



Kent Resource Partnership Review

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(i) www.beasleyassociates.com (e) jane@beasleyassociates.com (m) 07946217275

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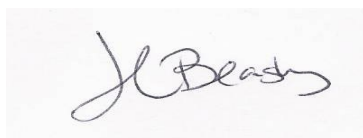
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Project Manager Dr Jane Beasley
(Final Sign-off)

Director

A handwritten signature in black ink, appearing to read 'JL Beasley', is written over a light blue rectangular background.

Contractor Contact Details

Beasley Associates Ltd
(T) 07946 217275
(E) jane@beasleyassociates.com
(W) www.beasleyassociates.com

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1. Introduction to the Review

1.1 Context of the Review

For any partnership that has been in place for some time undertaking a periodic review of the focus and activities of the partnership, to ensure that it remains a viable and effective arrangement, is a logical process. This enables the direction of travel to be reassessed, ensuring that opportunities are not being missed and partnerships remain fully engaged. Therefore it is entirely appropriate that given the ever decreasing resources available to authorities, the Kent Resource Partnership (KRP) has agreed to take the time to reflect and consider its focus and priorities for the coming years. The timing is well thought through in the context that a significant number of Members are coming up for re-election in May 2015; the recommendations from the project will support any decisions that need to be taken by new Members coming into post and provide a degree of continuity for the next five years.

1.2 Objectives of the Review

Councillors agreed that the objectives of this review were to:

- Complete a fundamental review of the KRP including impacts of, and benefits for, the 13 partners.
- Report the review findings to the current KRP Members Board on 26th February 2015 with a view to recommending an approach for decision by the incoming Board following the May 2015 countywide elections.
- Conduct the review with an independent lead, with the involvement of Councils' Portfolio Members and Leaders, Chief Executives and Senior Officers and staff in the recycling/waste functions.

1.3 Terminology of the Review

It should be noted that where reference is made to the 'Partnership' or to the 'KRP', this refers to the 13 partner authorities (identified in Section 2) working together collectively. In addition if a common position is stated within this review then this means that all 13 partner authorities share that position. If it is a majority view, or a minority view, it reflects just that. Where there is a common position or divergent position between a clearly defined group of authorities and it is useful for this to be considered as part of the review then this is also identified within the report.

Where reference is made to the 'KRP staff' or 'Partnership staff', then this refers to both the Partnership Manager and the Project Officer positions, employed by the 13 partner authorities to work on their collective behalf.

1.4 Sources of Data and Information

As an extensive partnership with a membership of 13 authorities, a crucial aspect of the project was to ensure that all perspectives and opinions were taken into consideration during the review. Therefore, data and information was collated using a number of different approaches, all of which were designed to maximise the opportunity for all 13¹ partner authorities to participate in the process and present their views, aspirations, hopes and concerns moving forward.

¹ Formal acknowledgements of those who participated in the project and provided their views can be found in Appendix 1.

A workshop was held on 26th September 2014 for Members and Officers from the KRP and provided the first opportunity to tease out broad issues in relation to the Partnership. A series of questions were presented in a group format and anonymous interactive voting² was utilised to secure initial responses, followed by detailed discussions exploring the issues further.

Informal open discussions over the telephone were held on an individual basis with Members and Officers from the KRP during October and November. This provided the opportunity for honest and open discussions, allowing partners to consider what the KRP means to them, its benefits and impacts to date, and hopes and priorities for the future.

In addition two meetings were held on 30th October 2014 for Members and Officers, one with the WCAs and one with the WDA, reflecting the different legal responsibilities, priorities and issues that disposal authorities experience compared to collection authorities and vice versa. These meetings explored further the different challenges and opportunities moving forward and considered the partnership model to do this.

At the same time as these were taking place, a perceptions survey was issued by the Partnership to examine Members and Officers views on eleven key competencies³. This survey went wider than the representatives on the KRP Members Board and KRP Officers Advisory Group and encompassed Council Leaders, Chief Executives and stakeholders who are part of the three KRP Project Groups. The results of the survey are considered in the context of the discussions within this report, and a summary of the main findings of the perceptions survey can be found in appendix 3.

Partnership reports, case studies, minutes of meetings, outcomes of peer reviews, and external views were also a source of information and data.

2. Introduction to the KRP

2.1 Background

With the average waste partnership consisting of around 6 partners, the KRP with 13 is one of the largest waste partnerships currently active in England. It's a two tier partnership consisting of 12 WCAs and 1 WDA, and the membership is as follows:

<u>WCAs:</u>	Dartford BC	Maidstone BC	Swale BC	Tunbridge Wells BC
Ashford BC	Dover DC	Sevenoaks DC	Thanet DC	<u>WDA:</u>
Canterbury CC	Gravesham BC	Shepway DC	Tonbridge and Malling BC	Kent CC

Formerly referred to as the Kent Waste Partnership, the KRP been in existence since 2007 and its strategic objectives and key functions are set out in appendix 4.

² The outcomes of the interactive voting can be seen in Appendix 2.

³ These eleven competencies were: Leadership; Strategic Direction; Performance; Public Engagement; Partnership Working; Procurement; Culture; Relationships with External Partners; Governance; Reputation and Credibility; and Partnership Capacity.

There are two active sub partnerships currently engaged in joint delivery; East Kent⁴ and Mid Kent⁵. The formation of a sub partnership arrangement in West Kent⁶ is under development, with the implementation of a joint delivery arrangement, similar to that in East and Mid Kent, someway off at present.

2.2 Structure & Management

Governance of the KRP is clearly set out in an Operating Framework, which was initiated in 2011, and amended in 2012 and most recently in July 2013. The Operating Framework includes provision for regular reviews at least every four year to enable new cohorts of Members to either validate prevailing arrangements or to change them.

The KRP is a voluntary arrangement, it is not a legal entity in its own right; all legal powers are vested in the 13 authorities that comprise the KRP. Major changes to services may be discussed and worked through via the KRP but all decisions need to be considered and ratified by the individual authorities. This is the same for all partnerships that have not moved towards a more centralised approach for all collection and disposal funding. This more formal model was considered by the KRP but, in 2011, when the Operating Framework was drawn up to replace the original governance documents, the decision to retain individual sovereignty and budgets, whilst providing an arena to share benefits and opportunities for joint working, was upheld.

A full time Partnership Manager and Projects Officer are responsible for administering the KRP, and as the KRP is not a legal entity, it requires a host authority for the employment of the KRP staff; since the KRP was established this has been Kent County Council. The roles and responsibility of the Partnership Manager can be seen in Appendix 5; the role has evolved and changed over time and this latest version was approved in July 2013 by the Members Board, the main difference to the preceding version being the removal of a management role in relation to the SE7 project and removal of a proportional reporting structure which had included Kent County Council (in relation to the SE7 work). The Partnership Manager is now required to report exclusively to the Chair of the Officers Advisory Group. This issue is discussed further in Sections 3 and 4.

In terms of the management of the KRP, a Members Board meets 3 times per year. Membership automatically comprises the portfolio holder with responsibility for household waste within the 13 partner authorities. The chair and vice chair are elected annually at the AGM and, as per the Operating Framework, any of the local authority portfolio holders may stand. There are no restrictions on how many times, or for how long a Member can be elected as Chair/Vice Chair.

Supporting the Members Group is the KRP Officers Advisory Group, which also has 3 cycles of meetings per year, usually 6 weeks prior the meeting of the Members Group. Officers whom direct or manage services that fall within the scope of the KRP represent their authorities on this group. Chair and Vic Chair are elected annually at the first meeting of the group following the AGM. The Chair of the Officers Advisory Group is the reporting manager for the KRP Manager.

⁴ The East Kent sub partnership consists of: Canterbury CC; Dover DC; Shepway DC; Thanet DC; and Kent CC.

⁵ The Mid Kent sub partnership consists of: Ashford BC; Maidstone BC; Swale BC; and Kent CC.

⁶ The authorities engaged in the West Kent discussions are: Dartford BC; Gravesham BC; Sevenoaks DC; Tonbridge & Malling BC; Tunbridge Wells BC; and Kent CC.

The Officers Advisory Group is the main means by which Officers ensure that the KRPs' interests and activities are taken forward in line with Members requirements. The Operating Framework also includes provision for a KRP Strategic Group to act as a sounding board for the KRP and is designed to ensure that the time of the Officers Advisory Group is used to best effect. This informal group consists of the Chair and Vice Chair of the Officers Advisory Group, the KRP Manager, and the senior manager nominated by KCC Waste Management. In addition other members are sought if required to ensure representation of the East, Mid and West Kent partnerships.

In addition, KRP Project Groups are established as and when required to deliver specific objectives within the remit of the KRP. The current KRP Project Groups are Health and Safety, Resident Communications, and Street Cleansing. It is understood that the Value for Money Project Group (included in the operating Framework) was agreed to be set aside by Members owing to issues being assessed in other ways.

2.3 Resourcing the KRP

The KRP has had two budgets since its inception. It is understood that key agreements were made between the councils in 2006 and 2012 that set out the current sources/contributions of funding from the 13 councils.

The 'Core Costs' budget of the KRP (representing the staff resources) currently amounts to £110k per annum. From 2006/07 to 2012/13 the 12 WCAs contributed £5k per annum and the WDA contributed £50k per annum. Since 2013/14 until at least 2015/16 the contribution from WCAs has decreased to £3k per annum, whilst the contribution from the WDA has increased to £74k. The reason for this change reflected the inclusion of the management of the SE7 project within the Partnership Managers role in 2012/13 and the additional costs of this being met by Kent County Council. It should be noted that no adjustments have been made to the allocation of core costs following the demise of the SE7 project. Therefore it is noted that this disparity needs to be consideration and an agreement reached by the Partnership at the earliest opportunity in terms of how this should be addressed⁷.

The 'Projects' budget is funded from top slicing recycling credits payable by Kent County Council as the WDA to the districts as WCAs; the sum of £125k per annum has been agreed to be paid from 2013/14 to 2015/16. Historically, it was agreed by the districts and the County Council that the substantial increase in Recycling Credits⁸ to align with the costs of the Allington EfW facility would be avoided; these increases were calculated to raise recycling credits to £600k (plus annual increases of 3%). Instead, in 2006, it was agreed that KCC would contribute half this value into the KRP project budget and this sum would increase by 3% per annum (in line with recycling

⁷ It is understood that this item has been discussed by Officers and some consideration is being given to putting forward a recommendation to a forthcoming KRP Members Board to the effect that contributions would revert to the pre-2013/14 levels; namely the WDA contributing £50k and the WCAs £60k (£5k per WCA).

⁸ The Environmental Protection (Waste Recycling Payments) (England) Regulations 2006 states that "...expenditure shall be calculated at a cost per tonne equal to the waste disposal authority's average cost per tonne for the disposal of similar waste at the relevant date in each of the relevant areas using the authority's most expensive disposal method for waste collection in each of these areas". Therefore rather than set the Recycling Credit as the average cost of the most expensive form of disposal (i.e. Allington EfW facility) an agreement was reached to benefit all parties, whereby Kent CC paid half the recycling credit rate into the KRP Projects budget, and retained the other half.

credits), and retain the other half. However in 2012 a decision was made to reduce the budget (which by this point was £357K per annum), down to £125k to reflect that fact that 7 of the 12 WCAs were no longer in receipt of Recycling Credits (as a consequence of the arrangements now in place with the East and the Mid Kent partnerships). In addition the annual 3% rise was set aside thus meaning that the £125k was now a flat rate until 2015/16. For clarity, the financing structure and the impact of decisions made in 2006 and 2012 are set out in Appendix 6.

Two messages can be taken away from this financial summary. Firstly a positive message that through the partnerships arrangement and in agreement with all partners, Kent County Council has secured 'avoided' costs equivalent to around £2M⁹ over the period 2007/08 to 2015/16 as a result of the financial model adopted for the KRP in relation to recycling credits. Secondly, more problematic is the fact that the Inter Authority Agreements (IAAs) for the East and Mid Kent Projects make no allocation to supporting the work of the KRP through their enabling payments. As a result, the existing KRP Projects Budget is currently contributed to by only the five West Kent districts (through the recycling credit payments). Clearly the longevity of this mechanism for funding project costs is limited and is not equitable and therefore needs to be addressed. How this should be addressed is considered in the recommendations in Section 4.

2.4 Project Spend to date

In terms of Project funds, the spend to date in relation to specific activities and priorities can be seen in table 1.

Table 1: Project Funding – spend to date

Total KRP funding 2007/08 to 2014/15	KRP Funding: passed direct to Districts				Indirect funding: for the benefit of all partners	
	Service Improvement Plan (SIP)	Residents Communications Funding	Research & Consultancy Support	East, Mid & West Kent Projects	KRP Project Groups	Other support
£2,187,000	£856,592 39%	£409,700 19%	£102,957 5%	£248,069 11%	£314,094 14%	£255,588 12%
	£1,617,318 74%				£569,682 26%	
	£2,187,000 100%					

There were seven projects targeted via the Partnership's **Service Improvement Plan Fund**. All were designed to improve recycling rates for the individual councils, and in some cases assisted

⁹ This is an estimate as savings can be calculated with ease up to 2012 however after this point only 5 authorities remain in receipt of recycling credits therefore consideration needs to be taken of the enabling payments being made. The figure up to 2012 is just under £2M, although as no percentage increase is applied to the recycling credits after this date it is clear that savings will be around or in excess of £2M. Refer to Appendix 6 for further clarity.

councils to move closer towards optimal methods of collection. Financial support ranged from £20,000 to £350,000.

As part of a package of decisions agreed by all 13 councils in July 2012, a ring-fenced fund to support Districts' **Residents Communications** was created, focusing specifically on recycling quality, capture and contamination improvements. All partners are benefiting directly from this funding support.

Research and Consultancy support included £21,957 to districts in 2012/13 to assist in the development of bids for the DCLG's 'Weekly Collections Fund' and subsequently four partner authorities succeeded in each securing support ranging from just under £1m to £4 million for over 100,000 households across Kent. In addition, in 2014/15, Members agreed to allocate £65,000 to all 13 councils (including the County Council) in relation to managing issues relating to Articles 12 and 13 of the EU Waste Framework Directive 2008 (as transposed into UK law). Specifically, the funds are purchasing necessary capacity and expertise to conduct assessments of all 13 councils' services on what are known as 'The Necessity Test' and 'TEEP - Technically, Environmentally and Economically Practicable' in terms of ensuring high quality of recyclates. The remaining £16,000 of the funding in this column relates to £11,000 to Tonbridge & Malling BC to examine legal issues relating to changes in its services in contract; and £5k to a Maidstone BC project considering the viability of initiating a commercial service. Both took place in 2010/11.

In terms of the **East, Mid and West Kent** projects, just under £250,000 has been spent and a further £85,000 has been previously agreed by Members to be ring fenced for West Kent activities post 2015. In the early stages of the East and Mid Kent projects each area was given £100,000, which enabled Members and Officers to effectively scope the potential models of joint working that could form the basis for a joint agreement between the authorities. The majority of partners were clear in the view that the KRP was integral in helping to drive forward these arrangements, facilitating and supporting the partners and providing an environment of trust and openness which helped bring the arrangements to a speedy successful conclusion.

A number of projects relating to communicating with residents have been undertaken. These include the Public Engagement Team in 2009/10 (£101,100); funding a Residual Waste Audit in 2008/09 (£80,000); the Metal Matters campaign in 2012/13 (£64,289); the Love Food Hate Waste campaign from 2007/08 to 2009/10 and others such as Fresher for Longer and Pledge4Plastics. External funds attracted into Kent during that time on these projects amounted to £879,708 including from WRAP (£741,000), Defra (£9,419), Marks & Spencer plc (£65,000), and Alupro/Metal Matters (£64,289). These figures do not take account of projects where a range of partners have pooled funding to achieve agreed aims e.g. supply chain technical projects on 'glass fines' and 'crystalline PET plastic; and campaign development for Fresher for Longer and Pledge 4 Plastics. The KRP has paid-in £8k to 'recycling glass fines' and 'recycling crystalline PET plastic', but the estimated overall cost across all partners is in the region of £200k. If the projects are successful, the KRP is likely to benefit in the future by recycling more materials, which will impact positively on both local authority performance and finances.

2.5 Outputs and achievements of the KRP to date

One issue that is apparent and needs to be addressed is an absence of KPIs; without a clear monitoring system in place it can be challenging to directly attribute actions or activities of the KRP to actual, measurable outcomes for the Partnership. The focus of activities of the KRP have

been in delivering its policies and objectives and a large part of this has been in securing external funds to allow waste related services to be enhanced, improved or even maintained across the Partnership. This has included using KRP funding to support individual partners' bids and also generating whole partnership bids for external funds to improve services, and fostering good relations with external organisations to stimulate the provision of external funding for the partners. Where the funding secured is targeted at individual authority level there is a reliance on those authorities to provide the data back to the partnership to enable auditing of actions to take place. Some sources of external funding will have their own auditing and monitoring requirements, to feed back to the funding body. However the KRP as a whole does not have clear systems in place to monitor the effectiveness of the funding secured; this has not been a specific requirement or priority to date.

However having said all that, it is clear from the projects funded by the KRP and the work of the KRP staff, a number of successes or achievements can be attributed to the Partnership. These can be surmised as follows:

- **The ability of all partner authorities to direct and influence the spend of recycling credits to maximise the collective benefits across the Districts and the County Council.** This has included service expansions, resident's communications on recycle quality/capture; buying in expertise to support projects, bid for external funds etc.; and supporting the formation and development of the East and Mid Kent sub partnership arrangements and the current West Kent project. Without the KRP, taking into consideration the number of authorities involved, it is considered unlikely that this level of coordination and cooperation over the spend could have taken place.
- **Achieving a collective agreement on a funding mechanism which has generated direct financial benefit for the County Council in terms of reduced outlay in relation to recycling credits.** This is not an insubstantial sum, estimated to be around £2M to date. Again, coordinating this response and coming to a common position over this matter could have been challenging for 13 authorities, if the KRP had not been in place.
- **Securing external funding to the value of £879,708 to support local campaigns and other activities.** WRAP has been the largest contributor to date providing £741,000. At a time when funding has been pulled back across the board the KRP has managed to position itself positively and continue to be successful in its applications, which directly support the local services being provided and ultimately the tax payer of Kent who is using those services.
- **Investment of £21,957 to produce bids to DCLG resulting in £8,806,613 of funding for the partners involved.** Through the Projects budget the KRP provided the money to fund external consultants and therefore provided capacity to individual partner authorities to generate successful high quality bids.
- **Support for East and Mid Kent projects** which are estimated to generate around £60 million net benefits over 10 years (2012/13 to 2021/22). The majority of partners were clear in the view that the KRP was integral in helping to drive forward these arrangements, facilitating

and supporting the partners and providing an environment of trust and openness which helped bring the arrangements to a speedy successful conclusion.

➤ **The initiation of County-wide campaigns.** These have included:

- Love Food Hate Waste campaign (which secured £195k of external funds), the outcomes of which contributed to WRAP's national figures on waste prevention;
- Metal Matters campaign (secured £64,289 of external funds), which Alupro assessed the impact of and concluded that the campaign led to an increase in tonnage by 16%;
- Fresher for Longer campaign (secured £10k of external funds in addition to the development costs of the campaign being shared by five key partners);
- Pledge4Plastics campaign (secured £56k of external funds in addition to the development costs of the campaign shared by many partners), the effect of which will be monitored by the KRP staff (pending permission to approach the WDAs contractors directly to access tonnage data);
- LoveKent Hate Litter campaign (involving the Partnership, the Highways Agency and KCC Highways. Activities in 2014 have taken place in June and November. Further actions are planned for February 2015);
- Residents Communications funding to districts to support recycle quality and capture issues (£409,700 to districts in 2014/15);
- Public Engagement Team (PET) Project (which supported every district in key areas requiring additional support for residents); and,
- Substantial investment by councils in residents' communications at the time of new and improved services (across almost the whole of Kent at one time or another).

➤ **Increased external profile of the authorities in Kent through the KRP,** securing an elevated position with key decision makers and stakeholders. The KRP has succeeded in establishing a strong outward facing profile; it is repeatedly identified as an exemplar case study of partnership working¹⁰, not least because of its size, but also due to the achievements of the clusters in generating significant savings through joint working. Within the workshop, the one-to-ones and also the meeting with the WCAs it was repeatedly stated by partners that one of the significant strengths of the KRP is considered to be the profile it has secured, across the private and public sectors. Particular reference was made to the access to different levels of government and industry that many believe could not be achieved by the individual councils acting alone¹¹. This enables the KRP to be more proactive in influencing

¹⁰ Having worked with waste partnerships since 2009, it can be confirmed that the Kent Resource Partnership is consistently identified in presentations, papers and discussion documents and by government bodies, trade and professional organisations and other partnerships as a positive case study, and recently was featured by Local Partnerships (Treasury and LGA jointly funded organisation) as one of its key case studies for others to learn from.

¹¹ As a consultancy that works specifically with or for local government, I am aware of the challenges local authorities face in securing an audience with key decision makers. Having the opportunity to represent the views of 13 authorities (when there are over 300 authorities in England who have a view or a position),

policy and direction, rather than the more conventional reactionary route to consultations and calls for opinion for example. Taking on this external profile also means that the partnership has a better view of what the current thinking by decision makers may be and potentially an early indication of funding opportunities which may be available. This is discussed further in Section 3.

3. An analysis of the KRP looking forwards

The main aim of the project is to take a forward look to consider whether the current way of operating as a partnership should be maintained, changed or developed. This will help to ensure that opportunities are not being missed and members remain fully committed. In the context of this aim a number of key issues specifically shaped the investigation (refer to Appendix 7); these issues are cross cutting and are interlinked but help to give a steer when considering the future direction of the partnership.

It is worth noting at this stage that **all partners** felt that there is a need for **continued collaboration**, to work in **partnership**; this was unanimous, which provides a very positive footing for the authorities in terms of working together over the next 5 years.

With this in mind and in order to address the aim and take into consideration these issues, three key questions were considered:

1. Does the KRP represent the most effective means by which the 13 authorities can continue and further develop their collaborative working?

Taking into consideration experiences to date, thinking about the KRPs strengths and weaknesses, the inputs and benefits of its members, and its role in addressing the challenges ahead for its members.

2. If there is evidence to support the continuation of the KRP, is the current model of partnership working fit for purpose?

Focusing on the operating framework and other models of partnership working in terms of their applicability for the authorities in Kent.

3. In light of the desire for continued collaboration what should the priorities be looking forward?

Identifying the focus for the partners in terms of maximising the benefits of working more closely together.

3.1 Does the KRP represent the most effective means by which the 13 authorities can continue, and further develop, their collaborative working?

There is clear recognition by all that collaboration is essential in the face of ever decreasing resources, both in relation to financial and staffing resources. Sharing expertise and knowledge and delivering aspects of waste and resource services jointly is regarded as an effective use of the tax payers' money, and essentially means that waste services remain sustainable in the

should not be underestimated. The normal channels of communication are through organisations such as Local Government Association, Local Authority Recycling Advisory Committee, National Association of Waste Disposal Officers, Professional and Trade Bodies etc. This would not guarantee the views of the 13 authorities will be heard.

longer term. Whilst this sentiment is broadly accepted by all partner authorities, this still leaves the question: is the KRP the right or appropriate vehicle to secure this collaboration?

Needs of the partners

All authorities are facing challenging times in terms of budgets, expectations, and resources to deliver. Staff are stretched in terms of their roles and responsibilities and there is a need to work more closely together and identify opportunities for efficiencies wherever possible. As the latest data illustrates (refer to Appendix 8 and 9) that whilst improvements in performance have certainly been made across all partners and the KRP appears to be in line for reaching its KJMWMS recycling target in 2015, when taking a national view other authorities are leading the way. Therefore the pressure on local government to deliver improved waste services shows no signs of abating.

In addition to the continual drive to improve performance there remain significant ongoing budget cuts. Therefore the needs of the partner authorities in this context are numerous:

- partners are looking for additional capacity and capability to support their own waste teams which have been significantly streamlined in most cases;
- partners need to reduce costs and also maximise returns on investments and one way to achieve this is through sharing funds and procurement costs;
- partners want to capitalise on county wide campaigns as much as possible and build upon these joint campaigns on a local level;
- partners wish to access as much external funding support as possible (without necessarily having the time available to prepare tenders and submissions for that support);
- partners are keen to pick up on good practice and learn from others wherever they can; and,
- partners are looking for ways to work together in delivering joint services to reduce costs of collection and provide a more efficient way of operating through shared services.

The KRP has been focused on delivering against many of these needs to date and as illustrated in Section 2.5 have been making progress in this area.

Strengths of the Partnership

One of the major strengths of the KRP is the trust and openness that has developed over time. When asked directly if respondents felt good about the KRP there was an overwhelmingly positive response and in the majority of one-to-one sessions trust was raised as a positive aspect of the KRP. In addition the recently completed Perception Survey (summary results are included in Appendix 3), showed a positive response in relation to this issue, which a number of questions made reference to on some level.

Trust is fundamental to any partnerships success and certainly the internal view that this has been established is shared by external stakeholders. John Enright, Programme Lead for Joint Working, Local Partnerships states “the authorities in the Kent Resource Partnership have benefited from being able to work closely together, quickly agree their objectives, and adopt an open, independently supported approach in reaching them. This objectivity and willingness to share their expertise across the partnership has developed the trust that is essential to realise any joint working they have set out to achieve.”

Where general issues of trust across the authorities have been raised, the waste partnership has been viewed in a positive light internally and is seen as ‘a good example of joint working’¹².

Partners do consider themselves to be supportive of each other, sharing a purpose and taking collective pride in their achievements. Objectives are being seen to be achieved by the majority of partners and there is a view that it functions almost like a ‘family’, understanding each others difficulties. For Members there is political kudos in the partnership and its achievements, for Officers there are benefits in terms of their professional development and engagement with each other.

In terms of what this trust and openness means to the partners, effectively it makes reaching agreement easier, paves the way for closer joint working, and facilitates more effective collaboration. Without this level of trust then it is considered that it would be a challenge to bring together so many authorities and achieve consensus. In fact it was noted that a significant majority felt that if the KRP were to be disbanded then the positive relationships that the partnership has fostered over the years, would be lost. This would be detrimental to future collaborations.

Partners are keen to stress the role that the KRP provides in terms of identifying and fostering opportunities for collaboration and joint working. There is a willingness to work together and the fact that the KRP has been established on a voluntary footing rather than a forced arrangement is seen as very positive.

The opportunity to apply for joint funding is made easy through the KRP and there have been numerous successes in this area, as highlighted in Section 2.5. Whilst funding streams have been decreasing there is every indication that in the coming years there will be opportunities to bid for funding as the 2020 national recycling target comes ever closer and support is provided to authorities to boost the national average.

The partnership has been successful in facilitating the work of the clusters in East Kent and Mid Kent, with work recently starting on a West Kent arrangement. Although the actual operational aspects of the arrangements are the responsibility of the Officers and Members of the authorities involved, the WCAs are clear in the view that the KRP ensured this process ran smoothly and quickly because of the relationships that have developed. In addition the KRP coordinated the provision of financial support for the development of the joint arrangements

¹² As noted in the response from Kent County Council to the LGA Peer Review undertaken in May 2014. (Please note that 8 LGA Peer Reviews have been undertaken to date across the partner authorities; only in the Kent CC response is the waste partnership specifically mentioned).

from the KRP project funds. There are opportunities to further develop/expand this work and it's important that the KRP retains this focus (this is discussed further in Sections 3.3 and 4). Another significant strength considered by many partners is the external profile enjoyed by the KRP and the benefits this brings in terms of representing the views of local government within a national arena with government, trade bodies, industry etc. As noted by Ray Georgeson, Chief Executive of the Resource Association, "Opportunities for local government to be represented nationally and be privy to discussions that are helping shape future direction in resource management is generally confined to the Local Government Association or professional membership bodies. However the authorities within the KRP have succeeded in enjoying the benefits that a nationally renowned partnership can bring in terms of having a voice at the table; the importance of this should not be underestimated at this very transient time in waste and resource management". In addition, correspondence from WRAP (refer to Appendix 10) very strongly supports the positive relationship that has been established with the KRP and the profile/input that has been achieved by its partner authorities in relation to campaigns of national importance. The external profile was also recognised in Kent County Council's response to the LGA Peer Review, where they made positive reference to the "nationally acclaimed Kent Resource Partnership". Representing the views of 13 partners with policy makers and other decision makers potentially provides the opportunity to steer discussions and considerations to the favour of the 13 partner authorities.

However it is also important that the externally focused work is not at the expense of local delivery issues and a balance is achieved. Whilst the majority of partners fully support and understand the need to engage with stakeholders based outside of Kent, there were some concerns about the time spent on this aspect of work relative to the benefits realised. Although the evidence to date suggests the focus has been worth it in both financial terms and also from an influencing position, securing an effective balance with new priorities and targets needs to be a consideration moving forward.

The partnership is effective at providing uniform support to common challenges. TEEP is a good example of this whereby all the authorities are required to demonstrate that their collection scheme meets statutory requirements in terms of high quality recycling, separate collections and implementation of the waste hierarchy. The KRP coordinated the distribution of funds to support the partners in establishing their TEEP compliance.

The KRP currently represents the interests of the collective, this includes representing the sub-partnership arrangements and forms a single point of contact with other departments and other authorities. This can positively impact on the influencing position of the partners involved and also present a common view. Campaigns can be, and have been, collectively applied; again a common message is presented, making it easier for the taxpayer of Kent to understand and engage, and it also ensures that resources are maximised across the partner authorities.

Challenges to the Partnership

Keeping 13 partners happy and on board can be a challenge in itself and the Partnership is under no illusion that to avoid a loss of energy or commitment needs continued efforts to buy into the arrangement. This is not only in terms of the time that the Officers and Members put into attending meetings and inputting into various working groups and projects, but clearly the financial value. Although there was a strong feeling that the KRP has generated significant

savings for the partners and has been very beneficial, currently the partnership is not necessarily very overt in linking policies and objectives with actions and outcomes and really being clear about the benefits. Therefore the KRP needs to be stronger in demonstrating its worth and its evident that more is needed in terms of KPIs; this shouldn't be seen as a 'hoop jumping' exercise, but something that will help support the KRP and ensure it stays focused and can demonstrate its worth more readily. If the everyday actions and activities of the KRP are linked to the targets and policies set out in the KJWMWS and also the specific priorities and focus for the next 5 years, this will provide a clearer mechanism of recording value for money and ensure the Partnership stays on track. There is no reason why KPIs should be restrictive and prevent flexibility in responding to opportunities as they arise, but all partners need to be clear on their role in terms of how the KPIs are to be met. In addition, if there is a lack of clarity from any partner as to what they wish to be achieved beyond the targets in the KJWMWS then this will undermine the setting of KPIs and would need to be resolved.

Valuing all aspects of the partnerships outcomes and achievements, particularly in a financial sense can be a challenge. For example how do you place a monetary value on trust and openness and strengthened relationships? This is very subjective and can make the partnership vulnerable in terms of how it is perceived. There has to be a degree of acceptance that these values are present; this can be a challenge, particularly for authorities under financial pressure.

Political changes at the local level brings a potential risk to the KRP therefore the partnership needs to ensure that it is in the strongest position possible as we head towards local elections in May 2015, and that means strong clear commitments to activities from partner authorities, with tangible outcomes and linked to the partnerships policies and targets.

Funding the KRP is a significant challenge that needs to be resolved as this is integral to any decision about the sustainability of the partnership. At the moment the largest proportion of funding to support the core costs is from one partner, Kent County Council. And whilst the budget for the WDA is proportionally bigger than the budgets for the WCA and so could be argued that their share is representative of this, all authorities have faced and continue to face budget cuts. Therefore all partners are having to make a judgement about affordability and value. The WCAs were very clear in their view that supporting the core costs is paramount; the project costs are currently supported through top sliced recycling credits and future options for supporting this part of the partnerships activities are less clear but nonetheless need to be resolved in term of the wider funding issue.

Despite these challenges, the outputs of the KRP, its strengths, and benefits are evidence that the Partnership is an effective arrangement. A number of issues do need to be addressed moving forwards and it's crucial that the commitment is there from all partners and its focus is very clear.

3.2 Is the partnership model fit for purpose?

The KRP is a non-legal entity which has a form of governance as set out in the Operating Framework. During the workshop there was a mention of the possibility of exploring more formal governance arrangements, such as the Somerset Waste Partnership where a legal body is set-up to run all waste/recycling affairs including centralising councils' budget. However there was little appetite across the membership in further exploring this type of approach or any other more formalised way of working at the present time. There was a view that there had already

been a robust discussion on this issue and there was no motivation to revisit it at present. This is partly because the current mode of working is particularly supported by the WCAs in that the benefits of working in a partnership can be realised without loss of local sovereignty. In addition the costs of formalising the arrangement in terms of staff time and financial costs were seen as prohibitive in the current climate. It does need to be recognised however under the current system the KRP has very limited power as decisions go back to partner authorities and this dictates the pace at which the partnership develops (or not).

There was also no appetite for a partnership to be led by one of the partners with no independent broker or manager. The equality of members is something that is cherished, and having an independent manager that represents all members' needs is considered by the WCAs to be the most effective way to operate. Taking the duties of the Partnership Manager internally on a secondment basis or relying on goodwill and time of Officers already considered to be over stretched is thought by the majority to be unrealistic and detrimental to the functioning of the KRP.

The staff, supported by the core funding, were considered to be vital to the KRP by the majority of partners; the fact they are independent and have the activities and the functions of the KRP as their sole focus, is viewed extremely positively by all WCAs. As part of the review this view was challenged a number of times during direct contact with the partners, as it can often be the case that authorities are supportive of the individual within the role rather than the role itself (or vice versa), but responses were consistent. The KRP staff are seen as integral to the success of the KRP moving forward. It has to be said that those partnerships with a dedicated staff resource have reported a greater proportion of service related achievements than those without. In addition the majority of the partnerships which have developed sub partnerships or cluster arrangements, and are actively delivering against key aims and objectives, have dedicated partnership staff and an annual budget to support delivery of partnership activities¹³.

The message that came from the engagements with the WCAs was clear, the current model of partnership working with core funding and partnership staff to deliver the activities, should be maintained, whilst it is accepted that the future funding of the arrangement (and therefore the relevant sections of the Operating Framework) needs to be addressed and agreed. The position of the WDA was also clear in that whilst partnership working and collaboration is strongly supported, the current model may not be the most effective means of engagement and collaboration, and funding is definitely an issue.

Taking into consideration this disparity of views, and also based on a number of the concerns that arose during the one-to-one's, the possibility of continuing the partnership without all 13 partners on board was considered. The possibility of continuing the arrangement with the WCAs only if the WDA found itself in a position in which it no longer supported the existing partnership arrangement was discussed and whilst it was acknowledged that this would not be the best solution for any of the partners and would potentially weaken the partnership, the message was

¹³ This finding first became evident during the research of over 50 waste partnerships which led to the National Waste Partnership Mapping & Support Strategy Project, April 2010, Commissioned by IESE and Defra, produced by Beasley Associates Ltd, and is a view that has been consistently supported since then, most recently featured within a publication by Local Partnerships – Delivering Efficiencies in Yorkshire and the Humber, February 2015.

clear in that the long term future of the partnership is not focused around an all or nothing scenario.

Another consideration is to move away from the current structure and formalise the sub partnership arrangements to operate as stand-alone partnerships. The size of the clusters in terms of members is more manageable and reflective of many partnerships. However with the West Kent arrangement currently in its infancy, this prevents this option being considered in any real detail at this stage, but this should not prevent this from being a potential model in the medium term. Whether splitting the county in this way would be the best approach for the WDA, who would need to foster and maintain strategic relations with three partnership groupings, would also need to be considered. In addition, opportunities for shared working outside the clusters may be missed. All these issues need to be considered in the short to medium term, and certainly should be an integral component of the next review.

Having no partnership arrangement at all was not a consideration for any of the partners; all felt that collaborative working is essential moving forward. However there was a clear indication that for the WCAs this should be in the form of a funded partnership arrangement with a dedicated staff resource.

3.3 What should the priorities be moving forward?

A number of the ongoing activities of the Partnership Manager, such as responding to consultations, submitting proposals for funding, briefing partners on legislation and policy, issuing guidance etc. partners have expressed support for retaining. The strategic targets are also clear up to 2021 in the refreshed KJMWMS as agreed individually within all 13 councils' democratic processes. However things were less clear in terms of translating the strategic targets into annual priorities for the period up to 2020.

A lot of energy has gone into supporting the East Kent and Mid Kent arrangements over the past few years; significant inroads have been achieved in securing joint arrangements at the sub partnership level. However it's essential for the KRP to be clear on the strategic direction of travel for the next 3 to 5 years so it does not rest on its laurels or lose focus. The policies and targets agreed are of course still relevant and appropriate, but may not give a clear enough steer in terms of day to day activities and actions. A more detailed look is required across the partners, to see where help and support is now needed.

This raises a number of questions, for example:

- What is the appetite across the partner authorities for reaching 50% recycling or beyond? What mechanisms are going to be put in place to achieve this and what is KRPs role?
- Is there a real desire to move towards standardisation of collection services across the whole KRP or is it more about supporting authorities through wider work to reduce waste and bring residual tonnage down (and therefore reduce the associated costs of collection and treatment)?
- Should the priority be focusing on other broader aspects of waste services such as street scene and look to strategically support partner authorities in standardising an approach to address these issues? Consistency in approaches in terms of grass cutting, street sweeping,

enforcement for example, could be addressed and a collective position taken, with joint working identified where possible.

- Is the strategic focus on the sub partnerships to address in their clusters, or a whole partnership activity?

Clearly achievements have been made with East Kent and Mid Kent, and things are on the cusp of progressing for West Kent, so the KRP will need to ensure that West Kent authorities are supported as much as possible and all the lessons learnt from East and Mid Kent are taken into consideration. However it may also be the time to look again at East and Mid Kent and consider whether things can be taken further; the building blocks are there, it's about fully realising the opportunities that may be available and how far the sub partnerships are prepared to go in working collectively. The KRP can help with this, in a strategic sense, providing the support necessary to ensure that opportunities within East and Mid Kent are not missed.

Other opportunities that may warrant further investigation include more vertical joint working, between the WCAs and the WDA, looking at where there can be greater synergy for example between WDA functions and responsibilities and those of the WCAs. One example given was alignment or dovetailing of services available at HWRCs with kerbside provision by WCAs.

Engaging the public and ensuring residents remain committed to the services available and maximise their use is another area where the KRP could build upon and further increase its focus. To ensure that services are as efficient as possible, they need to be used effectively i.e. avoid the occurrence of the partial recycler. Therefore looking collectively at what can be done by the KRP do to address this for the benefit of all partners (and ultimately the taxpayers of Kent).

Whilst it can be difficult to decide what to focus on with so many views to take into consideration, all partners share the same overarching common objectives in terms of improving performance and keeping costs low so it should not be difficult to come to an agreement as to where priorities need to be focused.

4. Discussion & Recommendations

When drawing together the issues raised and making recommendations for the future, it is important to consider if a specific issue or factor would be different if the KRP did not exist. Whilst, in the absence of KPIs, it is possible to get into disagreements over the value of savings and achievements which can be directly attributed to the KRP to date, one factor that has repeatedly been raised and is a difficult one to challenge, is trust and the enhanced relationship that exists between partners. KRP has facilitated an easy and open relationship between all partners; the importance of this should not be underestimated although it can be difficult to put a financial value on this. Without the KRP the districts were very clear that the level of trust and openness that has been established between each other and between the two tiers would not be there. This trust and openness has been integral to the achievements in terms of facilitating the movement towards joint working and sharing of expertise and resources. When the districts were challenged with the statement that all of the changes would have happened anyway, the response was overwhelming that the KRP played a significant role in coordinating, motivating and driving things forward to ensure that change happened much quicker, to the benefit of the local tax payers. Continual reference was made to how things had been historically between

each other and across the two tiers before the KRP had existed and the challenges that this had represented.

Therefore it is recommended that, in the spirit of identifying opportunities and building on the collaboration achieved to date, the KRP be retained and supported for the next 5 years. However there are a number of issues which need to be addressed to ensure that the 'value' of the KRP is maximised and it can be measured and monitored against the cost of retaining the partnership moving forward. The focus of the partnership, its funding and the operating framework need to be addressed as a matter of urgency. It is also recommended that a review is undertaken in 2019/2020 and that consideration is given at that time as to whether the sub partnerships (namely East Kent, Mid Kent, and potentially West Kent by that point) will be established enough to ultimately replace the need for an overarching partnership after 2020.

The following specific issues are considered in more detail and a number of recommendations are proposed.

A. Funding

Before the focus and priorities of the KRP are established the uncertainty around funding needs to be addressed as a priority and different funding mechanisms need to be considered. Without agreement as to how the partnership is to be funded, the other recommendations are largely immaterial.

Therefore it is recommended that:

A1. The KRP establish a process for formulating a future funding mechanism for the KRP

- this is both in terms of the KRPs core costs and the project costs. This needs to be agreed by the whole partnership, whether this is a Task & Finish group set up to make representations to the KRP in terms of options available, or whether the KRP considers this issue as a whole. Timescales for reaching agreement need to be established and adhered to. For speed it is recommended that a Task and Finish Group is set up as soon as possible and recommendations are made to the Officers Advisory group meeting scheduled for June 2015 and the Members Board in July 2015. This should include how the East and Mid Kent Councils will contribute to the KRP Projects budget from 2016/17 onwards in the absence of any mechanism currently in place.

A2. The KRP agree a mechanism for funding¹⁴ the KRP up to 2020 and secure commitment from all partners.

- A key consideration should be equalising the core costs¹⁵ between all partners, recognising the financial challenge faced by all authorities and providing equity to the KRP. Depending on what priorities will be agreed, the value of project costs and how these are to be secured also need to be established. The project costs should be appropriate in terms of what the KRP intends to

¹⁴ A word of caution, do not let the funding discussions derail the process and be prepared to consider whether the KRP has a future with less than 13 partners; is it an all or nothing scenario or is there merit in continuing and what would that partnership look like?

¹⁵ On the issue of the core funding, it is understood officers may put forward a recommendation to a forthcoming KRP Members Board to the effect that contributions would revert to the pre-2013/14 levels; namely the WDA contributing £50k and the WCAs £60k (£5k per WCA) to address the anomaly in terms of the WDA paying an increased sum for a change of role that is no longer required.

deliver against over the next 4 to 5 years. It is considered that decisions as to 'how much and from whom' need to be agreed by the whole Partnership following the recommendations from the 'Task and Finish' group, and as authorities succeeded in carving out a funding mechanism in 2006, agreement has to be secured by all for a revised funding mechanism moving forward.

B. Partnership priorities

It is acknowledged that times have changed and the pressures that local authorities are facing are not abating. The KRP has had a reasonably wide remit in the past and whilst this has successfully generated a number of achievements, moving forward its focus, remit and activities need to be directed and prioritised at the challenges of the next 5 years. This will in essence influence Members' decisions in relation to budgets and outcomes required.

The policies and targets set out in the KJMWMS provide a general direction of travel and the KRP has delivered against its functions set out in the Operating Framework, specifically with regard to: providing a platform; acting as a single voice; interacting with stakeholders; working towards the delivery of the KJMWMS; joint funding applications; and, sharing good practice. More is needed on evaluation and monitoring of councils' services, facilitating partnership working and extending this further to identify opportunities (such as joint procurement hubs, alignment of procurement window including with neighbouring authorities). Further clarity as to where the KRP should be investing time and energy is required from the partner councils themselves – although it is appreciated that this review was designed to kick start this process for the period 2015/16 – 2019/20. In addition ensuring that the KRP as a whole is clear as to how it can meet the needs of its individual partner authorities as well as the collective. One issue to take into consideration is to consider how the KRP can support Kent CC in meeting the recommendations identified in the LGA Peer Review completed in May 2014.

Therefore it is recommended that:

B1. The KRP reaches consensus on a set of clear priorities up to 2020 (including translating the KJMWMS objectives, policies and targets into a set of clear annual goals up to 2020)

- issues to consider may include: further support to the West Kent sub partnership; identification of further opportunities for joint working in East and Mid Kent; identification of opportunities for greater alignment of services and standards across Kent as a whole; greater support for streetscene (although this needs to be at a strategic and not operational level); communications and engagement with householders to maximise service use particularly recycling; repair and reuse initiatives across Kent as a whole; increased vertical aligning between WDA and WCA service provision; establish a balance between externally facing activities and inwardly facing activities; opportunities for procurement hubs and alignment of procurement windows across Kent as a whole, and potentially encompassing neighbouring authorities if/where appropriate; consideration of new contractual models between local government and private sector where appropriate.

B2. Develop a fully costed 3 year rolling action plan with clearly identified KPIs

- specific actions to be undertaken to deliver against the priorities identified and linked to the KJMWMS policies and targets should be established. This will identify the funding requirements for the partnership and progress against the actions should be monitored through the use of appropriate KPIs¹⁶. This will allow the KRP to explicitly demonstrate value for money and articulate more clearly the benefits of membership, such as financial savings, service improvements, sphere of influence etc.

C. Partnership Model

The overall impression from the members of the KRP is that a more formal partnership structure (such as Somerset or Dorset) is not required at this stage and would not in fact represent a good use of limited resources. It is evident that formalising structures has been considered in the past and is not thought to be necessary to ensure that the partner authorities work together moving forward. However, there are some aspects to the model which need to be looked at further and the following recommendations are made:

C1. Retain the Independent Partnership Staff.

- the independent nature of the Partnership staff is recognised and valued by all the districts, and it is seen to contribute to the feeling of equity, trust and openness which are essential. It has been shown that Partnerships that have a dedicated Partnership Manager are more likely to make progress and deliver against partnerships aims and objectives (as discussed earlier in the report). The districts felt very strongly that without independent support to manage the delivery and actions of the KRP the achievements identified in section 2.5 would not have been realised to the same extent or within the same timescales (and in some instances considered not to have been realised at all), and losing this aspect of the Partnership would be detrimental to all partners moving forward.

C2. Review the host arrangements for the KRP Management Staff.

- as with all partnerships that are not a legal entity there needs to be an administering or host authority to employ the staff who manage the Partnership; in the case of KRP the host authority is Kent County Council. Being the host does not automatically bring with it a set of assumed responsibilities, it is simply a vehicle for employment and it is up to each Partnership to define the responsibilities of the host.

For a number of years the line management responsibility, as set out in the KRP Operating Framework, has been the Chair of the Officers Advisory Group. There have been some additions to this structure in the past, for example in 2012 the roles and responsibilities of the KRP Partnership Manager were changed to include a percentage of time to be spent on SE7 project and alongside this change came a requirement to report directly to Kent County Council in relation to this project. However since 2013, the reporting structure has returned to its original

¹⁶ The setting of KPIs should reflect performance characteristics (and priorities) for the 13 councils as a whole. In addition, the capacity and skills need to be identified such that the monitoring and provision of data to the OAG and the Members Board is done as a matter of routine. As staff capacity is likely to be under even greater pressure in future, it is important to identify which council (or councils) are in the best position to undertake these roles. This issue is also important for the West Kent Project, which is likely to need expert financial and performance management expertise to advise officers and Members on options, both in advance of any procurement process, and also during it.

form, with the elected Chair of the Officers Advisory Group being responsible for the management of the KRP Partnership staff.

Information from the review¹⁷, indicates that at present the host arrangement and line management arrangement are not operating particularly smoothly and there appears to be concerns over accountability and responsibility. Partnership staff are employed within the Kent County Council system and as such there are requirements and procedures which need to be followed and which may now be in conflict with the management system as defined in the Operating Framework. Having said that the line management arrangements provided by the Chair of the Officers Advisory Group are entirely logical, support the independent position of the Partnership staff, and were given strong support during the one-to-ones and the meeting with the WCAs. Therefore it is timely to review the host arrangements and consider whether there is a partner authority amongst the WCAs that is in a position to meet the requirements of the host authority whilst accommodating the employment terms and conditions as set out in the (revised) Operating Framework. It is recommended that the current line management arrangements are retained, to provide independence and also a degree of ownership and accountability to the collective authorities financially supporting the position, and the host arrangement is reviewed to ensure a solution that best fits the needs of the Partnership is achieved. All partners should be given the opportunity to host the partnership staff; clear consideration would need to be given to what is required in terms of transfer of employment.

C3. Update/Revise the Operating Framework

- the operating framework needs to be updated and adjusted where necessary to reflect the changes proposed. It needs to provide confidence in the structures set in place and reflect the priorities agreed and provide a framework for accountability against the budget. It is the Partnership's choice as to how it updates the KRP Operating Framework. However, it makes sense that the recommended Task and Finish Group also ensures its decisions (as agreed by Members) are updated in the Framework.

C4. Review the role of the KRP in 2019/2020

- the KRP should be subject to similar type of review in 2019/2020 as has happened in 2014, and the potential for adopting a new model based around the clusters should be a key consideration of that review.

In conclusion, from the evidence collated there appears to be validity in maintaining and indeed further supporting the KRP, retaining the independent manager position and securing funds to target priority areas for the benefit of the Kent tax payer. The track record of the KRP has shown that it has been a successful partnership to date but there is still more that the KRP can achieve. There needs to be total commitment from all partners moving forward, a refocusing of priorities, a sustainable funding solution and much improved systems to demonstrate effectiveness and provide accountability.

¹⁷ This includes information from the one-to-ones with partners and also information gleaned from feedback provided by Keith Bramfit in relation to the findings of the internal audit undertaken by Kent County Council.

Appendix 1: Acknowledgements and thanks

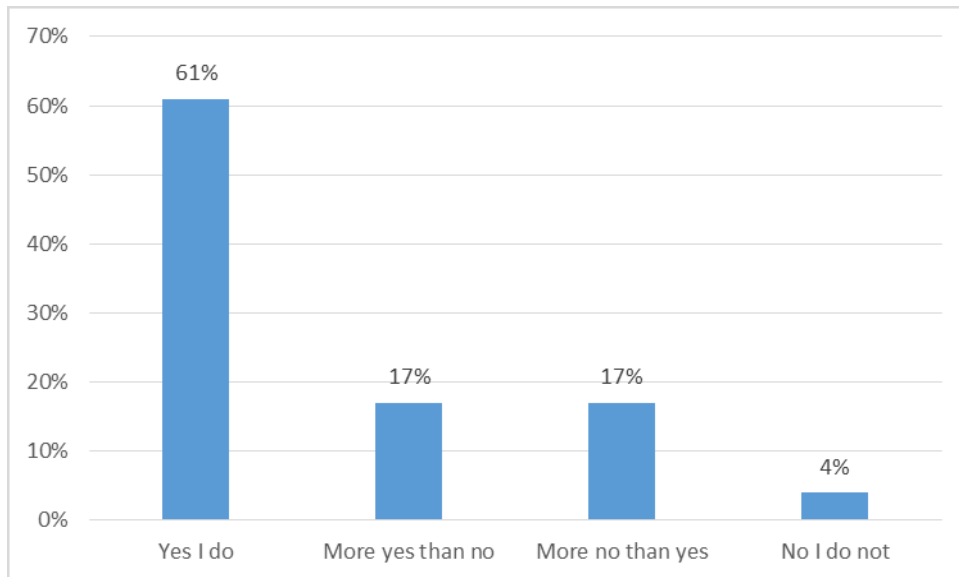
Many thanks to everyone who attended the workshop, the open meeting with the WCAs and the WDA, and also those who gave their time to take part in the one-to-ones, specifically:

Ashford BC	Cllr Jessamy Blanford	Julie Rogers	
Canterbury CC	Cllr Rosemary Doyle	David Ford	
Dartford BC	Cllr Tony Martin	Dave Thomas	
Dover DC	Cllr Nick Kenton	Roger Walton	
Gravesham BC		Nick Brown	Stuart Alford
Kent CC	Cllr David Brazier Cllr Matthew Balfour	Roger Wilkin Melanie Price	Elaine Harding
Maidstone BC	Cllr Marion Ring	David Edwards	Gary Stevenson
Sevenoaks DC	Cllr Avril Hunter	Richard Wilson	Charles Nouhan
Shepway DC	Cllr Rory Love	Roger Walton	
Swale BC		Dave Thomas	
Thanet DC		Mark Seed	
Tonbridge & Malling BC	Cllr Brian Luker	Dennis Gardner	
Tunbridge Wells BC	Cllr Paul Barrington-King	Gary Stevenson	

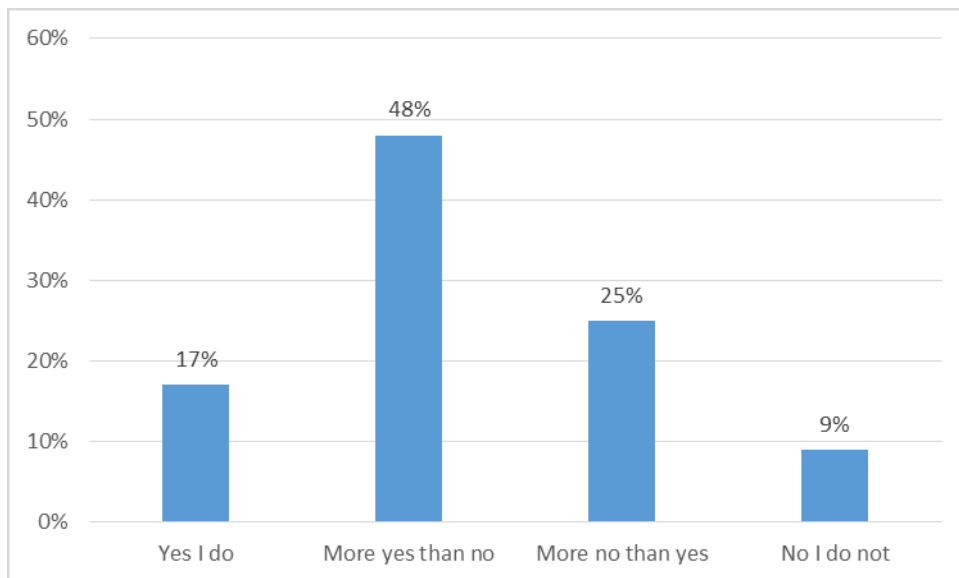
I also would like to acknowledge those who provided their views indirectly, including a number of Councillors, who fed back through their Officers. Your involvement and engagement in the project is much appreciated.

Appendix 2: Interactive voting results from the Workshop

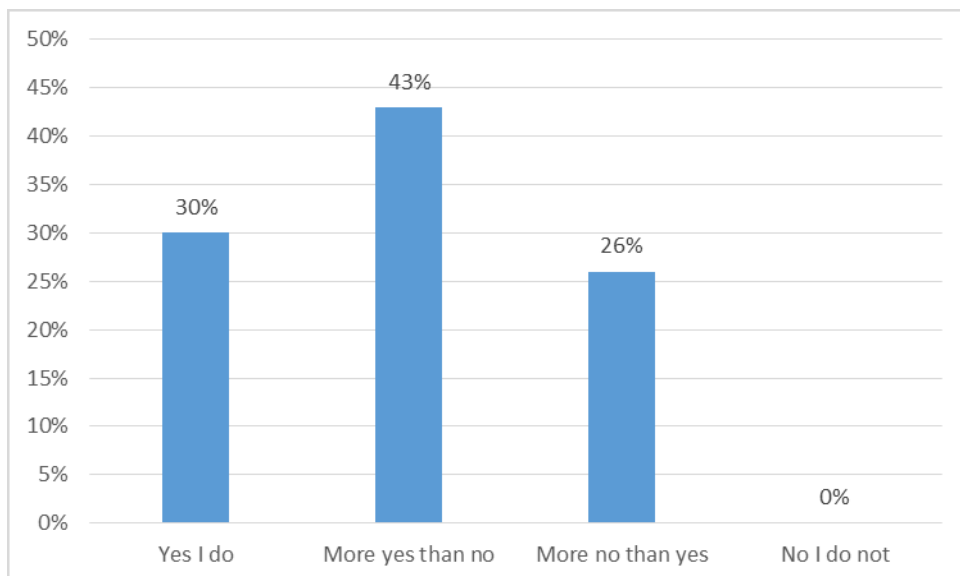
1. I feel good about our Partnership



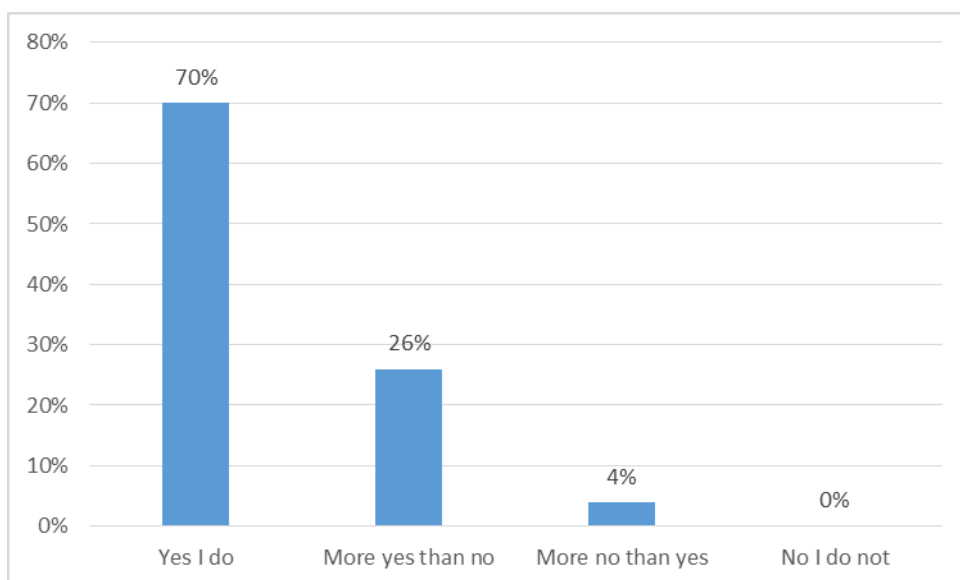
2. I feel the relationships in our Partnership are great



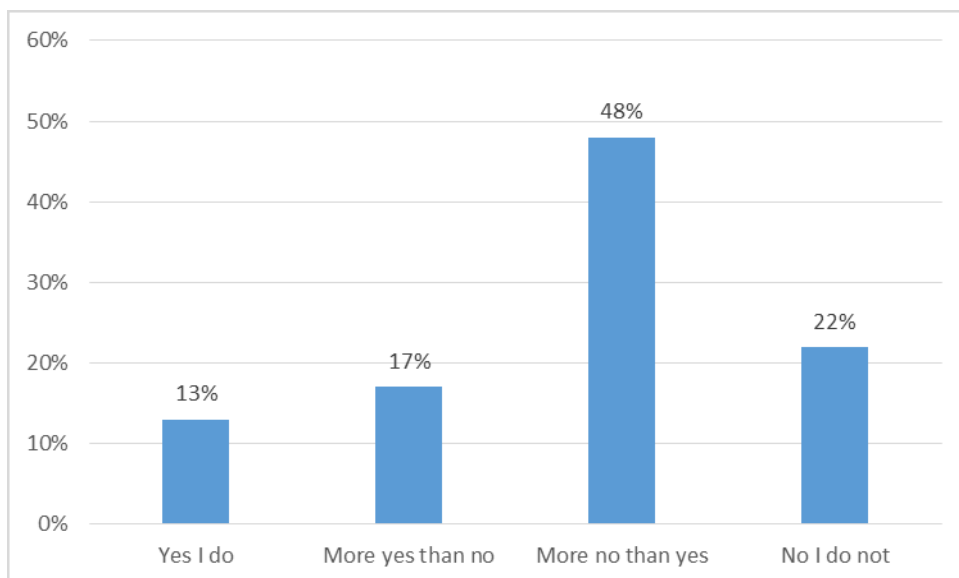
3. I feel confident our Partnership can deliver the refreshed objectives and targets for 2015 and 2020 that the 13 councils agreed last year



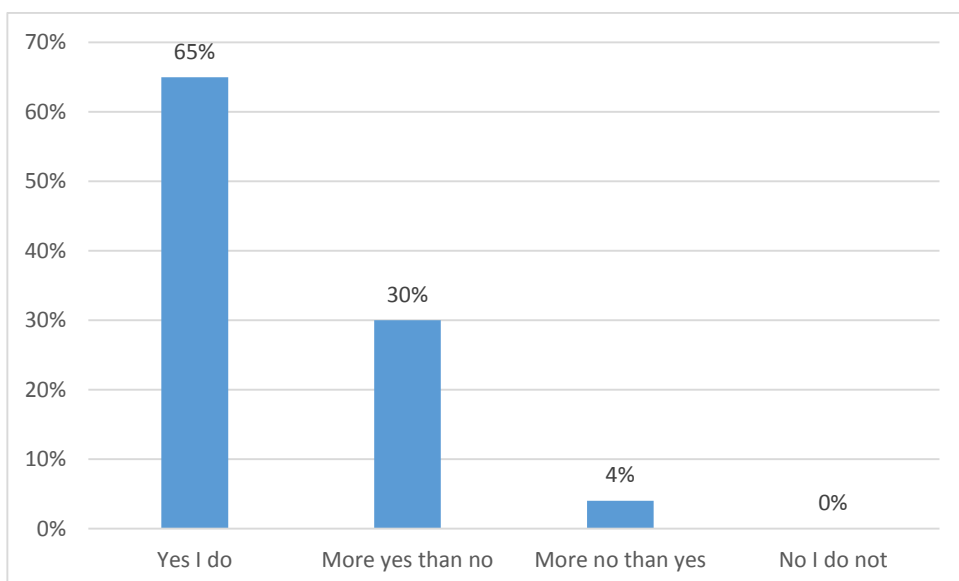
4. I feel our Partnership needs to take stock of which of our targets are the highest priorities for the period 2015 to 2020



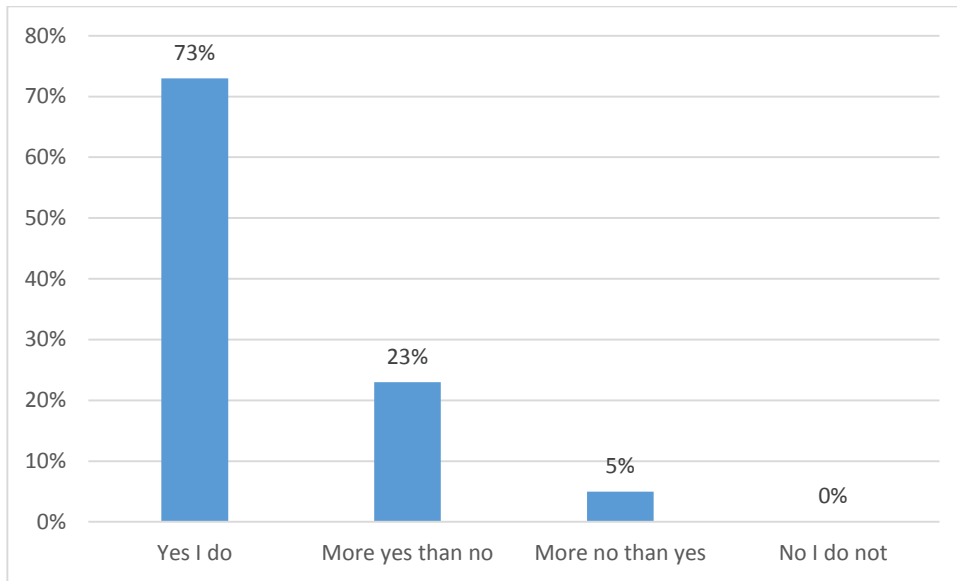
5. I feel there are big areas of work important to me that our partnership is currently missing



6. I feel confident our Partnership can deliver good benefits to all 13 councils



7. I feel content this review will help shape what we need



Appendix 3: Summary Results of the Perception Survey 2014

Overall Responses and Percentages across all 33 Statements

Strongly Agree	435	40%
Agree	428	39%
Neither	118	11%
Disagree	35	3%
Strongly Disagree	9	1%
Uninformed	64	6%
	1089	100%

2014 Survey

Responses and Percentages by Group across all 33 Statements

	Councils' Leaders		KRP Members Board Portfolio Holders		Chief Executives		KRP Officers Advisory Group		KRP Projects Groups	
Strongly Agree	8	8%	51	39%	29	88%	180	42%	167	42%
Agree	37	37%	64	48%	1	3%	178	41%	148	37%
Neither	4	4%	14	11%	2	6%	40	9%	58	15%
Disagree	4	4%	2	2%	1	3%	18	4%	10	3%
Strongly Disagree	0	0%	0	0%	0	0%	8	2%	1	0%
Uninformed	46	46%	1	1%	0	0%	5	1%	12	3%
	99	100%	132	100%	33	100%	429	100%	396	100%
	Net +/- 41% +		Net +/- 84% +		Net +/- 88% +		Net +/- 77% +		Net +/- 76% +	

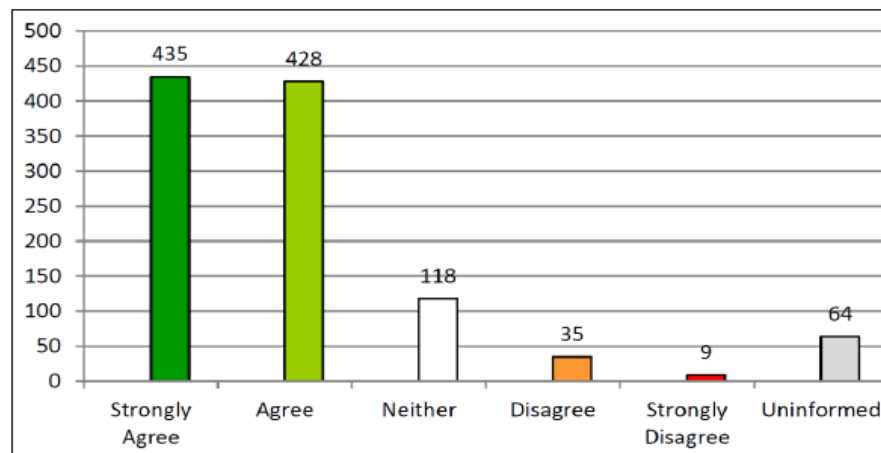
The Survey's overall net positive/negative rate = **75%+**

Number of Respondents by Group

Council Leaders	3
KRP Members Board: Portfolio Holders	4
Chief Executives	1
KRP Officers Advisory Group	13
KRP Projects Groups	12
	33

The Survey weblink was sent to 82 people.
33 people completed and submitted responses.
This provides a response rate of 40%

Please note one chief executive took part. Whilst the views of that chief executive are included, any percentages ascribed to the 'chief executives' parts of this report should be understood in that light.
The 1089 views taken as a whole are not significantly altered by the single chief executive response.



Overall Responses and Percentages across all 33 Statements

Strongly Agree	173	11%
Agree	665	41%
Neither	457	28%
Disagree	263	16%
Strongly Disagree	56	3%
	1614	100%

2009 Survey

Responses and Percentages by Group across all 33 Statements

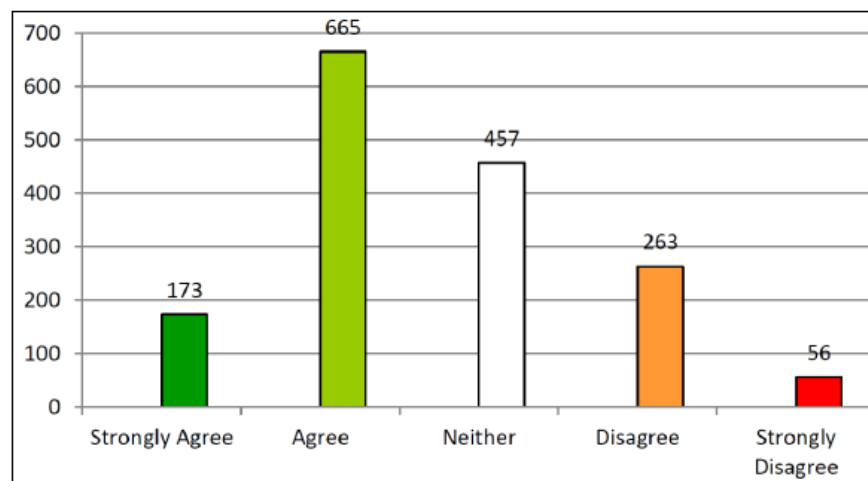
	Councils' Leaders		KWP Joint Waste Mgmt Cttee		Chief Executives		KWP Officers Advisory Group		Kent Waste Mgrs Group and Kent Wast Min. & Recycling Forum	
Strongly Agree	23	9%	3	2%	6	4%	75	18%	74	20%
Agree	97	37%	88	53%	59	36%	201	47%	297	82%
Neither	93	35%	53	32%	47	28%	89	21%	170	47%
Disagree	42	16%	20	12%	38	23%	44	10%	52	14%
Strongly Disagree	8	3%	1	1%	15	9%	19	4%	1	0%
	263	100%	165	100%	165	100%	428	100%	594	164%
	Net +/- 27% +		Net +/- 42% +		Net +/- 9% +		Net +/- 51% +		Net +/- 53% +	

The Survey's overall net positive/negative rate = 33%+

Number of Respondents by Group

Council Leaders	8
Joint Waste Management Committee (Members)	5
Chief Executives	5
Officers Advisory Group	13
Kent Waste Managers Group	11
Kent Waste Minimisation & Recycling Forum	7
	49

The Survey weblink was sent to 79 people.
49 people took part.
This provides a response rate of 62%



All 33 Survey Statements: 2014

Leadership

- 1 The Partnership has demonstrated a high level of leadership in managing Kent's household waste.
- 2 The Partnership is providing a sufficient level of leadership that helps me do my job effectively.
- 3 The Partnership's leadership strengths outweigh its leadership weaknesses.

Strategic Direction

- 4 The Partnership's strategic direction has been effective to date because it has tackled national and local challenges well, and has led to Kent Taxpayers receiving better value for money.
- 5 The Partnership's strategic direction plays a substantive role in setting my own direction on recycling and waste management issues.
- 6 The Partnership's strategic direction has more strengths than weaknesses.

Performance

- 7 The Partnership has demonstrated it is a 'performance oriented' partnership.
- 8 The Partnership's activities help me meet my Council's performance targets.
- 9 On future EU, UK and local performance targets, the Partnership has set out a clear direction of what it wants to achieve up to 2020.

Public Engagement

- 10 The Partnership has done a very good job of supporting public engagement both directly and through the councils.
- 11 The Partnership's activities on public engagement have provided me with what I need to support my own council's relationship with residents.
- 12 I have full confidence the Partnership's public engagement skills and activities will continue to deliver effectively for the councils.

Partnership Working

- 13 The Partnership's efforts have been a major contribution to supporting effective two-tier delivery in Kent.
- 14 I need the Partnership because I would find it harder to do my job without it.
- 15 My residents' interests are best served by my Council playing a full role in the Partnership as opposed to pulling away from the Partnership.

Procurement

- 16 The Partnership has done an effective job on delivering joined-up procurement across the councils.
- 17 The Partnership's support for the procurement of contracts/services has helped me to do my job.
- 18 I have full confidence that the Partnership is able and willing to tackle large-scale procurement challenges that deliver the efficiency challenges the councils require.

Partnership Culture

- 19 The culture of the Partnership encourages open discussion of difficult issues, where people work corporately to achieve shared goals, and challenge thrives.
- 20 I 'feel at home' in the Partnership as a place where my views are respected, I can talk openly about issues, and I can influence direction.
- 21 The culture of the Partnership is fully developed to enable it to tackle the challenges facing it and its 13 constituent councils.

Relationships with External Partners

- 22 My perception is that the Partnership has a very good relationship with external partners.
- 23 The quality of relationships between the Partnership and external partners has helped me to do my job.
- 24 The Partnership's relationships with external partners have more strengths than weaknesses.

Partnership Governance

- 25 The Partnership has an effective structure of Governance that allows collective decision-making to be a smooth and speedy process.
- 26 The Partnership provides me with the decisions I need at the time I need them.
- 27 The Partnership's governance has the right balance to ensure the Kent councils maintain their sovereignty into the future whilst delivering effective results for Kent taxpayers

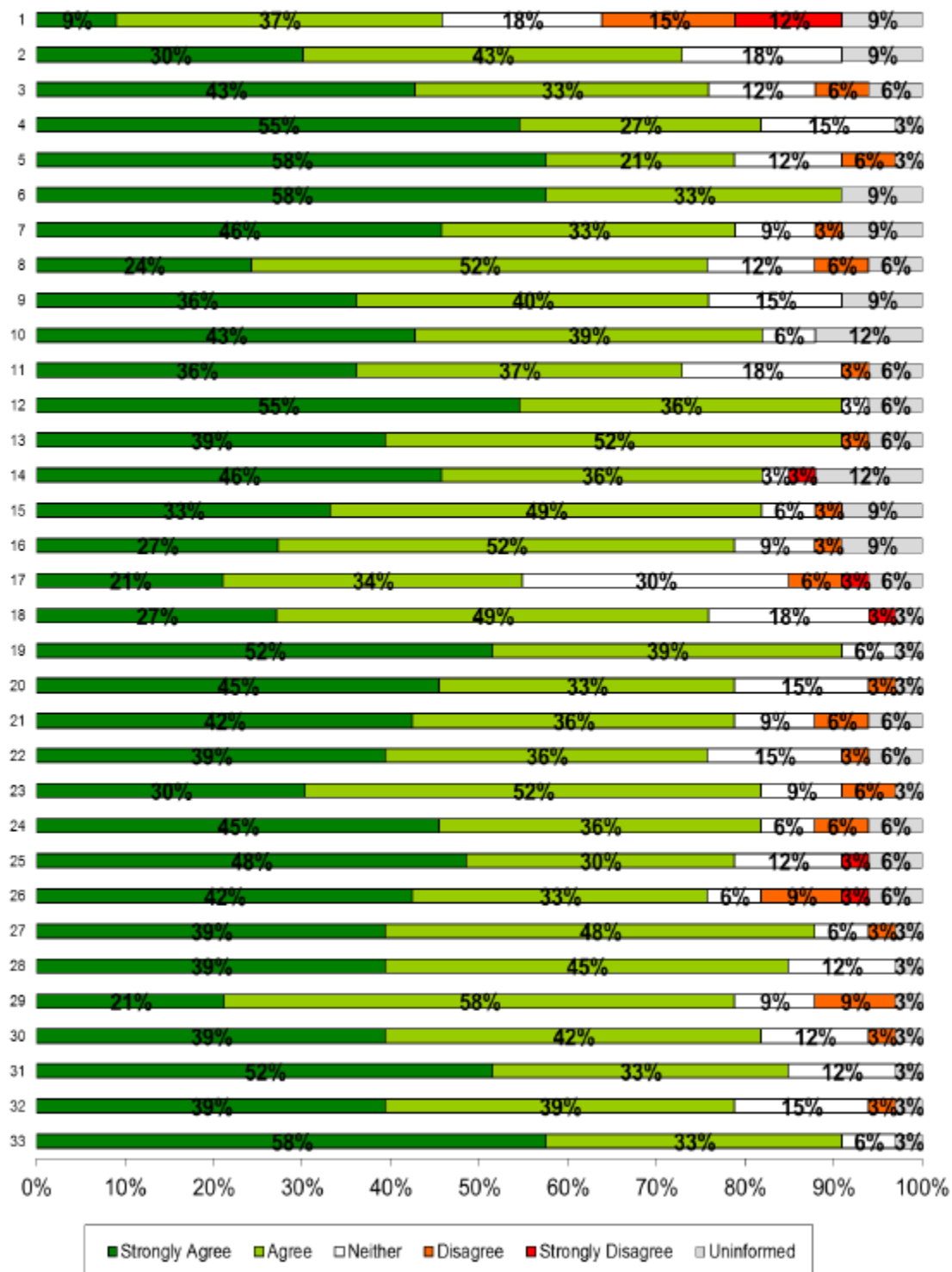
Reputation and Credibility

- 28 The Partnership has established a good reputation and credibility with stakeholders.
- 29 The Partnership's activities to co-ordinate responses to government consultations, media issues and Freedom of Information requests across the Kent councils have supported me in my role.
- 30 The Partnership is in an excellent position to build an even stronger reputation and credibility with stakeholders.

Partnership Capacity

- 31 The Partnership has achieved a great deal with limited staff and budget resources.
- 32 I need the Partnership's capacity to help me get things done.
- 33 The Partnership's current levels of staff and budget resources is fully sufficient to meet the challenges the Partnership faces.

All 33 Survey Statements: 2014



Appendix 4: KRP Strategic Objectives and its Key Functions

Strategic Objectives

Objective 1

Deliver the Kent Joint Municipal Waste Management Strategy. This is the Strategy agreed by all 13 Kent councils in 2007 to manage municipal waste. The strategy may be updated from time to time to reflect changing circumstances and ambitions. All 13 councils adopted a set of refreshed policies in 2013/13 to cover the period up to 2020.

Objective 2

Contribute to delivering the Vision for Kent (2011-2021). This includes supporting the three Kent Ambition Boards towards growing the economy, tackling disadvantage and putting citizens in control. The KRP has a primary link to the third of those issues, and a secondary link to the first.

Objective 3

Contribute to, and set a national lead, in delivering projects that manage supply chain issues in the leanest and most effective ways; securing value from discarded materials; and proactively identifying innovation and excellent practices.

Functions

Provide a platform for cooperative and joint working to improve or deliver services, including promoting honest, open and frank discussions between partners.

Act as a single voice for strategic waste issues for Kent local authorities and to influence Central Government and other bodies as necessary on key strategic waste, street cleansing and environmental enforcement issues.

Increase awareness of waste as a resource and to interact with other stakeholders to promote waste minimisation and achieve an economically, environmentally and socially sustainable waste strategy.

Work with and support as required, statutory agencies, non-governmental organisations, small and medium sized enterprises, business, scientific and commercial organisations and other bodies whom share the KRPs aspirations of developing, supporting and influencing the future direction of sustainable waste/resource management.

Ensure the implementation, monitoring and review of the approved Kent Joint Municipal Waste Management Strategy.

Advise the 13 Kent councils on the future development of the KJMWMS.

Produce plans, including resources that are needed, which support the activities of the KRP in delivering the KJMWMS.

Approve allocations of the KRPs budget that supports the KRPs activities each year. The budget is held by KCC on the KRPs behalf. The appropriate KCC Cabinet member is permitted to agree allocations of KRP funds that are consistent with the delivery of the KJMWMS and in line with KCCs Constitution, including carry forwards of funds on behalf of the 13 councils.

Undertake joint funding applications relevant to the implementation and future development of the JMWMS and the Annual Action Plan.

Encourage the adoption and sharing of waste management good practices and initiatives that provide value for money to Kent taxpayers.

Co-ordinate baseline evaluation and monitoring of services.

Facilitate constructive partnership working internally among the 13 councils and externally. Inform and raise awareness of Members, Officers and the community with regards to key waste management, streetscene and environmental enforcement issues.

Influence, advise and lobby government and other agencies both nationally and internationally, where to do so is consistent with Kent's JMWMS and supporting the interests of the Kent Forum, the Ambition Boards and Kent's taxpayers.

Carry out such other activities calculated to facilitate, or which are conducive or incidental to, the discharge of KRPs functions.

Appendix 5: Job Description – KRP Partnership Manager¹⁸

Job title Kent Resource Partnership Manager

Reports to: Chair of KRP Officers Advisory Group

Administratively hosted by: Kent County Council on behalf of all 13 Kent Councils.

Directorate: Environment & Economy, KCC.

Location: KCC Waste Management Service, Aylesford

Grade: Kent Scale 13

Purpose of the Job

- To provide leadership and direction for the KRP in full consultation with the KRP Officers' Advisory Group and KRP Members Board to deliver enhanced two-tier working in support of the Kent taxpayer, and the wider interests of any other complementary programmes as appropriate.
- To co-ordinate the delivery of Kent's Joint Municipal Waste Management Strategy, and assist the development and delivery in line with prevailing legislation and national ambitions.
- To take a lead facilitating role in the development, specification and delivery of shared delivery programmes and associated work-streams that demonstrably support the interests of Kent taxpayers.

Main duties and responsibilities

1. Provide senior level support and strategic advice to the Kent Resource Partnership and ensure the appropriate administration of Members and officers meetings. Prepare and present regular reports to the Partnership on activities, finance and progress against plans and projects.
2. Develop/deliver KRP-specific strategies and projects in consultation with the 13 local authorities to ensure ownership, approval and deliverability by all partners.
3. Oversee and lead the development of the Joint Municipal Waste Management Strategy by ensuring the Partnership is kept abreast of National and European policy, targets and best practice and that the Strategy evolves to take on board new policy and targets within appropriate timescales.
4. Lead the development of the KRP, in collaboration with all partners, by creating a 'climate' for joint working based on sound financial reasoning, provision of value for money to Kent taxpayers, and building effective relationships with the whole supply/value chain.

¹⁸ Updated following the KRP Members Board's decisions on the KRP Operating Framework on 11th July 2013

5. Investigate, lead, promote and develop, with constituent Councils, initiatives that lead to improved joint working to deliver excellent, value for money services.
6. Improve and develop understanding and awareness of the joint organisational arrangements at Member and Officer levels for Waste Management.
7. Maintain, influence and enhance constructive relationships within the Partnership to ensure Partnership Officers and Members collaborate on shared delivery of objectives.
8. Ensure the various documents in the KRP business planning suite for the KRP are monitored, achieved and reviewed regularly.
9. Manage the allocation of resources to the various KRP work-streams and seek to secure external funding sources to support the work of the KRP.
10. Lead and direct the work of staff and consultants working directly for KRP.
11. Analyse Government Consultations relating to the waste agenda, identify potential impacts for the KRP, and construct consultation responses through and on behalf of the KRP and influence others' responses (e.g. LGA, NAWDO, and LARAC).
12. Direct the organisation of any training requirements for the Partnership Officers and Members, including induction.
13. Lead effective communications on behalf of the Partnership with other agencies and the media to ensure cohesive messages and understanding.
14. Undertake any other duties commensurate with the position as designated by the Kent Resource Partnership.

Appendix 6: Financing the KRP

KRP Core/Staff Budget 2007/08 to 2015/16			KRP Projects Budget 2007/08 to 2015/16		
Financial Year	KCC Contribution	Districts Contribution	Financial Year	Potential Recycling Credits	Actual KRP Project budget
2007/08	£50,000	£60,000	2007/08	£600,000	£300,000
2008/09	£50,000	£60,000	2008/09	£616,000	£308,000
2009/10	£50,000	£60,000	2009/10	£636,000	£318,000
2010/11	£50,000	£60,000	2010/11	£654,000	£327,000
2011/12	£50,000	£60,000	2011/12	£674,000	£337,000
2012/13	£50,000	£60,000	2012/13	£694,000	£347,000
2013/14	£74,000	£36,000	2013/14	£714,000	£125,000
2014/15	£74,000	£36,000	2014/15	£734,000	£125,000
2015/16	£74,000	£36,000	2015/16	£756,000	£125,000
Totals	£522,000	£468,000	Totals	£6,078,000*	£2,312,000

* This reflects the total sum which potentially would have been paid out by KCC to the districts as recycling credits if the KRP financial arrangements had not been agreed. Please note however that it does not take into consideration the enabling payments now being made to 7 of the partner authorities.

Appendix 7: Key Issues for Consideration in the Review

- **Strengths & Weaknesses**

The KRP's strengths and weaknesses and how to maximise the benefits of strengths over the coming four years, and what to do to manage the weaknesses

- **13 Councils inputs/Benefits**

Re-defining what the KRP is, the 13 councils' inputs/benefits, why it is needed (if at all)

- **Desired Future Impacts**

Desired future impacts of the Partnership particularly on: value for money; leadership; strategic direction; performance; public engagement; partnership working (between the councils); partnership working (with supply chain); procurement; culture and relationships; governance; capacity; policy influence; and reputation and credibility ... and how ALL of these impact directly and/or indirectly on councils' costs (for better/worse)

- **Extent of Ambitions**

Assessing extent of ambitions (if any) for partnership working between the 13 councils including influencing national policy for local benefit; influencing the value chain for local financial benefit; and the 13 councils 'punch according to our weight'

- **Partnership Model**

Alternatives to the current Partnership model (e.g. joint committee as in Somerset and Dorset; County-led approach with no 'independent broker'; joint approach with the private sector; no partnership).

- **Better together or alone**

Pros and cons of tackling challenges jointly or individually: e.g. financial; waste hierarchy; recycle quality; societal behaviours; value chain; and Social Value Act.

- **Consequences on Partnership arrangements**

Options and consequences of different financial, staffing and hosting models to deliver Partnership goals; and consequences for the Kent Joint Municipal Waste Management Strategy, and the KRP Operating Framework of any major changes arising from any of the above.

Appendix 8: 2010/11 and 2013/14 Performance on Recycling and Composting (former NPI 192)¹⁹.

Council	Recycling & Composting Performance (%)		Kent Position (out of 13 councils)		South East Position (out of 74 councils)		England Position 2010/11 out of 358 2013/14 out of 352	
	2010/11	2013/14	2010/11	2013/14	2010/11	2013/14	2010/11	2013/14
Canterbury CC	43.59	48.53	3	1 ↑	21	19 ↑	135	98 ↑
Maidstone BC	32.20	46.56	6	2 ↑	51	23 ↑	287	121 ↑
Tunbridge Wells BC	45.92	46.35	1	3 ↓	15	24 ↓	101	123 ↓
Shepway DC	37.30	44.58	5	4 ↑	39	28 ↑	226	145 ↑
Dover DC	31.89	44.15	8	5 ↑	54	31 ↑	292	153 ↑
KRP (13 councils together)	38.97	43.65	4	6 ↓	32	33 ↓	209	163 ↑
England Rate	41.20	43.45						
Tonbridge & Malling BC	44.63	43.15	2	7 ↓	17	34 ↓	119	172 ↓
Ashford BC	14.02	41.91	13	8 ↑	74	36 ↑	358	186 ↑
Swale BC	32.20	34.25	7	9 ↓	52	52 →	288	283 ↑
Sevenoaks DC	31.40	32.85	9	10 ↓	56	56 →	295	299 ↓
Thanet DC	28.64	30.29	10	11 ↓	62	59 ↑	315	311 ↑
Dartford BC	24.07	26.62	11	12 ↓	68	64 ↑	347	328 ↑
Gravesham BC	23.31	24.50	12	13 ↓	70	70 →	350	340 ↑
4 th quartile			3 rd quartile		2 nd quartile		1 st quartile	

¹⁹ Performance figures published by Defra are drawn from finalised audited data on Waste Data Flow for 2010/11 and 2013/14. Performance may have improved since owing to investments in services including the Mid Kent Project and DCLG funded projects. Best Waste Collection Authority 2013/14: South Oxfordshire DC 65.71%. Best two-tier county: Oxfordshire CC 59.22%.

Appendix 9: 2010/11 and 2013/14 Performance on Amounts of Residual Waste per Household (former NPI 191)²⁰

Council	Residual Waste (kg per household)		Kent Position (out of 12 WCAs)		South East Position (out of 55 WCAs)		England Position 2010/11: 235 WCAs 2013/14: 229 WCAs	
	2010/11	2013/14	2010/11	2013/14	2010/11	2013/14	2010/11	2013/14
Dover DC	532.19	364.57	4	1 ↑	38	5 ↑	163	13 ↑
Canterbury CC	483.03	433.58	2	2 →	23	16 ↑	100	59 ↑
Ashford BC	699.04	441.42	12	3 ↑	55	20 ↑	228	68 ↑
Shepway DC	531.32	442.70	3	4 ↓	37	22 ↑	161	73 ↑
Maidstone BC	591.47	443.42	9	5 ↑	49	23 ↑	204	74 ↑
Thanet DC	450.67	473.06	1	6 ↓	13	27 ↓	57	109 ↓
England (WCA median) ²¹			502.07		477.86			
Swale BC	570.87	519.53	7	7 →	46	44 ↑	195	171 ↑
Tunbridge Wells BC	539.26	556.86	5	8 ↓	42	47 ↓	173	179 ↓
Tonbridge & Malling BC	561.98	553.83	6	9 ↓	45	50 ↓	186	203 ↓
Gravesham BC	584.12	567.42	8	10 ↓	48	51 ↓	202	211 ↓
Sevenoaks DC	619.51	589.53	10	11 ↓	52	52 →	211	213 ↓
Dartford BC	686.40	626.03	11	12 ↓	54	55 ↓	225	222 ↑
4 th quartile			3 rd quartile		2 nd quartile		1 st quartile	

²⁰ Performance figures published by Defra are drawn from finalised audited data on Waste Data Flow for 2010/11 and 2013/14. Performance on this measure can be a proxy for improvements in recycling services and/or effectiveness on waste reduction activities. Best Waste Collection Authority 2013/14: Tower Hamlets 255.73kg/HH. Best two-tier county: Oxfordshire 420.97kg/HH (Kent: 580.03 kg/HH).

²¹ To ensure an appropriate comparison on residual waste with Kent districts, comparisons are made across English districts (235 councils in 2012/13 and 229 in 2013/14).

Appendix 10: Letter of Support



**Waste & Resources
Action Programme**
The Old Academy
21 Horse Fair
Banbury
Oxon OX16 0AH

T 01295 819900
E helpline@wrap.org.uk
W www.wrap.org.uk

Helpline freephone
0808 100 2040

26 November 2014

Councillor Paul Barrington-King
Chairman of the Kent Resource Partnership
Tunbridge Wells Borough Council
Town Hall,
Mount Pleasant Road
Tunbridge Wells
Kent, TN1 1RS

Dear Councillor Barrington-King,

'Fresher for Longer' and Kent Resource Partnership (KRP) Support

As you are aware the initial development phase of the national 'Fresher for Longer' initiative has come to a close. Simultaneously, delivery on the ground as part of Love Food Hate Waste has moved forward considerably and I would like to share some highlights with you.

However, the main purpose of my letter is to recognise the extensive efforts, leadership and effectiveness of the KRP and the 13 Kent Councils in both the development and delivery of 'Fresher for Longer' to date. Special thanks goes to your Partnership Manager, Paul Vanston, in respect to both development and delivery. By agreement with the rest of the Steering Group, of which WRAP is a part, Paul is an excellent ambassador for the Kent councils, always highlighting the councils' achievements, supporting the councils' reputations, focusing on outcomes and, importantly, a staunch advocate of value for money for taxpayers' funds.

I know that Liz Goodwin, CEO of WRAP contacted you recently (12 November 2014) in relation to the KRP's extensive work on the development and delivery of the 'Pledge4Plastics' campaign. I very much echo the words Liz used that WRAP values our relationship with the KRP and the progress you are making. Whilst that was a general comment about the overall relationship between WRAP and the KRP it is also true in terms of the 'Fresher for Longer' initiative.

The KRP spearheaded the delivery of the 'Fresher for Longer' conference in February 2014 with the support of the Steering Group partners. The KRP has also worked with Marks & Spencer plc to deliver practical advice to residents on the benefits of using packaging correctly in order to reduce food waste. I know that several officers from the Kent councils worked hard alongside Marks & Spencer for which recognition is due.

It may also be of interest to you that the conference and local campaigning activities in Kent have helped WRAP to nurture further work with retailers to introduce 'Fresher for Longer' messaging in stores. Whilst several retailers are supporting the message, The Co-operative Food in particular is currently taking forward a pilot project in Wales with

us, with the support of the Welsh Government, to test customers' response to the campaign in a store environment. As pictures can often speak louder than words, I include some photos. I am sure you will agree it is visually prominent and powerful in communicating an important message to customers. It is to the Steering Group's credit, including the KRP, that such campaigning by retailers is happening at all.

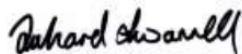
I should also recognise the extensive efforts by the KRP and others to raise awareness of the campaign objectives with key stakeholders including in Parliament. One of the original aspects to the campaign was to encourage greater understanding of today's packaging technologies in helping to reduce food waste in the home. Whilst there is much work to be done to change attitudes to packaging as it is an incredibly difficult area of behaviour and attitude, the focus of the campaign in its first year to support such changes with influencers and the media have been very extensive. I know you will be aware of the Parliamentary enquiries and records where Peers and MP's have recognised the value of the campaign. Indeed, one Hansard entry (24 Apr 2013 : Column 327WH) specifically praised the KRP and its Partnership Manager by name.

Importantly, from the perspective of delivering ongoing achievements, the initial research into consumers' views and behaviours in 2012/13 remains an important piece of work. WRAP is using that work as a baseline on which to test consumers' changing views on fresh produce storage over time. An annual survey tracks 'Fresher for Longer' attitudes and behaviours, among others, and is included in WRAP's ongoing work to tackle and reduce food waste. Indeed Fresher for Longer will help deliver the Courtauld Commitment 3 target of 5 % reduction by the end of 2015.

We recognise that it has taken two generations for current attitudes and behaviours to food (and food waste) to be what they currently are – and that progress will not occur overnight. To that end, and with agreement of the Steering Group, WRAP will be the lead delivery partner on the campaign from this point forward by continuing to integrate 'Fresher for Longer' as part of 'Love Food Hate Waste'. Consumer behaviour around consumption and food waste will also feature prominently within the forthcoming 'Courtauld 2025' agreement and so 'Fresher for Longer' will remain at the core of WRAP's work and that of the wider industry for some time to come.

I am sending a separate letter to all of the members of the campaign Steering Group including the Packaging Federation, Industry Council for Research on Packaging and the Environment (INCPEN), the Food and Drink Federation, the British Retail Consortium and, of course, the KRP but wanted to re-iterate our recognition and thanks for the leadership and practical delivery displayed by the KRP, its 13 constituent councils acting together, and to your Partnership Manager.

Yours sincerely,



Dr Richard Swannell
Director