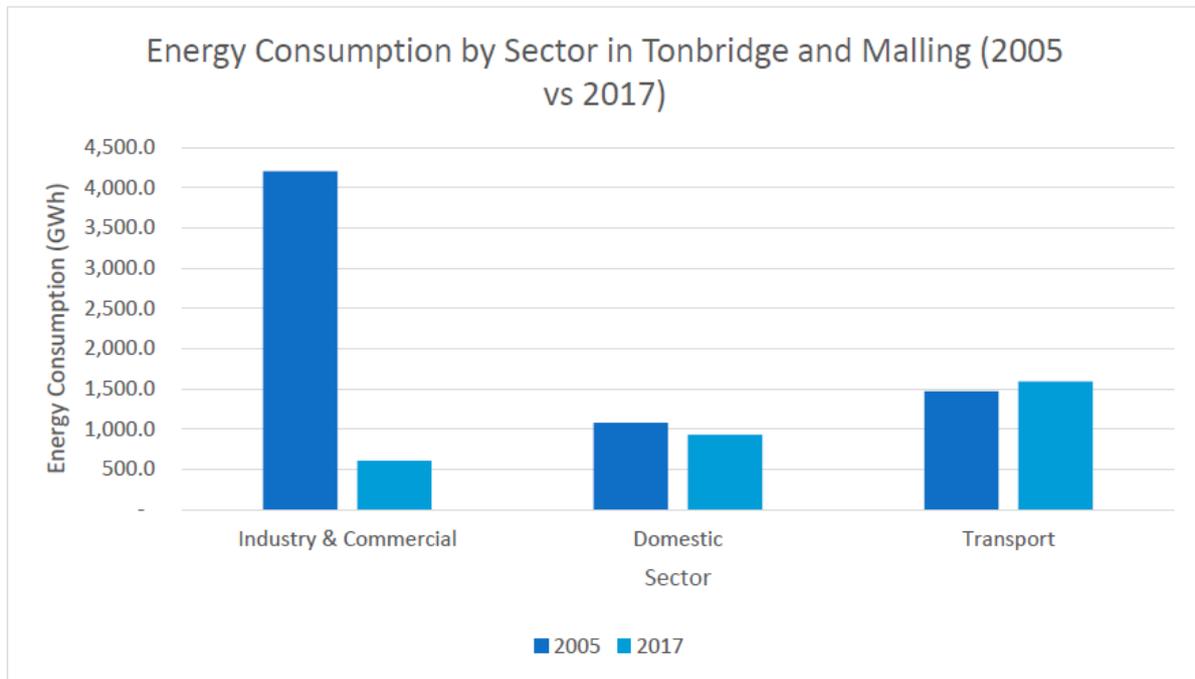


Figure 2 below shows energy consumption by GWh sector for Tonbridge and Malling (BEIS, 2019). Along with energy efficiency measures in the private sector, a contributing factor to the dramatic decline in energy consumption was the closure of Aylesford Newsprint in 2015.



Energy usage per household

The average domestic consumption per household in Tonbridge and Malling was 4,172kWh in 2018. From 2015 to 2018 the average domestic consumption per household fell from 4469kWh to 4172kWh. Whilst domestic consumption has been falling on a per household basis, the number of households has been increasing.

For gas, the mean consumption (domestic and non-domestic) in Tonbridge and Malling in 2018 was 18,339GWh, higher than the Kent average of 18,291GWh. This is lower than in 2015 where the mean for Tonbridge and Malling was 18,533GWh. Gas remains the main source of domestic emissions and heating. The government has proposed to ban the installation of gas fired boilers in new homes from 2025, in a bid to tackle emissions. The retrofitting of existing dwellings to remove boilers in favour of low emission alternatives, does however remain a challenge that requires government support.

Renewable Electricity

In Tonbridge and Malling (end of 2018) there were 1353 installation sites producing 40,011MWh of renewable electricity. Of these installation sites, 99.3% were photovoltaic specific, however this accounted for just 29% of the total renewable electricity generated. The remaining electricity came from the conversion of landfill gas (42%), anaerobic digestion (18%), sewage gas (9%), plant biomass (<2%) and onshore wind (<1%).

Renewable Heat Incentive (RHI) accreditation – the RHI is a government scheme that aims to encourage the uptake of renewable heat technologies amongst householders, communities and businesses through financial incentives. Between April 2014 and October 2019, 100 domestic installations have been accredited in Tonbridge and Malling - 8% of Kent and Medway's total. Further work is required to accelerate the take up of low emission heating systems.

A commitment to reduce CO₂ emissions needs to be made across all sectors. At Tonbridge and Malling Borough Council we will reduce emissions from energy consumption in all Council buildings, in house fleet transport and staff travel. We are committed to fully embed carbon management within all Council policies and procedures and ensure that climate change is a recognised commitment within the Corporate Strategy. We will raise carbon management awareness among all staff and empower them to reduce their energy consumption. We will also incorporate the highest appropriate energy efficiency specifications into new buildings, equipment and contracts.

We are stakeholders in the Kent and Medway Energy and Low Emission Strategy and Climate Change strategy and our action plan will sit alongside these.

Adapting to Climate Change

It is important that Tonbridge and Malling is resilient to the effects of climate change. We are already experiencing hotter, drier summers and warmer, wetter winters. With this we have seen an increase in incidents of severe weather such as storms and flooding. The Council will work with partners through the Kent Resilience Forum to plan and prepare for these impacts and minimise the risk to communities.

We will work with Kent County Council on the Kent and Medway Climate Change Adaptation Programme and Implementation Plan, which aims to assess and prioritise risks and impacts climate change will have on key sectors. Working in collaboration with partners we will focus activity to fully understand and prepare for current and future risks such as flooding, which is recognised as a key risk for the borough. We are members of the Medway Flood Partnership at both a strategic and operational level.

We will work with communities and businesses to increase resilience to future changes in climate, such as promoting the Flood Warden Scheme, assisting businesses and residents to prepare and adapt to climate change and ensuring that spaces and habitats are well adapted to a changing climate. We will also protect and enhance native species and habitats, promoting opportunities for environmental management and enhancement.

Sustainable Development

The Council has a key role in ensuring that new housing and development in the borough is as sustainable as possible. Planning policies and controls are in place to ensure that any new growth takes into account sustainability issues, such as reducing the need to travel, minimising energy and water consumption and the ability to harness energy from renewable sources.

Planning policies and development allocations are being updated in the new Local Plan, to ensure that developments respond to sustainability considerations, these include;

- Developments which maximise opportunities to reduce energy demands through the orientation of habitable rooms to harness natural light and through landscaping to prevent over heating (draft policy LP14).
- Developments which maximise opportunities where practicable for sustainable travel, including contributions towards off site infrastructure as well as walking and cycling routes and infrastructure, reflecting the amount of movement generated and the nature and location of each site (draft policy LP23).
- Major developments will, where practicable and proportionate, provide opportunities for habitat creation (draft policy LP19), and where possible maximise opportunities for net biodiversity gains on site (draft policies LP27-31)
- New dwellings will be required to make provision for an electric vehicle charging point with each property. This is also required where practicable and proportionate for non-residential developments.
- New dwellings will be required to meet the Building regulations optional requirement for tighter water efficiency of 110 litres/person/day (draft policy LP44).

The Council is mindful that Housing Standards Review in 2014 resulted in the Coalition Government winding down the voluntary Code for Sustainable Homes, and made it clear that local plans should not be setting any additional local technical standards or requirements relating to the energy performance of new dwellings. The

view taken by the Government was that the energy performance of new build homes is a matter for the national Building Regulations regime.

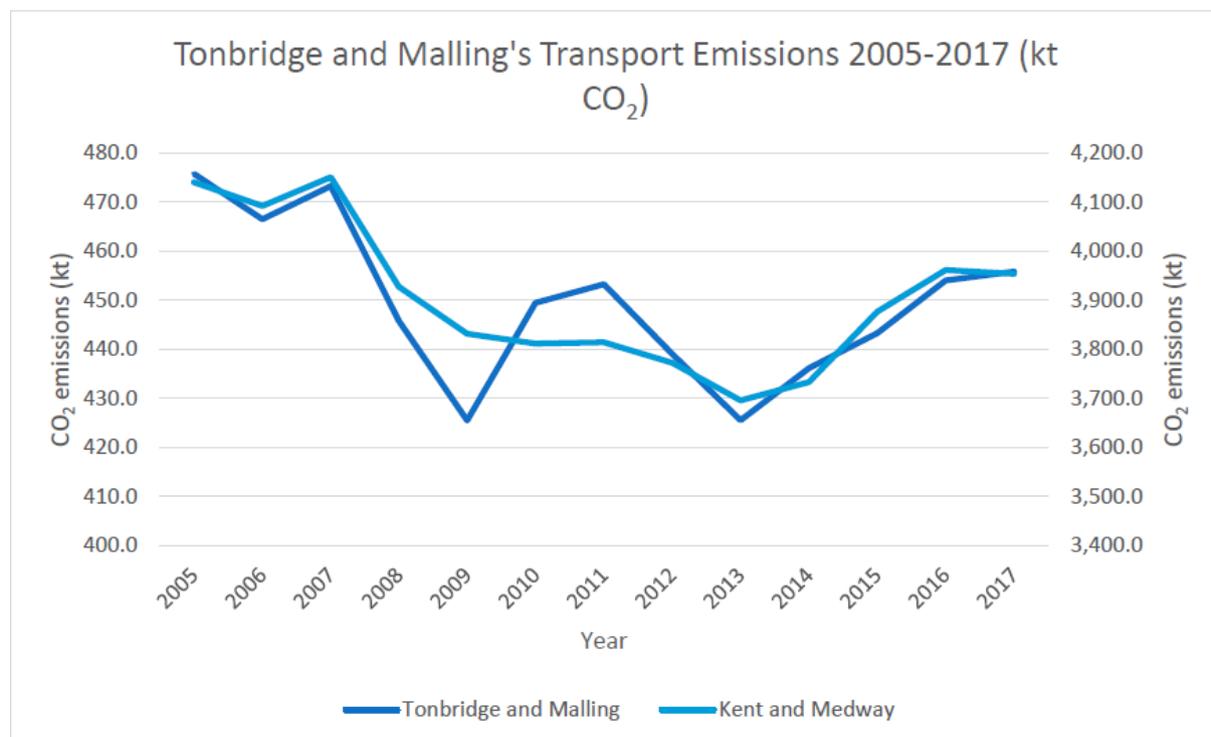
The submitted Local Plan responds well to the sections of the National Planning Policy Framework (NPPF) addressing 'Planning for climate change'. Where the Local Plan is silent on a specific issue, the NPPF and this Climate Change strategy will remain material planning considerations to be taken into account in determining future planning applications. The Plan will be subject to review once adopted and any new national policy initiatives, including for climate change, will form part of that exercise.

It is anticipated that the government will introduce the Future Homes Standard by 2025, which will set new requirements for new homes built in England via Part L and Part F of the Building Regulations. It is anticipated that this will require new build homes to be future-proofed with low carbon heating, and world-leading levels of energy efficiency, as a consequence the installation of gas boilers will cease.

Transport

In Tonbridge and Malling CO₂ emissions from the transport sector have risen by 7% since 2013.

Figure 3 shows the carbon emissions from the Transport Sector in Tonbridge and Malling (BEIS, 2019).



Reducing the need to travel using technology and smarter ways of working will help to reduce transport emissions. The Council's adopted digital strategy contains ambitions and actions that support carbon reduction. There are also opportunities to raise public awareness of sustainable travel choices. In addition to reducing vehicle mileage, we will also promote smarter driving and undertake an anti-idling campaign to eliminate emissions from idling engines.

Working with Kent County Council and transport operators to provide an integrated transport system that promotes lower carbon and healthy transport choices within Tonbridge and Malling will also be instrumental in lowering carbon emissions from this sector. The Council is seeking options to have a greater influence here through its work with the West Kent Partnership, including the establishment of a new Quality Bus Partnership.

The Borough Council also has a specific role to play as a licencing authority. By improving the environmental standards of licensed taxis operating in the borough, we intend to reduce emissions from older, more polluting vehicles. We will be running consultations detailing our plans over the next ten years, requiring all taxis to adhere to a vehicle replacement schedule, to meet higher Euro emissions standards and ultimately work towards all taxis becoming Ultra Low Emission Vehicles (ULEV).

Although the Council does not own a large fleet of vehicles, there are a small number of parking and enforcement vehicles that we will replace to become electric vehicles or ULEV. Similarly, contractors, such as our waste and recycling providers, will be encouraged to use ULEVs in order to undertake work for the Council.

A move towards ULEVs will help to reduce transport emissions. Providing the infrastructure to support electric vehicles will be instrumental in facilitating the change to greener vehicles. In order to achieve this change, Tonbridge and Malling Borough Council has made a commitment to provide electric charging points across the borough, so that it is one of the most welcoming places in the country for driving electric and hybrid vehicles.

Air Quality

The Borough Council has a statutory duty under Local Air Quality Management (LAQM) Legislation to review air quality within its area, and where concentrations exceed national objectives, put in place measures within an Air Quality Action Plan to reduce emissions.

These statutory duties are directed at preventing risks to health and amenity from a variety of pollutants, but they also have an impact on pollutants that contribute to climate change.

Ongoing assessments of air quality within the borough of Tonbridge and Malling have identified seven areas where levels of Nitrogen Dioxide have at some point exceeded the annual objective limit of $40\mu\text{g}/\text{m}^3$ and have been declared Air Quality Management Areas. These are;

- M20, between New Hythe Lane and Hall Road,
- A20, Ditton Crossroads,
- Tonbridge High Street between Vale Road and The Botany,
- A26, Watringbury Crossroads
- A20 Aylesford
- A20 Larkfield
- A25 Sevenoaks Road/Western Road Borough Green

The Borough Council will continually monitor and update its Air Quality Action Plan for these areas, and as part of this work will review the change in levels over the years.

All monitoring sites within Tonbridge and Malling have shown a slow trend in the improvement in Nitrogen Dioxide levels, however the Ditton AQMA has not shown any exceedances since 2014 and in 2018, the last year of full results, Tonbridge High Street, Borough Green and the M20 monitoring sites within those AQMA's all achieved levels below the $40\mu\text{g}/\text{m}^3$ annual objective for Nitrogen Dioxide. Our AQMA in Watringbury still records the second highest level of Nitrogen Dioxide in Kent.

Recognising the links between local air quality, planning, transportation, and climate change pollutants, we will continue our work with the Kent & Medway Air Quality Partnership to secure a co-ordinated approach to the monitoring and improvement of air quality in Kent. We will update as necessary our Air Quality Action Plan to continue to seek improvements in air quality within our Air Quality Management Areas and across the Borough in general, we will work with KCC and other partners to promote and encourage the use of sustainable travel options and be early adopters of strategy documents aimed at improving air quality, including the KCC Energy and Low Emission Strategy.

Habitats and Biodiversity

In addition to key outdoor leisure sites, the Council has two country parks (Haysden and Leybourne Lakes Country Park) both of which have been awarded Green Flag awards. We produce management plans for all key outdoor sites and will review them regularly, taking into account nature, biodiversity and conservation. Where possible we will create and maintain buffer zones of mixed vegetation on edges of open spaces and against water areas to create habitats and habitat corridors. We will commit to reducing chemical use as much as reasonably practicable and ensure that our main contractor working at the sites, hold ISO140001 environmental

accreditation or have other appropriate environmental safeguarding strategies in place.

Raising awareness locally will be a key objective and we will provide educational events for the public on sites across the borough that relate to nature, wildlife, biodiversity and its importance. In addition we will continue to core fund Medway Valley Countryside Partnership to assist in delivering various works and education across the borough regarding all environmental issues.

Working in partnership with the Woodland Trust, we will produce a Tree Charter for the Borough, with the aim of retaining a planting budget to re-plant trees where appropriate and ensure that trees in the borough are well cared for. We will work with partners such as local landowners and developers to encourage tree planting and explore suitable opportunities for planting within boundaries and hedgerows. We will also seek to maximise tree planting through the development process where possible and appropriate.

We will continue to fund and work in partnership with the Kent Downs Area of Outstanding Natural Beauty (AONB) Unit and High Weald AONB Unit in the review of the AONB Management Plans. Once adopted, these form Council policy for the management of the AONBs and for the carrying out of functions relating to it. We will continue to explore external funding opportunities through these partnerships to deliver projects within the AONBs that support the aims of the Management Plans.

We will also continue to support the Old Chalk New Downs project which aims to restore and connect remaining fragments of chalk grassland in the North Downs to facilitate the spread and survival of rare species and raise awareness of the habitat through engagement schemes.

Housing and Energy Conservation

The reduction of carbon emissions from residential homes, both new build and existing properties, is a key focus in addressing the challenge of climate change. Residential homes represent 14% of emissions (Committee on Climate Change 2019) of which the majority is from space heating.

To help reduce domestic carbon emissions we will promote retrofitting of insulation measures and efficient heating. We will also support the decarbonisation of energy supply through low carbon electricity for example photovoltaic panels and retrofitting of low carbon heating systems. For new build housing energy conservation requirements are dealt with under Building Regulations.

The Council's focus is to improve existing housing condition ensuring homes are safe and warm by encouraging and supporting the installation of both energy conservation and efficiency measures. Our private sector housing work directly links with sustainability objectives. We will adopt a whole house approach considering energy conservation, energy efficiency and renewable energy options. There are

also additional benefits to residents improving their homes, including reduced energy consumption and therefore lower bills, improved thermal comfort and improved well-being.

Home energy efficiency work is delivered through a combination of advice, marketing and promotion, energy efficiency schemes, financial assistance and signposting to funded or discounted measures where available in partnership with other agencies.

Waste Minimisation and Recycling

Managing the way we deal with waste, helps to tackle climate change and reduce carbon emissions. We will encourage more people to reduce their waste and make it easier for residents to compost or recycle.

We have drastically reduced our waste to landfill over recent years with the opening of Kent Enviropower (Energy from Waste) facility in Allington, which is geographically beneficial in reducing waste miles too. We achieved 0% to landfill in 2018/19, all of which was incinerated to produce electricity for the National Grid.

Across Kent over the last 13 years we are annually recycling and composting 43% (TMBC 41.9% 2018/19). TMBC aims to increase this to over 50% in 2020/21 as well as decreasing over all tonnage collected through minimisation of packaging etc.

We are committed to increasing kerbside recycling, re-routing rounds to maximise efficiency and time spent on the road and will set tangible annual targets to reduce waste sent to landfill or incineration.

Community and Business Engagement

Individuals, households, communities and business all have a role to play in lowering carbon emissions and tackling climate change. The Council has a leadership role which can be used to inform and influence decision making, enabling changes in behaviour which will address climate change issues. We will secure debate at a range of forums including, the West Kent Partnership, the Local Strategic Partnership, our business engagement events, the Parish Partnership Panel and Tonbridge Forum.

We will work in partnership to raise awareness of climate change, providing updates and information. Assistance and advice will be available via our website and social media, to ensure that messaging about climate change is reaching everyone to enable them to reduce their carbon footprint.

We will progress the digitisation of services which will include the way we interact with our clients, such as actively encouraging residents to switch to paperless billing. We will reduce the amount of paper both internally as well as paper that is being sent out to clients.

We will work with our contractors, such as Urbaser (waste and recycling providers), the Tonbridge and Malling Leisure Trust (who manage the Leisure Centres) and our grounds maintenance contractors to bring forward their action plans to address climate change issues.

We will also encourage and promote excellence and best practice within the Borough. There are many examples within the Borough including at East Malling Research Station where NIAB EMR is leading innovation in sustainable use of water for agricultural use. Promoting such initiatives will stimulate debate and share learning across sectors.

Lower Carbon across South East – LoCASE

The Borough Council plays a key role in supporting local businesses and contributing towards sustainable growth in the economy. A number of initiatives are already underway that contribute towards carbon reduction, resource efficiency and climate change resilience.

In Tonbridge and Malling 24 SMEs have received and used grants for low carbon and energy efficiency measures. The types of businesses gaining grant money include construction and manufacturing firms, consultancy and business services, as well as property and distribution businesses. Grant money has helped these SMEs to improve their heating and lighting, research and development (IT and software, and machinery) and for the purchase of Ultra Low Emission Vehicles (KCC LoCase, 2019).

The Council will commit to delivery of the Economic Development Strategy to encourage sustainable growth in the borough and promote the take up of LoCASE and other grants to address carbon emissions and the impact of climate change.

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Draft Climate Change Action Plan - 2020

The *Draft* Climate Change Strategy sets out the aspiration for Tonbridge & Malling to be carbon neutral by 2030. The action plan targets will help to support this ambition and will be set and published on an annual basis.

THEME	TARGET	TIMESCALE
<p>Policy and Engagement</p> <p>Recognise climate change as a corporate commitment for the Council</p>	<p>Ensure climate change is recognised as a priority within the Corporate Strategy 2020 – 2023</p> <p>Ensure climate change issues and biodiversity goals are considered in decision making, by including climate change impacts within all reports to Council Members.</p>	<p>Adopt revised strategy by March 2020</p> <p>Ongoing</p>
<p>Work with partners to address climate change issues, lower carbon and adapt to the effects of climate change</p>	<p>Sign up to and adopt the principles of the Kent Environment Strategy, Kent and Medway Energy and Low Emissions Strategy and the Climate Change Adaptation and Implementation Plan. Ensure representation and input into key partnership working groups in Kent.</p>	<p>Ongoing</p>
<p>Evidence, prioritise and agree measures to be taken to lower carbon emissions</p>	<p>Appoint consultants to scope out existing carbon footprint and prioritise programme of activity to reduce carbon emissions. Approve future targets.</p>	<p>September 2020</p>

THEME	TARGET	TIMESCALE
Sustainable Development	Through the grant of planning permission, the Council will seek to deliver sustainable development outcomes in line with the adopted development plan and future amendments to this.	Ongoing
<p>Transport</p> <p>Work with partners to support the delivery of active and sustainable transport infrastructure improvements and initiatives, to encourage the take up of these modes for everyday journeys and support active lifestyles.</p> <p>Review and implement the TMBC corporate staff travel plan and work with KCC through their STAR programme to support the wider take up of work place travel planning, and active travel promotion.</p>	<p>Through the grant of planning permission, seek to prioritise active and sustainable travel outcomes within all new developments, and where appropriate to secure s106 contributions towards off-site improvements.</p> <p>Working in partnership with KCC through the West Kent Infrastructure and Transport Sub Group as well as through the Council's Joint Transportation Board, to secure funding for and promote the implementation of active and sustainable transport infrastructure improvements.</p> <p>Strengthen the corporate staff travel plan, including cycle to work scheme and other sustainable travel initiatives.</p> <p>Host an active travel road show(s) in the borough, to be delivered by Active Mob (KCC funded), and to encourage business engagement.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>December 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
<p>Transport</p> <p>Improve the environmental standards of licensed taxis operating in the borough.</p>	<p>Undertake consultation with taxi stake holders regarding a phased vehicle replacement schedule, to meet higher Euro emission standards, working towards vehicles becoming Zero emission capable (ZEC) or Ultra Low Emission (ULEV) over the next 10 years.</p>	<p>December 2020</p>
<p>ULEV</p> <p>Provide electric charging points across the borough.</p>	<p>Research cost and practicalities of introducing electric vehicle charging points at Council owned public car parks and the Council Offices. Publish findings.</p> <p>Working in partnership with Tonbridge and Malling Leisure Trust, research cost and practicalities of introducing electric vehicle charging points at Leisure sites. Publish findings.</p> <p>Undertake a vehicle replacement schedule (transitioning to ULEV) for all parking vehicles, in line with capital renewals programme and expected lifespan.</p>	<p>September 2020</p> <p>September 2020</p> <p>Ongoing</p>
<p>Air Quality</p> <p>Review Air Quality and put measures in place to reduce emissions.</p>	<p>In partnership with KCC, prepare and launch a public awareness and travel choices campaign.</p> <p>Consider installation of green walls/increased vegetation. Publish findings.</p>	<p>December 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
Air Quality	<p>In partnership with KCC and linking to the “Smart Cities” agenda, improve public transport information availability by developing App based systems to deliver high quality accessible information.</p> <p>Establish and join a quality bus partnership with local bus companies and KCC to cover Tonbridge and Malling in order to help drive up standards in the local bus fleet.</p> <p>Develop a borough wide Anti Idling Campaign, to eliminate emissions from idling engines.</p>	<p>December 2020</p> <p>December 2020</p> <p>December 2020</p>
Habitats and Biodiversity Strengthen local protection and enhance protection of species, habitats and ecosystems	<p>In partnership with the Woodland Trust, produce, adopt and publish a Tree Charter for the Borough.</p> <p>Create a larger wildflower meadow at Leybourne Lakes Country Park</p> <p>Install a new sewage disposal plant at Haysden Country Park to reduce amount and frequency of waste being taken offsite.</p> <p>Deliver 20 environmental, educational and awareness raising events at Council owned public spaces.</p>	<p>December 2020</p> <p>2020</p> <p>May 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
Housing and Energy Conservation	<p>Support our residents by signposting to information on energy efficiency and renewable energy measures and funding schemes so they can make informed decisions. Financial assistance is available to assist low income vulnerable to cold households to access affordable warmth in the home while also encouraging these households to take action to reduce carbon emissions. Seek to assist 10 households.</p> <p>The council owns six temporary accommodation units in the borough for homeless households and is looking to purchase 4 further units to provide an additional 12 units following renovation works. We will explore options and the feasibility of the provision of low carbon heating systems and renewable measures such as PV panels.</p> <p>Proactively target 100 private rented properties to undertake HHSRS assessment to identify significant hazards including excess cold. As part of this work we will offer energy efficiency advice to landlords and identify properties with a Category 1 Excess Cold hazard present and where necessary the appropriate enforcement action will be taken or the landlord may be eligible for housing assistance to improve the energy efficiency and help reduce carbon emissions.</p>	<p>December 2020</p> <p>December 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
Housing and Energy Conservation	Assist with removing barriers for private sector households by working with Kent County Council to target promotion of 'Solar Together' a collective solar group purchasing scheme with the aim of achieving 60-80 installation over the period of the scheme.	December 2020
Waste Minimisation and Recycling		
Encourage more people to reduce their waste and make it easier for residents to compost or recycle.	Increase our recycling rate from 43% to 50% Maintain levels of waste to landfill at 0%	December 2020 Ongoing
Community and Business Engagement Raise awareness of climate change, providing regular updates and information. Support local businesses and encourage sustainable growth in the economy.	Create and maintain a designated climate change web page on the TMBC website. Promote and increase uptake of the Council grant scheme to improve local centres and parades. Publicise grants via business newsletters, social media and promotion to ensure that grants (of up to £3,500) are used to deliver energy efficiency measures.	Ongoing December 2020

THEME	TARGET	TIMESCALE
<p>Community and Business Engagement</p>	<p>Promote and increase uptake of the LOCASE grant scheme to tackle and adapt to climate change. Publicise grants via business newsletters, social media and promotion.</p> <p>Promote climate change messaging to local businesses using social media and by publishing a monthly business bulletin to support the climate change agenda.</p>	<p>Ongoing, until end of 2020.</p> <p>Ongoing.</p>
<p>TMBC ESTATE</p> <p>Reduce the environmental impact of the Council's activities, increasing the sustainability of all our operations.</p>	<p>Change energy supplier to ensure that energy provided to the Council is supplied by renewable sources.</p> <p>Evaluate the viability of installing renewable energy systems at Larkfield Leisure Centre, publish findings.</p> <p>Install LED lighting in Council Offices</p> <p>Research cost and practicalities of replacing Council owned pay and display machines to be solar powered. Publish findings.</p>	<p>September 2020</p> <p>December 2020</p> <p>September 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
<p>TMBC ESTATE</p> <p>Progress the digitisation of services and reduce the amount of paper both internally and being sent out to clients.</p>	<p>Amend Council Procurement Policy to include a requirement that any equipment replacements are more energy efficient with higher environmental standards.</p> <p>Undertake an assessment of business mileage for all staff and develop a policy to support tele-conferencing and skype meetings to reduce business travel.</p> <p>Amend the Homeworking Policy to encourage greater take up of homeworking/flexible working where possible, to reduce home to work travel.</p> <p>Introduce 'Always on VPN' remote working solution to enable staff to work more flexibly.</p> <p>Introduction of mobile working to improve efficiency and reduce repeat visits along with printing and mailing paper works to clients (Public Health, Housing, Electoral services)</p> <p>Consolidation of devices and swapping desktop machines to more energy efficient laptops.</p> <p>Migration of our Disaster Recovery services to a cloud based platform</p>	<p>December 2020</p> <p>September 2020</p> <p>June 2020</p> <p>December 2020</p> <p>December 2020</p> <p>December 2020</p> <p>December 2020</p>

THEME	TARGET	TIMESCALE
TMBC ESTATE	<p>Introduction of online and automated solutions for internal administrative workflows to further eliminate paper based forms</p> <p>Introduction of online services and e-Billing (Revs & Bens)</p> <p>Back scanning of existing paper records and digitisation of future documents (Public Health, Environmental protection, Exchequer, Payroll, Planning)</p> <p>Introduction of a unified “My Account” customer portal enabled via a new CMS and CRM systems including a new functionality and feature-rich Website</p>	<p>December 2020</p> <p>December 2020</p> <p>December 2020</p> <p>December 2020</p>

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Agenda Item 6

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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Agenda Item 7

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

**ANY REPORTS APPEARING AFTER THIS PAGE CONTAIN EXEMPT
INFORMATION**

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Agenda Item 8

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

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