

## ANNEX 3

### Kent County Council Waste Management

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**Household Waste Disposal Strategy**

**CONSULTATION  
REPORT**

**January 2017**

**DRAFT**



## EXECUTIVE SUMMARY

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With a projected increase in waste, fluctuations in market value for recyclate, and limited local processors, coupled with sustained budget savings required across the public sector, it is important that we deliver even better services to the Kent taxpayer. KCC has therefore prepared a Waste Disposal Strategy 2017-35, which sets out our current position, identifies the future pressures and presents the Ambition and Priorities for the household waste disposal service. It should be noted that the strategy will be reviewed and updated every 5 years as a minimum in what is an ever changing waste industry.

The draft strategy was open for a twelve week consultation between 11<sup>th</sup> July 2016 and 2<sup>nd</sup> October 2016. A high level Evidence Base document was also developed to provide background information to support the development of this strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models. Finally, an Equalities Impact Assessment (EqIA) was conducted prior to the development and delivery of the consultation.

The consultation consisted of a questionnaire, available in both electronic and paper format. The engagement programme for the Draft Waste Disposal Strategy is taking place in two stages.

**This is Stage 1.** This consultation asked for views on the Ambition, Priorities and Objectives of the Strategy. The consultation sought to engage primarily with key partners and stakeholders, however was made publicly available should residents wish to have commented. Consultees were engaged with via focus groups, workshops, meetings and electronically, with all documents being available online.

This analysis report presents the findings and feedback from the consultation, along with recommended changes to the Strategy document. The analysis and recommended changes will then be taken to the Environment and Transport Cabinet Committee in January 2017, before a final decision is taken by the Cabinet Member for Environment and Transport to adopt the strategy and commence the implementation phase.

**Stage 2.** Where major changes to services are proposed as part of the implementation phase, a full public consultation(s) will be undertaken and subsequent Member decision(s) will be required. Stage 2 consultees will include all stakeholders and partners and the public as relevant. It is envisaged the consultation will take place in autumn 2017 with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further ‘consultation’ may also be required post 2017 for any further changes as a result of other implementation projects.

The consultation was communicated via a number of methods including; targeted emails to key stakeholders and networks, a press release, social media, posters and postcards available at strategic locations and face to face engagement at each of the 18 Household Waste Recycling Centres.

A total of 244 consultation responses were received<sup>1</sup>, consisting of:

- 206 responses from Kent residents
- 2 responses from ‘non-Kent’ residents
- 12 responses from Kent District and Borough Councils (2 responses from different departments in Tunbridge Wells BC)
- 14 responses from Kent Town or Parish Councils
- 1 response from a Voluntary or Community Sector Organisation
- 3 responses from organisations in the waste management sector
- 1 councillor
- 1 KCC employee
- 2 ‘others’ (Kent Association of Local Councils and Valpak Limited).
- 2 respondents did not provide this information

Feedback from the consultation has not only been incorporated into amends and changes to the strategy, but has also provided a wealth of further information that can be integrated into the implementation stage of the strategy.

Table 1 on the following page provides a summary of all responses received, aligned to the Ambition, Principles and Objectives.

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<sup>1</sup> The breakdown of responses is how the respondent primarily identified themselves in the consultation question

**Table 1: Summary of consultation responses received**

Strategy Section (See Appendix A for draft Ambition, Priorities and objectives consulted upon)	OVERARCHING RESPONSE
<b>Ambition</b> <p><i>"Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill."</i></p>	<p><b>89% of respondents either agreed or strongly agreed with the Ambition.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• We should strive to reach zero landfill.</li> <li>• Need to ensure recycling/ landfill makes sense from an environmental perspective.</li> <li>• Waste disposal needs to be as simple and easy as possible.</li> <li>• Lots of comments regarding kerbside collections – out of scope of the strategy but comments passed to district councils.</li> <li>• Waste prevention, especially with regards to lobbying producers to reduce packaging on products.</li> <li>• Recycle more items not currently recycled e.g. hard plastics.</li> <li>• How to define high quality and value for money.</li> <li>• Re-use is important.</li> <li>• Adherence to legislation and recycling targets is vital – need to be aware of targets post EU-referendum result.</li> <li>• Need to learn from other councils – both in the UK and abroad.</li> </ul>
<b>Priority 1 and supporting Objectives</b> <p><i>'Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?'</i></p>	<p><b>86% of respondents either agreed or strongly agreed with Priority 1.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• What is the impact of Brexit?</li> <li>• How do you define 'high quality' and 'best value'?</li> <li>• KCC should prioritise environmental impact when choosing an option especially where there would only be a marginal cost benefit.</li> <li>• View that services should be in-house and not contracted out.</li> <li>• Share procurement opportunities with other WDAs, economies of scale and efficiencies etc.</li> <li>• 'A' is more an ambition or a mission statement.</li> <li>• Work with partners but KCC should be taking the lead in ensuring sites have high quality and diverse recycling.</li> <li>• HWRCs need greater advertisement.</li> <li>• Education – residents.</li> <li>• Utilise private sector involvement to a greater level and learn from others generally.</li> </ul>
<b>Priority 2 and supporting Objectives</b> <p><i>'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth?'</i></p>	<p><b>85% of respondents either agreed or strongly agreed with Priority 2.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• KCC should be offering a service to businesses to generate income and reduce flytipping.</li> <li>• Definition is required as to what evidence we will be using and how we will use it.</li> <li>• Customers don't see the necessity in introducing boundaries- customers should be able to use their nearest HWRC regardless of where it is.</li> <li>• Reducing services or making it harder for people to dispose of their waste will increase flytipping.</li> </ul>
<b>Priority 3 and supporting Objectives</b> <p><i>'HWRC Service Delivery: We will provide a value for money service?'</i></p>	<p><b>84% of respondents either agreed or strongly agreed with Priority 3.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• Concerns over having to travel further to an HWRC.</li> <li>• No reduction in service wanted – either via kerbside collections or via HWRCs.</li> <li>• Concerns over flytipping if charges for waste disposal are made.</li> <li>• HWRCs should be open outside the 'normal' working day.</li> <li>• A definition of 'household' and 'non-household' waste is required.</li> <li>• Concerns regarding current policies to prevent trade waste at the HWRCs e.g. the vehicle restrictions.</li> <li>• Uniform messages should be provided to residents.</li> <li>• Consistent countywide collections would be beneficial.</li> </ul>
<b>Priority 4 and supporting Objectives</b> <p><i>'Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?'</i></p>	<p><b>86% of respondents either agreed or strongly agreed with Priority 4.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• Essential to have HWRCs for recycling near towns and evenly spaced between populated areas.</li> <li>• Trade waste recycling should be allowed in to HWRCs.</li> <li>• Access to services should not exclude disabled and elderly users.</li> <li>• Provide larger or more facilities and, encourage ease of use of site and reduce queues.</li> <li>• Walking or wheelbarrowing waste in should be allowed.</li> <li>• Need to consider residents with no transport.</li> <li>• Concerns over closures of HWRCs.</li> <li>• Have longer opening hours and advertise it.</li> <li>• Concerns with current operating policies e.g. vehicle restrictions and walking in waste.</li> <li>• Provide more education.</li> </ul>

Strategy Section (See Appendix A for draft Ambition, Priorities and objectives consulted upon)	OVERARCHING RESPONSE
<b>Priority 5 and supporting Objectives</b> <i>'Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service?'</i>	<p><b>79% of respondents either agreed or strongly agreed with Priority 5.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• What is meant by risk and rewards?</li> <li>• Services should be operated by KCC and not third parties- the feeling is that this would be cheaper and give a better quality of service.</li> <li>• We should be undertaking more consultation with Districts when it comes to procurement.</li> <li>• KCC should be placing more emphasis on a better service not a cheaper one.</li> </ul>
<b>Priority 6 and supporting Objectives</b> <i>'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'</i>	<p><b>86% of respondents either agreed or strongly agreed with Priority 6.</b></p> <p><b>Key comments included:</b></p> <ul style="list-style-type: none"> <li>• Make it easier to take items such as oils, chemicals and paint to HWRCs.</li> <li>• Expand range of materials accepted at HWRC's for recycling, including hard plastics.</li> <li>• Limit transporting of waste, keep it local.</li> <li>• Exhume landfills to recycle where possible.</li> <li>• Use landfill gas for power generation.</li> </ul>
<b>Any other comments or overarching changes required to the Strategy document.</b>	<ul style="list-style-type: none"> <li>• People are concerned that we aren't maximising the potential in glass recycling.</li> <li>• People feel more education is needed to teach people to do the right thing with their waste- more work with schools, universities etc.</li> <li>• Do people need to know what happens to their waste? Many people don't care and would just like to get rid of it easily.</li> <li>• How are we going to measure our objectives to see when they have (or haven't) been met?</li> </ul> <p><b>Key clarifications required in the Strategy Document:</b></p> <ul style="list-style-type: none"> <li>• Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils throughout the strategy, it is important to reiterate that this is a Waste Disposal Strategy.</li> <li>• Re-iterate that implementation of the strategy and specific delivery projects will commence after sign-off of the strategy document. These specific projects will include the measures to deliver effectiveness. Re-iterate that any changes to service will be consulted upon again, as required and necessary. Where evidence is mentioned as part of the objective, a table will now be included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase.</li> <li>• Re-iterate the significant percentage of waste that is sent to burn for energy (i.e. 'recovery' as detailed in the waste hierarchy) and the very small percentage of waste which is sent to landfill.</li> <li>• Re-iterate that the Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already.</li> <li>• The Evidence Base should be updated with up-to-date data regarding tonnages and performance.</li> <li>• The Evidence Base Document and Strategy went to print prior to the date of the EU Referendum. As a result, the documents will now be updated to make reference to Brexit and the potential impacts this may have on KCC's delivery of the strategy.</li> </ul>

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## 1. INTRODUCTION

The purpose of this document is to provide a summary to the comments provided through the consultation of the Kent Waste Disposal Strategy and to provide feedback as to how these comments have been addressed and the strategy amended as a result.

The Waste Disposal Strategy for KCC Waste Management has been prepared to protect service delivery and will be achieved through;

- Identifying further saving efficiencies.
- Building greater flexibility to deal with and react to changes with regards to quantity, composition and quality of waste streams and in line with economic and housing growth.
- Identifying risks to local supply chains and service provision.
- Making a significant contribution to the broader Outcomes Framework of the Council (Strategic Statement).
- Ensuring KCC meets its environmental compliance and public protection functions.
- Helping future proof service delivery for customers including Waste Collection Authorities (WCAs - district/ borough councils), providing equitable access to customer service for Kent residents and compliance with the Equality Act 2010.
- Equipping KCC to succeed in contributing to meeting local and national targets.
- Maximise collaboration between internal and external partners.

The Strategy presents the overall ‘Ambition’ for Kent County Council as the Waste Disposal Authority up to 2035, as well as a series of priorities and supporting objectives that will help us to reach our ambition.

The Strategy does not attempt to set out in detail how the ambition, priorities and objectives will be achieved, but following adoption of the strategy, the implementation will commence, with further public consultation undertaken, as required.

A high level **Evidence Base** document was also developed to provide background information to support the development of the strategy which sets out in detail the current waste management position, drivers for change and some early forecasting models.

## **2. GOVERNANCE PROCESS**

A small cross party Member Task and Finish Group (Appendix B) was established in November 2015 to support an officer strategy steering group, which in turn was accountable to the Growth, Environment and Transport Officer Portfolio Board and ultimately through to the Environment and Transport Cabinet Committee.

The Member Task and Finish Group helped guide the strategy development and considered the ambition, priorities and objectives. Terms of reference were agreed by the Group and minutes were taken at each meeting.

A District Development Workshop was held with officers across the 12 district/ borough councils and Members which attend the Kent Resource Partnership Member Board, to ensure the vital views of the Waste Collection Authorities (WCAs) were included within the strategy development.

In May 2016, the Environment and Transport Cabinet Committee were asked to consider and make comments to the Cabinet Member for Environment and Transport on the draft waste disposal strategy, and to endorse a consultation process on the strategy in summer 2016. The engagement programme will take place in two stages.

**This is Stage 1.** This stage of the consultation has sought views on the Ambition, Priorities and Objectives of the Strategy. This consultation sought to engage primarily with key partners and stakeholders, however was publically available should residents wish to have commented. This analysis report presents the responses received to the public consultation and recommended changes to the Strategy and will be taken to the Environment and Transport Cabinet Committee in January 2017, before a final decision is taken by the Cabinet Member for Environment and Transport to adopt the strategy and commence the implementation phase.

**Stage 2.** Where major changes to services are proposed as part of the implementation phase, a full public consultation(s) will be undertaken and subsequent Member decision(s) will be required. Stage 2 consultees will include all stakeholders and partners and the public as relevant. The consultation will take place in autumn 2017 with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further 'consultation' may also be required post 2017 for any further changes as a result of other implementation projects.

## **CONSULTATION ENGAGEMENT**

The draft strategy was open for a twelve week consultation between 11<sup>th</sup> July 2016 and 2<sup>nd</sup> October 2016. A high level Evidence Base document was also developed to provide background information to support the development of this strategy which set out in detail the current waste management position, drivers for change and some early forecasting models.

The consultation sought views on the Ambition, Priorities and Objectives of the Strategy, with the aim to engage primarily with key partners and stakeholders. However, the consultation was publically available should residents wish to have commented, with some public engagement undertaken. It is important to note that where major changes to services are proposed, stage 2 consultation will seek to engage with stakeholders again and also residents to a larger extent.

The consultation consisted of a questionnaire, available in both electronic and paper format and alternative formats available upon request. Stakeholders and residents were made aware of the consultation and invited to respond using various communication methods and in a proportionate manner.

Communication methods used for the consultation included:

- Signage at Household Waste Recycling Centres (HWRCs)
- Libraries (posters)
- Council Offices (posters)
- Press release (including BBC Radio Kent interview)
- KCC internal staff communications (internal newsletter and posters on noticeboards)
- Face to face engagement at HWRCs
- Gateways
- Community Liaison Officers
- Trade waste customers at Waste Transfer Stations (via postcards and posters)
- KCC Website and Social Media

Furthermore, electronic communications were also sent to:

- HWRC Providers – Biffa Ltd, The Slattery Partnership, FCC Environment, Commercial Services Kent Limited (plus briefing meetings)
- Other current waste contractors (all companies with which KCC Waste Management have contracts with for waste treatment and disposal)
- KCC Councillors via Members Information Bulletin and postcard

- District Council Waste colleagues and the Kent Resource Partnership (also held a pre-consultation workshop with KRP district officers and Members)
- District Chief Executives and Leaders
- District Councillors (via district waste colleagues)
- Parish and town councils via KALC (including electronic resources for use on websites/in newsletters etc).
- KCC internal equality groups
- Waste Bodies e.g. EA and Defra
- Neighbouring Waste Disposal Authorities
- Kent Businesses (users of KCC's Waste Transfer Stations)
- Kent Equality Groups

Further information relating to the communications is provided below as required.

### **KCC website**

A dedicated web page ([www.kent.gov.uk/wastestrategy](http://www.kent.gov.uk/wastestrategy)) was created on the KCC website to provide consultation information, the draft strategy and evidence base and access to the online questionnaire. Furthermore, links to this page were provided on the Waste Management webpage regarding the HWRCs. An email address was also created specifically for any email correspondence regarding the consultation ([wastedisposalstrategy@kent.gov.uk](mailto:wastedisposalstrategy@kent.gov.uk)).

### **Gateways and Libraries**

Each of the 7 Kent Gateways and 99 Libraries were provided with a supply of postcards and posters in order to give Kent residents another route with which to obtain information about the consultation.

### **Engagement at HWRCs**

A sign advertising the consultation was installed at each of the 18 HWRCs and displayed for the full 12 weeks of the consultation. Each HWRC was also provided with a supply of postcards to hand to any customer who requested further information.

Furthermore, over the 12 week consultation period, Waste Management officers successfully handed 3,600 postcards to HWRC customers promoting the consultation across all 18 HWRCs.

## **KCC community engagement officers**

The KCC Community Engagement Officers were provided with postcards and hard copies of the consultation via the KCC Consultation Team to provide them with information should any members of their communities raise the subject at meetings or make an enquiry.

## **Member Engagement**

A briefing document was provided to all KCC Members via The Information Point at the launch of the consultation. A postcard was also placed in each of the KCC Members 'pigeon holes'. All District members were also provided with information via the KRP Resident Communications Group attendees.

## **Other key stakeholders**

- All Kent parish and town councils were sent an email via the Kent Association of Local Councils (KALC) informing them of the consultation and inviting response, along with an electronic resource attached for inclusion on websites or resident communication as appropriate.
- Waste Managers from all 12 Kent district councils and Medway Council were encouraged to respond to proposals via email. Each of the 12 Kent district Councils were also provided with posters for displaying in their respective council buildings.
- The Environment Agency, Kent Fire and Rescue Service, Kent Police and Defra were encouraged to respond via email.
- Neighbouring Authorities (E. Sussex, Surrey, Essex, London Borough of Bromley and London Borough of Bexley) were sent the information and encouraged to respond via email.
- A paper copy of the questionnaire was also sent to all KCC waste contractors.

The next section describes the equality considerations, including the consultation engagement with equality groups.

### **3. EQUALITY CONSIDERATIONS**

An Equality Impact Assessment (EqIA) was undertaken to ascertain whether people with protected characteristics may be positively or negatively affected by the development of the Waste Disposal Strategy.

After the initial screening, the resultant Action Plan identified two required actions, as follows:

Action Number	Protected Characteristic	Issues identified	Action to be taken
1.	All	Ensure all relevant projects as part of the strategy delivery implementation plan are subject to individual EqIA's prior to any further consultation in 2017 or beyond.	All EqIAs undertaken
2.	Age, Disability, Race and Belief	Barrier to accessing the information for the Consultation	The consultation will need to ensure the strategy is accessible for specifically disabled, age and race protected characteristics whom may not have the opportunity to consult on the strategy through traditional methods.  This will be through: a. Circulation of the consultation to relevant equality groups b. Alternative formats made available upon request e.g. large print, Easy Read, Braille, Audio, alternative languages

As a result of action 2, an e-mail was sent to 100 equalities groups across the County to inform them of the consultation and to invite their organisation to comment. Groups were also asked to disseminate the information to their service users, as appropriate and an electronic copy of the poster attached to the email to display, again where appropriate. The following groups were contacted:

- Age groups, including all age forums in Kent
- BME groups
- Health and Disability groups
- Religious groups

The KCC Staff Groups representing these groups above were also sent an e-mail with the consultation information, again encouraging them to circulate the information to their members.

## **Alternative formats**

Alternative formats of the questionnaire were available on request (alternative languages, Easy read, Large Print, Audio Format and Braille). However, no requests were received.

The EqIA was reviewed after the consultation to enable KCC to respond to any new issues that arose during the consultation and to ensure no groups were disadvantaged. The full EqIA is available as a standalone document.

## **4. RESPONDENT PROFILE**

### **4.1 NUMBER OF RESPONSES RECEIVED**

**Total responses received:** 244 consultation responses were received<sup>2</sup>, consisting of:

- 206 responses from Kent residents
- 2 responses from 'non-Kent' residents
- 12 responses from Kent District and Borough Councils (Tunbridge Wells BC provided 2 responses from Waste Department and Planning Department)
- 14 responses from Kent Town or Parish Councils
- 1 response from a Voluntary or Community Sector Organisation
- 3 responses from organisations in the waste management sector
- 1 councillor
- 1 KCC employee
- 2 'others' (Kent Association of Local Councils) and Valpak Limited.
- 2 respondents did not provide this information

### **4.2 PROFILE OF RESPONDENTS**

#### **5.2.1 Stakeholder Respondents**

The table below details the stakeholder respondents to the consultation

##### **Stakeholder Respondents:**

<b>Stakeholder Type</b>	<b>Stakeholder Name</b>
<b>Kent District and Borough Councils</b>	Ashford Borough Council
	Canterbury City Council
	Dartford Borough Council
	Dover District Council
	Gravesham Borough Council
	Maidstone Borough Council
	Sevenoaks District Council
	Shepway District Council
	Swale Borough Council
	Tonbridge & Malling Borough Council
<b>Town and Parish Councils</b>	Tunbridge Wells Borough Council (1 response from Waste Department and 1 response from Planning Department).
	Hawkhurst Parish Council
	Herne & Broomfield Parish Council
	Hever Parish Council (Four Elms, Hever and Markbeech)
	Higham Parish Council
	Iwade Parish Council

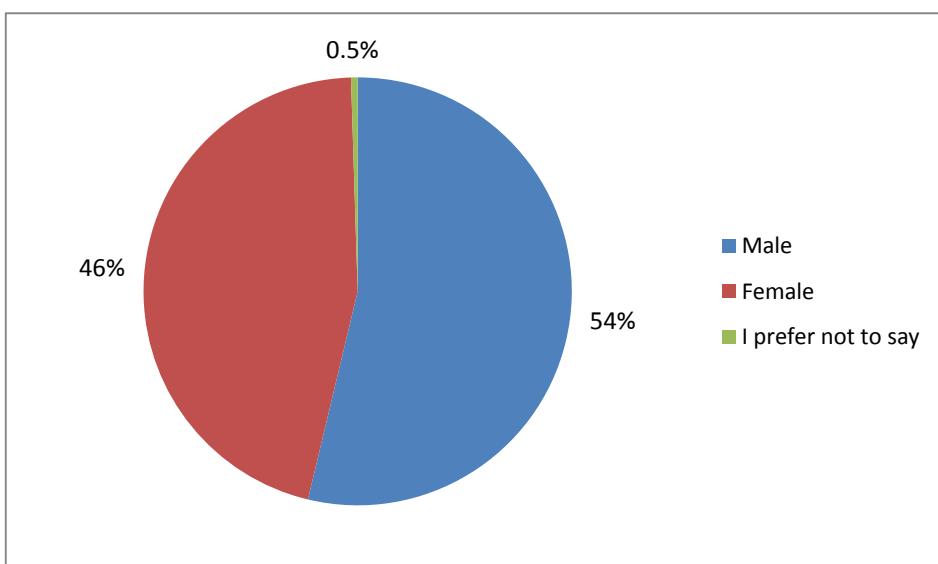
<sup>2</sup> The breakdown of responses is how the respondent primarily identified themselves in the consultation question

	New Romney Town Council Paddock Wood Town Council Shorne Parish Council. Southborough Town Council Stanford Parish Council Walmer Parish Council Westerham Town Council Westgate-on-Sea Town Council Unknown Parish Council (did not complete details on which Parish or Town Council)
<b>Voluntary or Community Sector Organisation</b>	Kennington Community Forum
<b>Organisations in the Waste Management Sector</b>	URM UK Limited T/A Berryman Veolia T W Services
<b>Other</b>	Valpak Ltd Kent Association of Local Councils (KALC)

### 5.2.2 Resident Profile

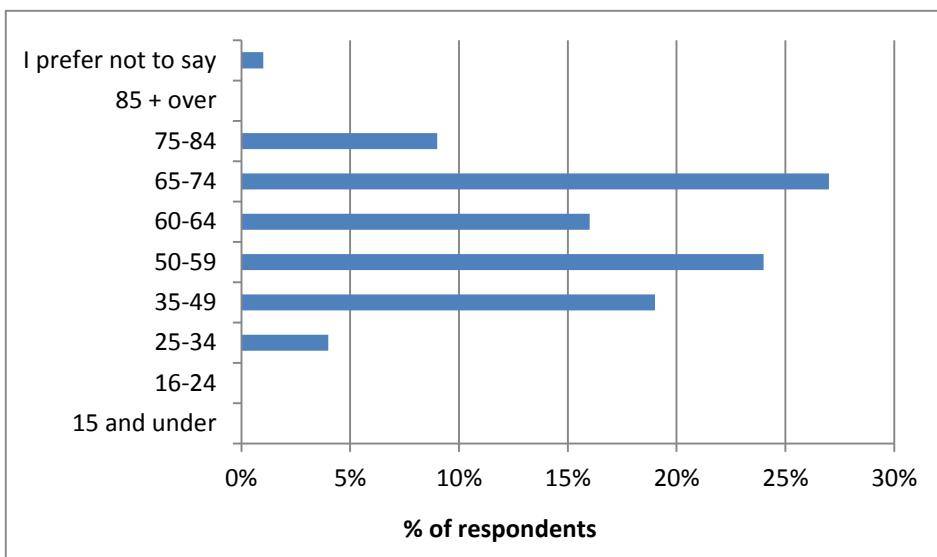
As part of the consultation questionnaire, those that responded as an individual (i.e. not on behalf of an organisation) were asked a number of 'About You' questions. There was no obligation to provide a response. This information provides us with an understanding as to representation of the consultation. The resident respondent profile suggests that in any further consultations relating to implementation of the strategy (where residents will be further engaged with), we may need to more actively identify opportunities to ensure we are reaching a range of residents across demographics, specifically the younger population and females, both groups of which are slightly under-represented in the respondent profile to this stage consultation.

#### Gender



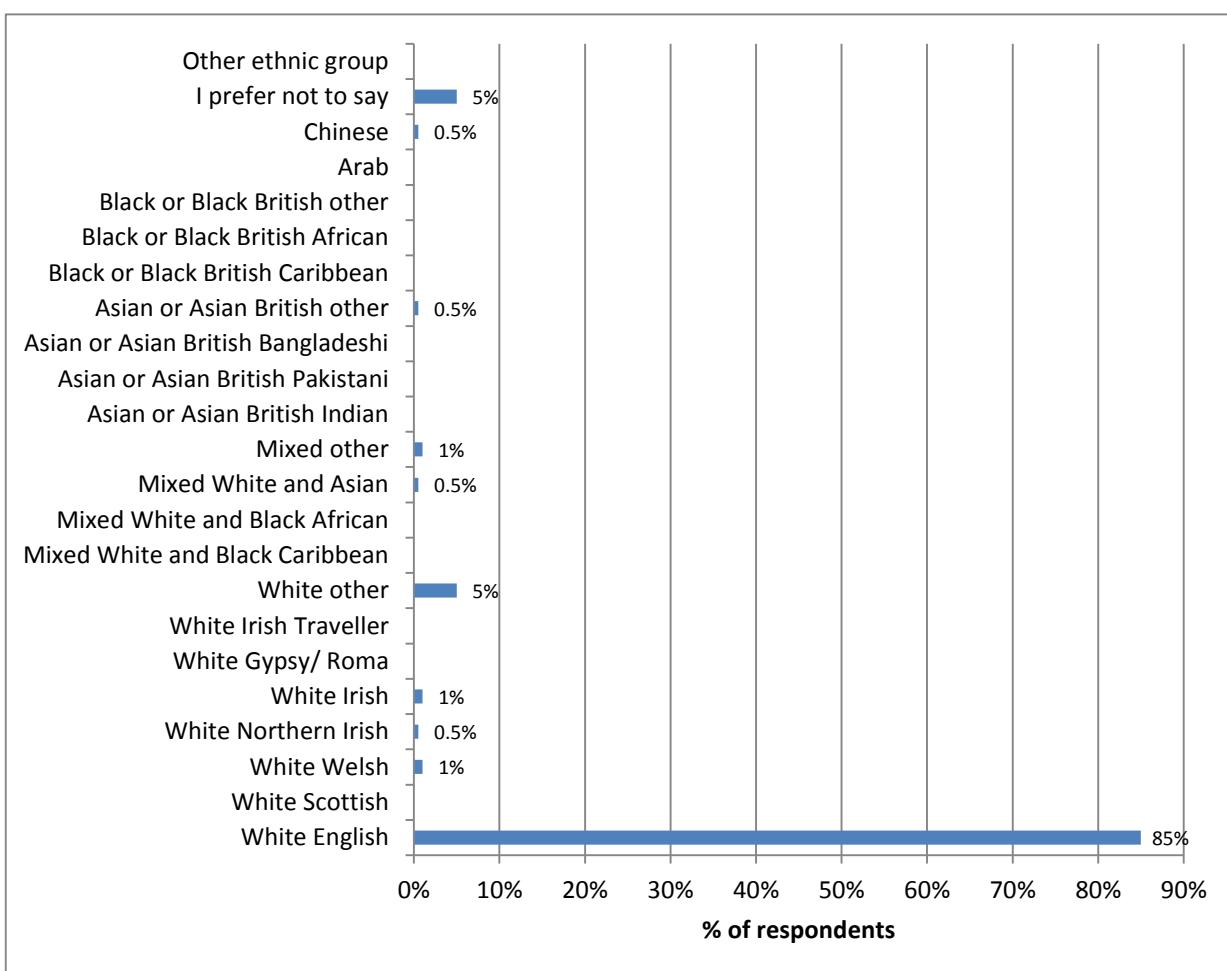
Total responses: 202

## **Age**



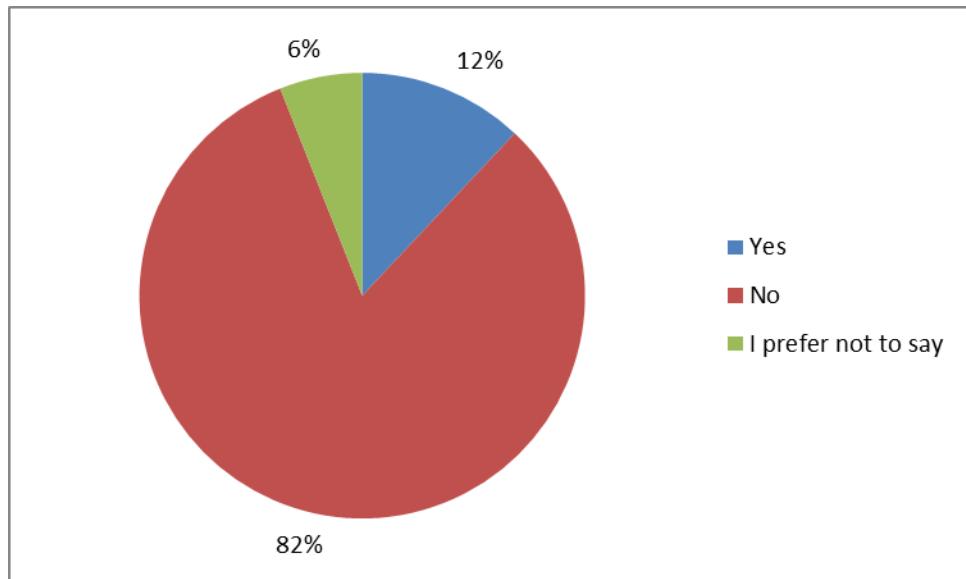
**Total responses: 204**

## **Ethnicity**



**Total responses: 203**

## **Disability**



**Total responses: 204**

## **5. WASTE STRATEGY: CONSULTATION RESPONSES**

This section of the report provides a summary of the responses received to the consultation. For the Ambition, each Priority and each Objective, respondents were asked to what extend they agreed with it. Respondents were then asked to provide any additional comments on each.

The analysis presents the agreement with each objective in graphical form and the key comments (where multiple respondents provided similar feedback). Some key ‘sound bites’ are also presented. Finally for each of the Ambition, Priorities and Objectives, suggested additions, amends and deletions are also presented based on the consultation feedback.

A number of overarching comments, which require a clarification in the strategy document have also been captured, as well as some changes required to the strategy document itself and the evidence base documents.

Please note: A total of 244 responses to the consultation have been received. The responses to each question are considered one at a time. Below are some overarching comments not related to the questions which have also been considered. Not every question had to be answered by respondents and as a result the number of responses will not add up to 244 each time.

## **Overarching comments to be clarified further in the strategy document:**

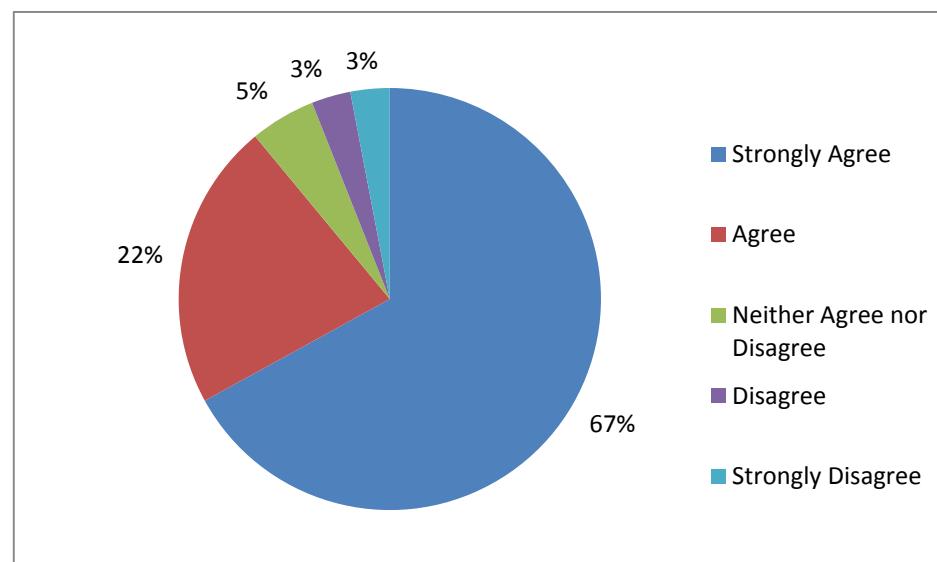
- There were lots of comments about waste collections specifically e.g. about district council bulky waste collections or district council recycling containers. Whilst there is an appreciation that there are significant synergies with the household waste collection service provided by the district/ borough councils throughout the strategy, it is important to reiterate that this is a **Waste Disposal** Strategy. Nevertheless, any comments relating specifically to household waste collection will be passed to the Kent district/ borough councils. In a similar vein, it will be re-iterated that the Waste Collection Authorities costs will be taken into account when delivering the Ambition and Priorities.
- There were a number of comments regarding measures, evidence and outcomes relating to each objective and why these were not included in the strategy. It is important to re-iterate that implementation of the strategy and specific delivery projects will commence after adoption of the strategy document. These specific projects will include the measures to deliver effectiveness. It should also be re-iterated that any changes to service will be consulted upon, as required and necessary. Where evidence is mentioned as part of the objective, a table will now be included in the strategy as an appendix to present the ‘types’ of evidence which will be considered in delivery phase (See Table 2).
- Many comments seem to suggest that any waste which is not recycled is sent to landfill. It is important therefore to re-iterate the significant percentage of waste that is sent to burn for energy (i.e. ‘recovery’ as detailed in the waste hierarchy) and the very small percentage of waste which is sent to landfill.
- There were a few comments questioning whether we do many of the objectives already. It is important to re-iterate the Ambition and Objectives bring together work the service already does as well as plans for the future into one place. By stating an objective does not mean we are not working towards achieving it already.

## **Updates to be made to the Evidence Base and Strategy document (not including the Ambition, Priorities and Objectives):**

- The Evidence Base should be updated with up-to-date data regarding tonnages and performance.

- The Evidence Base Document and Strategy went to print prior to the date of the EU Referendum. As a result, the documents will now be updated to make reference to Brexit and the potential impacts this may have on KCC's delivery of the strategy.
- Some small amends to the documents have been suggested by KCC colleagues which will also be made.

To what extent do you agree with our Ambition: ‘Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving Zero landfill’.



Total responses: 240

Please provide any additional comments on this ambition:

Key comments
<ul style="list-style-type: none"> <li>• We should strive to reach zero landfill.</li> <li>• Need to ensure recycling/ landfill makes sense from an environmental perspective.</li> <li>• Waste disposal needs to be as simple and easy as possible.</li> <li>• Lots of comments regarding kerbside collections – out of scope of the strategy but comments passed to district councils.</li> <li>• Waste prevention, especially with regards to lobbying producers to reduce packaging on products.</li> <li>• Recycle more items not currently recycled e.g. hard plastics</li> <li>• How to define high quality and value for money.</li> <li>• Re-use is important</li> <li>• Adherence to legislation and recycling targets is vital – need to be aware of targets post EU-referendum result.</li> <li>• Need to learn from other councils – both in the UK and abroad</li> </ul>
Notable sound bites
<ul style="list-style-type: none"> <li>• “Recycling and waste reduction are important but needs to go hand in hand with getting companies to use less packaging”.</li> <li>• “Reference is made throughout the document on EU targets; it is vital that these are retained, despite the referendum results”.</li> <li>• “There should be more enabling of re-use of items, materials and parts. Much useful 'waste' is taken to waste transfer stations but is not allowed to be taken by other residents or charities. E.g. furniture, bicycles, toys”.</li> <li>• “I agree provided that sensible recycling provisions are made. By that, I mean that the burden is not too high on the householders (i.e. The waste to be recycled is collected rather than requiring householders to take it to a waste disposal facility) and that the recycling makes sense from an energy conservation and ecological perspective”.</li> <li>• “The Waste disposal strategy needs to deliver a service that is seen as being consistent and effective whilst remaining cost effective to the end user”</li> <li>• “Zero landfill would be a great achievement”.</li> </ul>

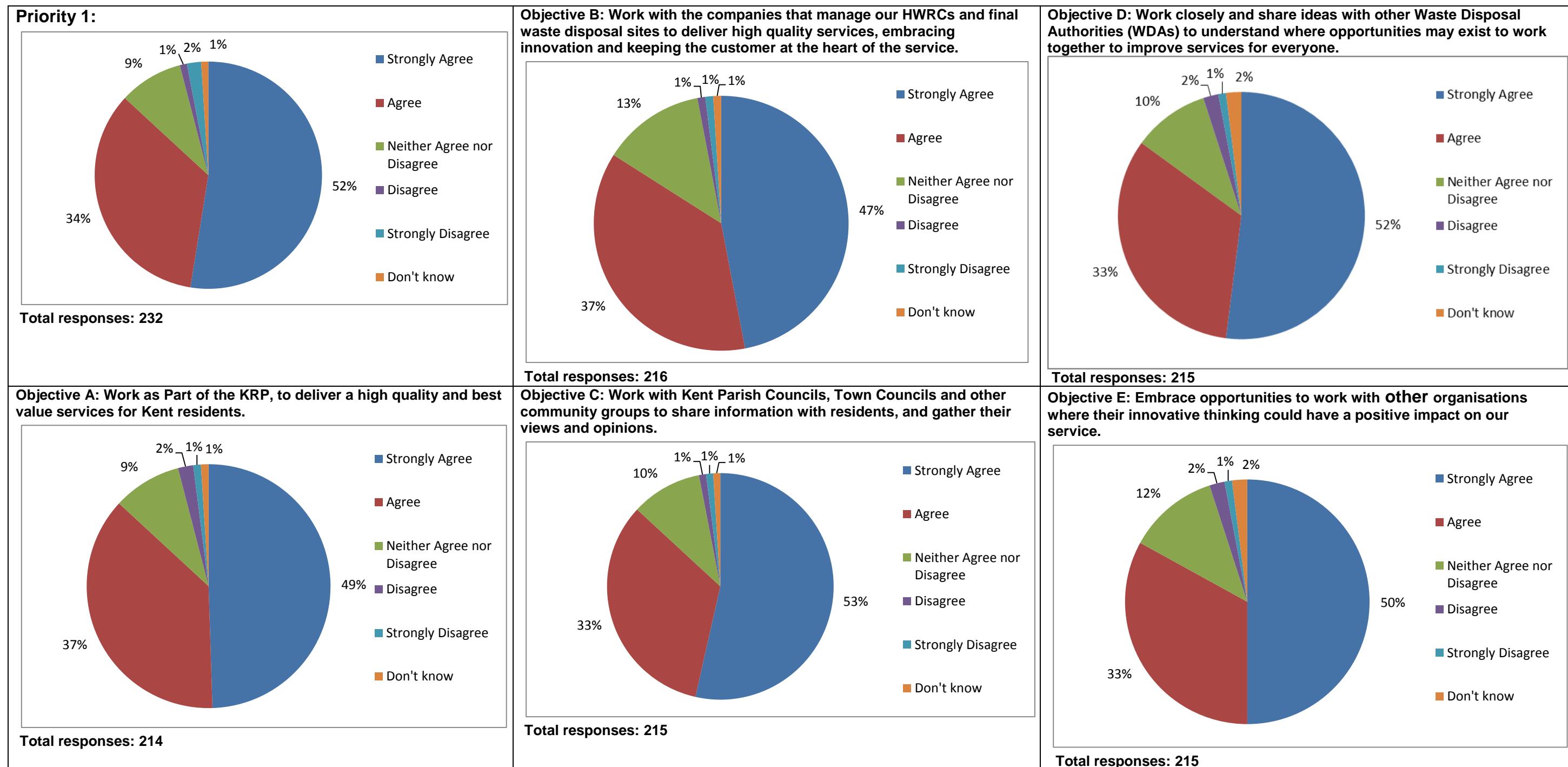
Proposed amendments to the Ambition (presented as changes in red):

‘Our Ambition is to deliver a high quality, **value for money** household waste disposal service, **whilst remaining cost-effective** for the people of Kent, with an emphasis on waste reduction, **reuse**, recycling and achieving zero landfill’

Final Version:

‘Our Ambition is to deliver a high quality, household waste disposal service, **whilst remaining cost-effective** for the people of Kent, with an emphasis on waste reduction, **reuse**, recycling and achieving zero landfill’

To what extent do you agree with Priority 1 'Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?



To what extent do you agree with Priority 1 ‘Working Together: We will work together with our key partners on projects to deliver our ambition and its objectives?

Please provide any additional comments on this priority and its objectives:

Key comments
<ul style="list-style-type: none"><li>• What is the impact of Brexit?</li><li>• How do you define ‘high quality’ and ‘best value’</li><li>• KCC should prioritise environmental impact when choosing an option especially where there would only be a marginal cost benefit</li><li>• View that services should be in-house and not contracted out</li><li>• Share procurement opportunities with other WDAs, economies of scale and efficiencies etc</li><li>• ‘A’ is more an ambition or a mission statement</li><li>• Work with partners but KCC should be taking the lead in ensuring sites have high quality and diverse recycling</li><li>• HWRCs need greater advertisement</li><li>• Education – residents</li><li>• Utilise private sector involvement to a greater level and learn from others generally</li></ul>
Notable sound bites
<ul style="list-style-type: none"><li>• “A: What is the evidence to show where disposal centres should be located? How is that evidence gathered and from whom? How does Brexit affect calculations on the quantities of waste expected in the future when determining capacity”.</li><li>• “How does KCC define high quality and best value for its services?”</li><li>• “Best value is not always possible with waste. It may be cheaper to take an option but the environmental impact could be substantial. I believe KCC should prioritise environmental impact in choosing an option especially where there would only be a marginal cost benefit from not taking this option”</li><li>• “B- In order to achieve this objective, and achieve collaboration with partner companies, it is essential that contractual agreements establish clear parameters and rules and clarify any goals to be achieved. The risks and risk limits associated with these agreements should be understood and agreed by both parties and robust contingency arrangements pre-agreed for when these limits are reached”</li><li>• “D: In our experience, the number of contractors available to the County Council and surrounding WDAs are limited; therefore economies of scale cost savings may be available by sharing procurement opportunities with other WDAs”</li></ul>

Proposed amends to Priority 1 and its objectives (presented as changes in red):

**Priority 1 Working Together: We will work together with our key partners on projects to deliver our ambition.**

**Objective A:**

Continue to work as part of the KRP and individually with district and borough councils where appropriate, to deliver high quality and best value-cost-effective services for Kent residents.

**Objective GB: (moved up)**

Work with Kent Parish Councils, Town Councils and other community groups to share information with residents, and gather their views and opinions.

**Objective BC: (moved down)**

Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality, safe and fit for purpose services, embracing innovation and keeping the customer (including district and borough councils) at the heart of the service.

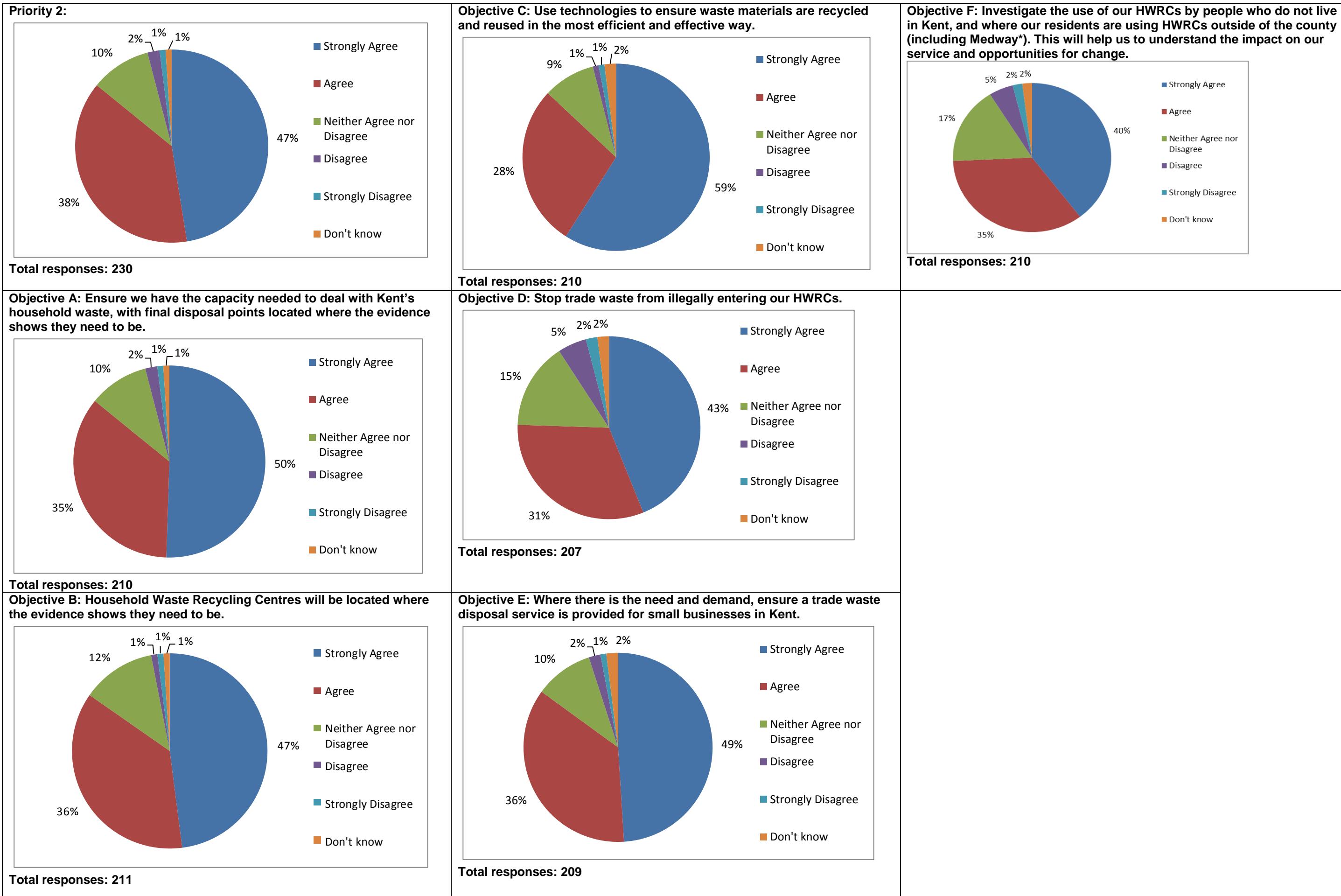
**Objective D:**

Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

**Objective E:**

Embrace opportunities to work with and learn from other organisations in the UK and beyond where their innovative thinking could have a positive impact on our service.

To what extent do you agree with Priority 2 'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth'?



To what extent do you agree with Priority 2 'Innovation and Change: The services we design and provide will be resilient through accommodating change and growth'?

Please provide any additional comments on this priority and its objectives:

Key comments
<ul style="list-style-type: none"><li>KCC should be offering a service to businesses to generate income and reduce flytipping.</li><li>Definition is required as to what evidence we will be using and how we will use it.</li><li>Customers don't see the necessity in introducing boundaries- customers should be able to use their nearest HWRC regardless of where it is.</li><li>Reducing services or making it harder for people to dispose of their waste will increase flytipping.</li></ul>
Notable sound bites
<ul style="list-style-type: none"><li>"F -Is there a need to focus on this or should there be a bigger picture consideration that residents in the UK should be able to dispose of waste responsibly, at sites which are most convenient to them? There is presumably a two-way crossover of residents accessing services on any boundary. As a resident in Kent being too hung up on only Kent residents accessing services in Kent is a little parochial and should rather be seen as being for the greater good"</li><li>"Proposed closure or re-location of HWRCs must be subject to full consultation"</li><li>"E: As a small business owner I strongly support affordable trade waste disposal service, the more facilities supplied in our 'disposable' world the less problems District &amp; County will have with inappropriate waste disposal."</li><li>"Objective A- I would like to see people able to purchase good quality goods that have been thrown away and the money put back into the waste disposal funds".</li><li>"F-work with Medway to make sure you operate the same policies so it does not matter - you are both providing a public service, often residents cross boundaries to go to the nearest dump - you should encourage that to cut down on traffic and fuel use."</li><li>"Trade waste is becoming increasingly 'creative' in avoiding being spotted going in to HWRCs. This is due largely to the lack of services in some localities. Charging for smaller trade in HWRCs would seem a more viable option. It would be hoped that whilst cross-borough waste would be monitored, NO impact should be felt at the service user level and it should only be used as part of a negotiation on cost between Kent and neighbouring authorities.</li></ul>

Proposed amends to Priority 2 and its objectives (presented as changes in red):

**Priority 2 Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.**

Waste Disposal Sites:

**Objective A:**

Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

**Objective B:**

Household Waste Recycling Centres **and Waste Transfer Stations** will be located where the evidence shows they need to be.

**Objective C:**

Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way, **whilst ensuring minimal impacts on the environment.**

Trade Waste:

**Objective D:**

**Take actions to** stop trade waste from illegally entering our HWRCs.

**Objective E:**

**Where there is the need and demand,** Ensure a trade waste disposal service is provided for small businesses in Kent, **where evidence shows there is a need and demand.**

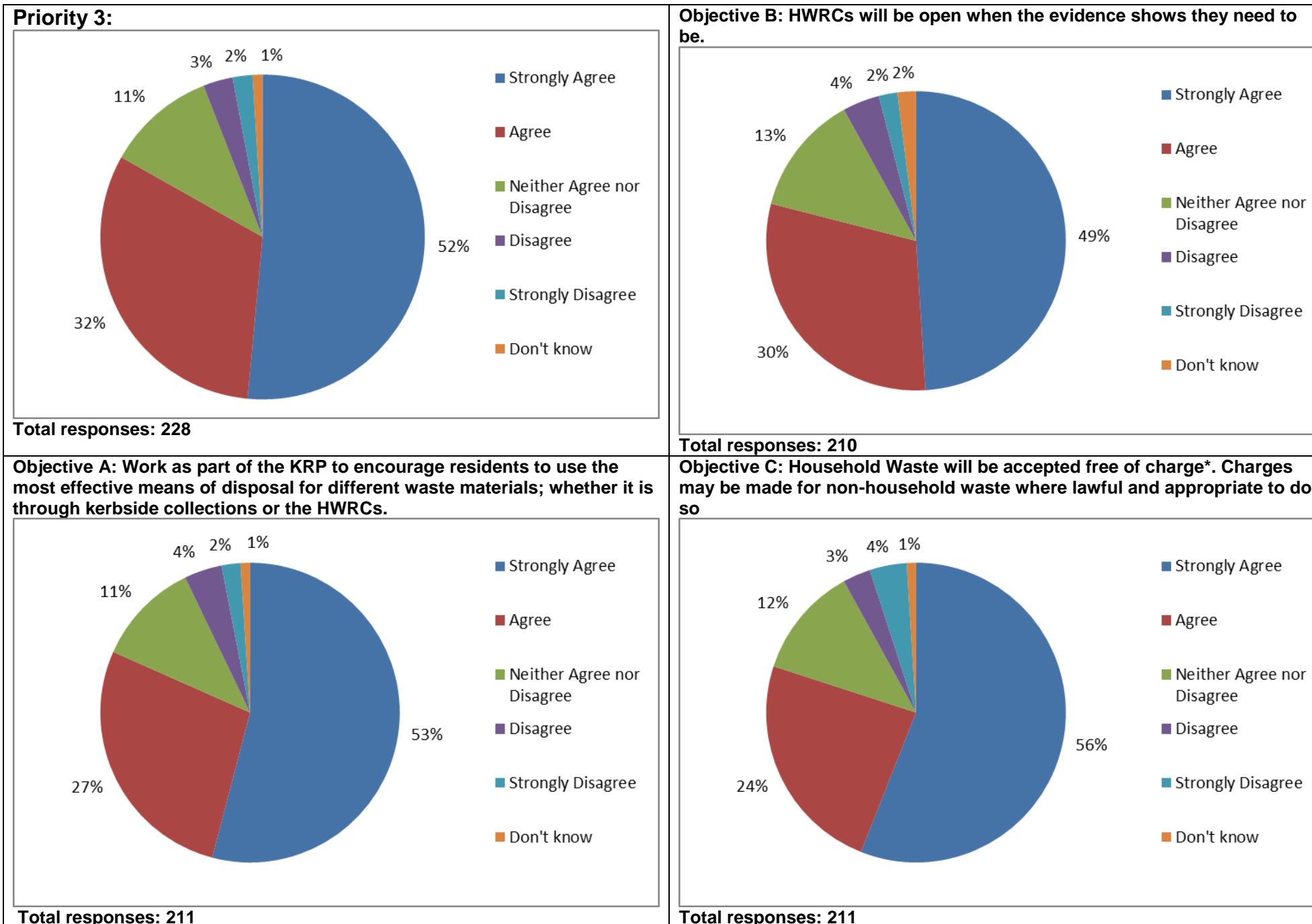
Out of county HWRC use:

**Objective F:**

Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway\*). This will help us to understand the impact on our service and opportunities for change.

\*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area

To what extent do you agree with Priority 3 'HWRC Service Delivery: We will provide a value for money service'?



To what extent do you agree with Priority 3 ‘HWRC Service Delivery: We will provide a value for money service’?

Please provide any additional comments on this priority and its objectives:

Key comments
<ul style="list-style-type: none"><li>• Concerns over having to travel further to an HWRC</li><li>• No reduction in service wanted – either via kerbside collections or via HWRCs</li><li>• Concerns over flytipping if charges for waste disposal are made</li><li>• HWRCs should be open outside the ‘normal’ working day</li><li>• A definition of ‘household’ and ‘non-household’ waste is required</li><li>• Concerns regarding current policies to prevent trade waste at the HWRCs e.g. the vehicle restrictions</li><li>• Uniform messages should be provided to residents</li><li>• Consistent countywide collections would be beneficial</li></ul>
Notable sound bites
<ul style="list-style-type: none"><li>• “I strongly feel that it is not cost effective to require residents to travel further distances to tips or introduce more restrictions at tips because more money will have to be spent clearing up dumped wastes from open land sites/road sides etc”</li><li>• “The most effective place of recycling for most people is kerbside. Energy needs to be given to making this as viable as possible. People go to the HWRC when it’s open! Only a period of trial openings widely publicised will gather evidence of any meaning OR whole scale research into when people want the sites open, e.g. longer at weekends and bank holidays”.</li><li>• “If only opening HWRC’s when the evidence shows the greatest need may exclude people that have odd working patterns and could result in fly-tipping if members of the community are excluded from access. Perhaps looking at a few days a month where the HWRC’s have extended opening to give those people opportunity to access the service”.</li><li>• “KCC should compare the cost of fly tipping against the charges for non-household waste. If the first non-household waste trip was free would this decrease fly tipping?”</li><li>• “We support the principle of HWRCs being open when the evidence shows they need to be. We would welcome further dialogue on how this is defined and might be achieved. There is a need to consider and understand the potential impacts this may have on the Kent taxpayer e.g. residents’ satisfaction, potential Fly tipping incidents and thus impacting on Kent Districts etc”</li><li>• “The basic principle of accepting household waste free of charge is supported. We also acknowledge that charges may be made for non-household waste in certain circumstances. However, we would urge that due consideration is given to striking the right balance between covering costs and not deterring “reasonable” and efficient disposal (avoiding unnecessary fly tipping)”</li></ul>

Proposed amends to Priority 3 and its objectives (presented as changes in red):

**Priority 3 HWRC Service Delivery: We will provide a ~~cost effective value for money service~~, which meets the needs of our customers.**

Material Acceptance:

**Objective A:**

Work as part of the KRP to encourage residents to use the most ~~cost~~ effective and ~~environmentally sound~~ means of disposal for different waste materials; whether it is through kerbside collections, ~~or the~~ HWRCs ~~or other recycling or reuse services~~.

Access and availability:

**Objective B:**

HWRCs will be open when the evidence shows they need to be.

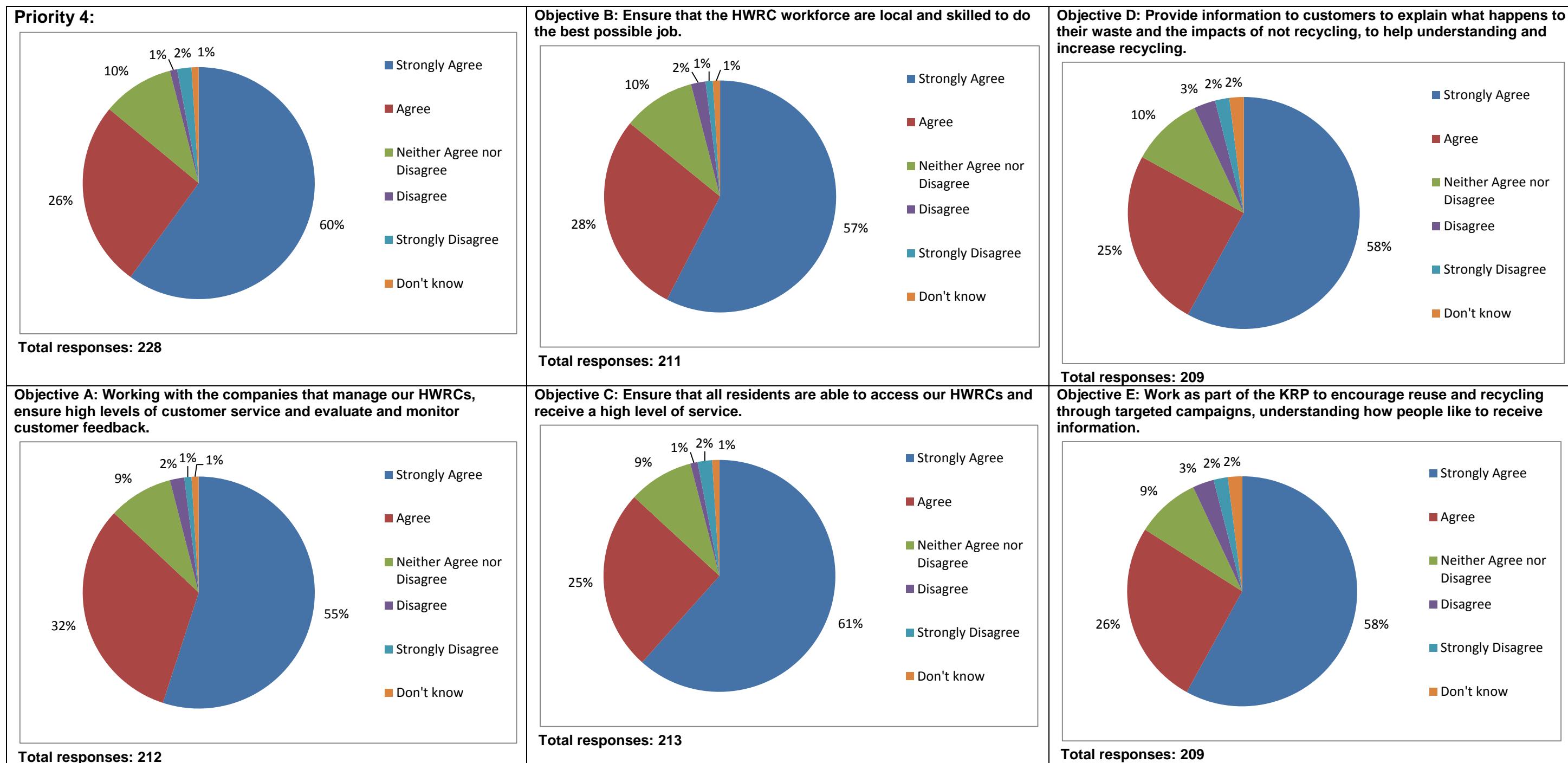
Charging:

**Objective C:**

Household Waste will be accepted free of charge\*. Charges may be made for non-household waste where lawful and appropriate to do so.

\*subject to current legislation ([Environmental Protection Act \(EPA\) 1990](#) and [Controlled Waste Regulations 2012](#))

To what extent do you agree with Priority 4 'Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?

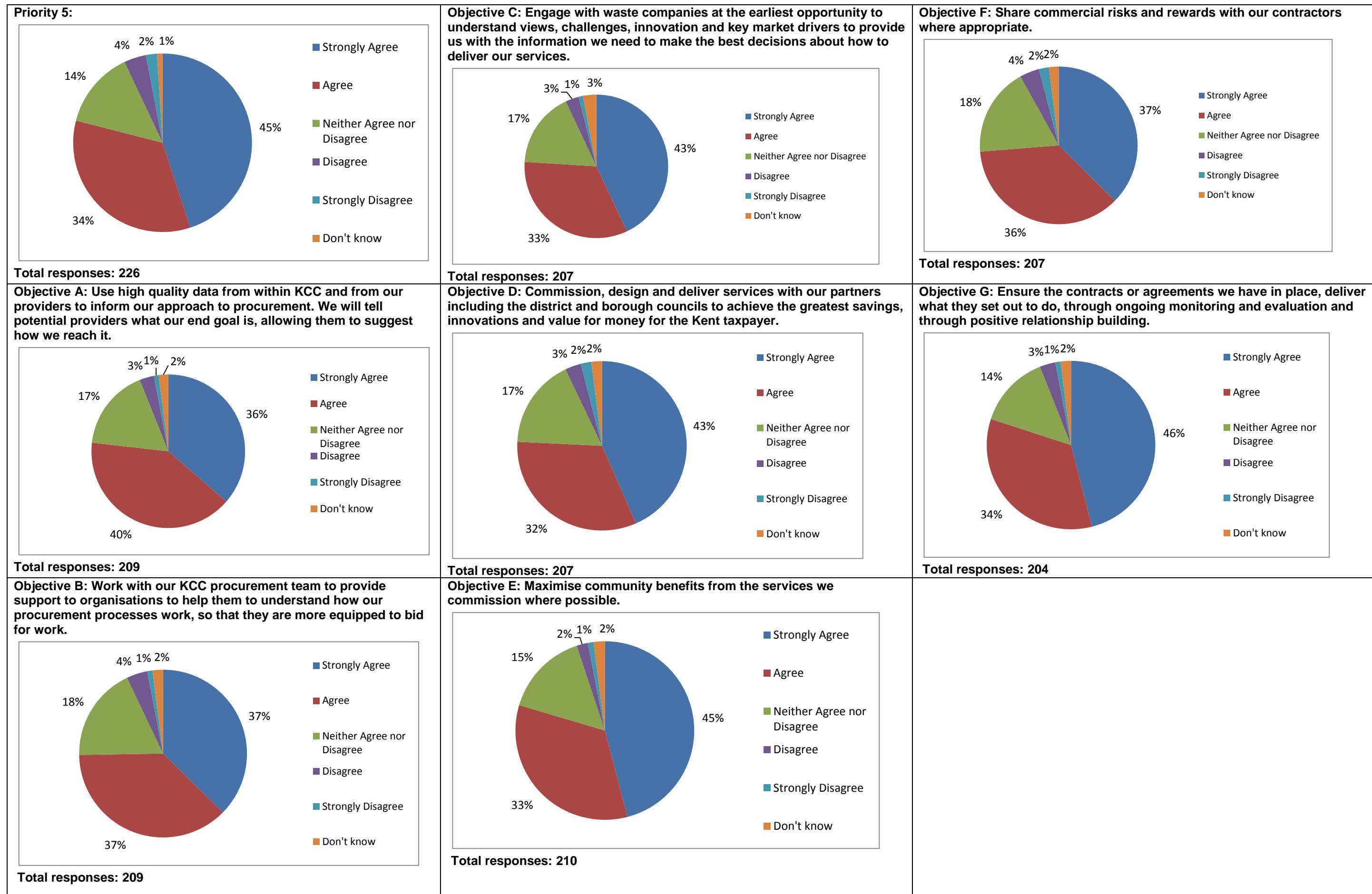


To what extent do you agree with Priority 4 ‘Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste?’

Please provide any additional comments on this priority and its objectives:

<p><b>Key comments</b></p> <ul style="list-style-type: none"><li>• Essential to have HWRCs for recycling near towns and evenly spaced between populated areas</li><li>• Trade waste recycling should be allowed in to HWRCs</li><li>• Services should not exclude the options of disabled and elderly users</li><li>• Provider larger or more facilities and, encourage ease of use of site and reduce queues</li><li>• Walking or wheelbarrowing waste should be allowed.</li><li>• Need to consider residents with no transport</li><li>• Concerns over closures of HWRCs</li><li>• Have longer opening hours and advertise it</li><li>• Concerns with current operating policies e.g. vehicle restrictions and walking in waste</li><li>• Provide more education</li></ul>	<p>Proposed amends to Priority 4 and its objectives (presented as changes in red):</p> <p><b>Priority 4 Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.</b></p> <p><u><i>Customer Service and Feedback:</i></u></p> <p><b>Objective A:</b> Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.</p> <p><u><i>Skills of workforce:</i></u></p> <p><b>Objective B:</b> Ensure that the HWRC workforce are <del>local and appropriately trained and</del> skilled to do the best possible job.</p> <p><u><i>Equalities and safety:</i></u></p> <p><b>Objective C:</b> Ensure that all residents are able to <del>safely</del> access our HWRCs and receive a <del>high level of positive and consistent</del> service.</p> <p><u><i>Communicating with our customers:</i></u></p> <p><b>Objective D:</b> <del>Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling. Increase recycling rates and help public understanding by providing information to customers to explain what happens to their waste.</del></p> <p><b>Objective E: (new objective)</b> <del>Ensure individuals understand the environmental and financial impacts and consequences of disposing of their waste incorrectly or illegally.</del></p> <p><b>Objective F: (new objective)</b> <del>Ensure information about the HWRC service is communicated to residents across a variety of channels.</del></p> <p><b>Objective EG:</b> <del>Work as part of the KRP to encourage waste prevention, reuse and recycling through targeted campaigns, understanding how people like to receive information.</del></p>
<p><b>Notable sound bites</b></p> <ul style="list-style-type: none"><li>• “As legislation proved, charging for carrier bags was the only effective way of reducing plastic bags – we should learn from this and organise our waste disposal system with that evidence in mind!”</li><li>• “B - why “local” and its not a highly skilled role. Seems a bit wordy and not necessary”</li><li>• “Whilst restricting trade waste, would it not be appropriate to allow waste that can be recycled in? for example if the price of glass is well maintained could public houses be allowed to use recycling facilities with their bottles?”</li><li>• “From my experience there is growing demand from residents for waste depots particularly in large conurbations e.g. Maidstone. Sometimes the queues to dispose of waste may be a deterrent to residents so it may be necessary to enlarge such depots or provide more.”</li><li>• “I am not convinced that the average person cares what happens to their recycling and going to the expense of leaflets, signs etc may well be a waste of money”</li><li>• “C: agree, but need to consider how this works for the elderly &amp; disabled to ensure they can access HWRCs”</li><li>• “Excellent customer service is paramount to being able to deliver the County’s ambition and deliver a high quality service which is able to respond to customer's needs and meet future demand”</li></ul>	

To what extent do you agree with Priority 5 ‘Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service?’



To what extent do you agree with Priority 5 'Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service'?

Please provide any additional comments on this priority and its objectives:

Key comments
<ul style="list-style-type: none"><li>• What is meant by rewards?</li><li>• Services should be operated by KCC and not third parties- the feeling is that this would be cheaper and give a better quality of service.</li><li>• We should be undertaking more consultation with Districts when it comes to procurement.</li><li>• KCC should be placing more emphasis on a better service not a cheaper one.</li></ul>
Notable sound bites
<ul style="list-style-type: none"><li>• "Objectives A,B,C ensure that the process is NOT overcomplicated or based on labour intensive implementation methods. Objective D spend a little more to obtain the best service from our partners instead of going for the cheapest tender. Objective F any risks should be shared anyway however rewards may lead to biased and non independent dealings."</li><li>• "The strategy refers to the fact that the waste sector is volatile, with suppliers unable to meet contract requirements and increasingly reluctant to take up new opportunities (page 8). Under these circumstances it seems illogical to operate under a commissioning and contract management approach with the waste service - as opposed to an in-house approach - as this leaves the authority and residents vulnerable."</li><li>• "These are all good objectives, but don't fix what isn't broke. The Waste Management system as it stands is very good. The council does a good job. The household waste and recycled waste is collected brilliantly and at the right times - household weekly, recycled bi weekly. The dumps are run well and open at times convenient for most, though evenings would be beneficial as well."</li><li>• "Personally I have always believed that local authority services should be provided "in house". It appears to me that contracting out is mainly for reasons of political dogma, usually provides a poorer service and always costs more money."</li></ul>

Proposed amends to Priority 5 and its objectives (presented as changes in red):

**Priority 5 Commissioning: Our commissioning and contract management approach will provide a quality and value for money and the best possible service.**

**Objective A:** (new objective)

Continue to explore opportunities for the best models to deliver the household waste disposal service.

**Objective DB:** (moved up)

Commission, design and deliver services with our partners including the district and borough councils and the market to achieve the greatest savings, innovations and value for money for the Kent taxpayer

**Objective AC:**

Use high quality data from within KCC, the district and borough councils and from our providers to inform our approach to commissioning and procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

**Objective BD:**

Improve the quality and range of bids submitted by working Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work., so that they are more equipped to bid for work.

**Objective CE:**

Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

**Objective EF:**

Maximise community benefits from the services we commission where possible. Ensure that where possible, the services we commission provide wider benefit to the local community.

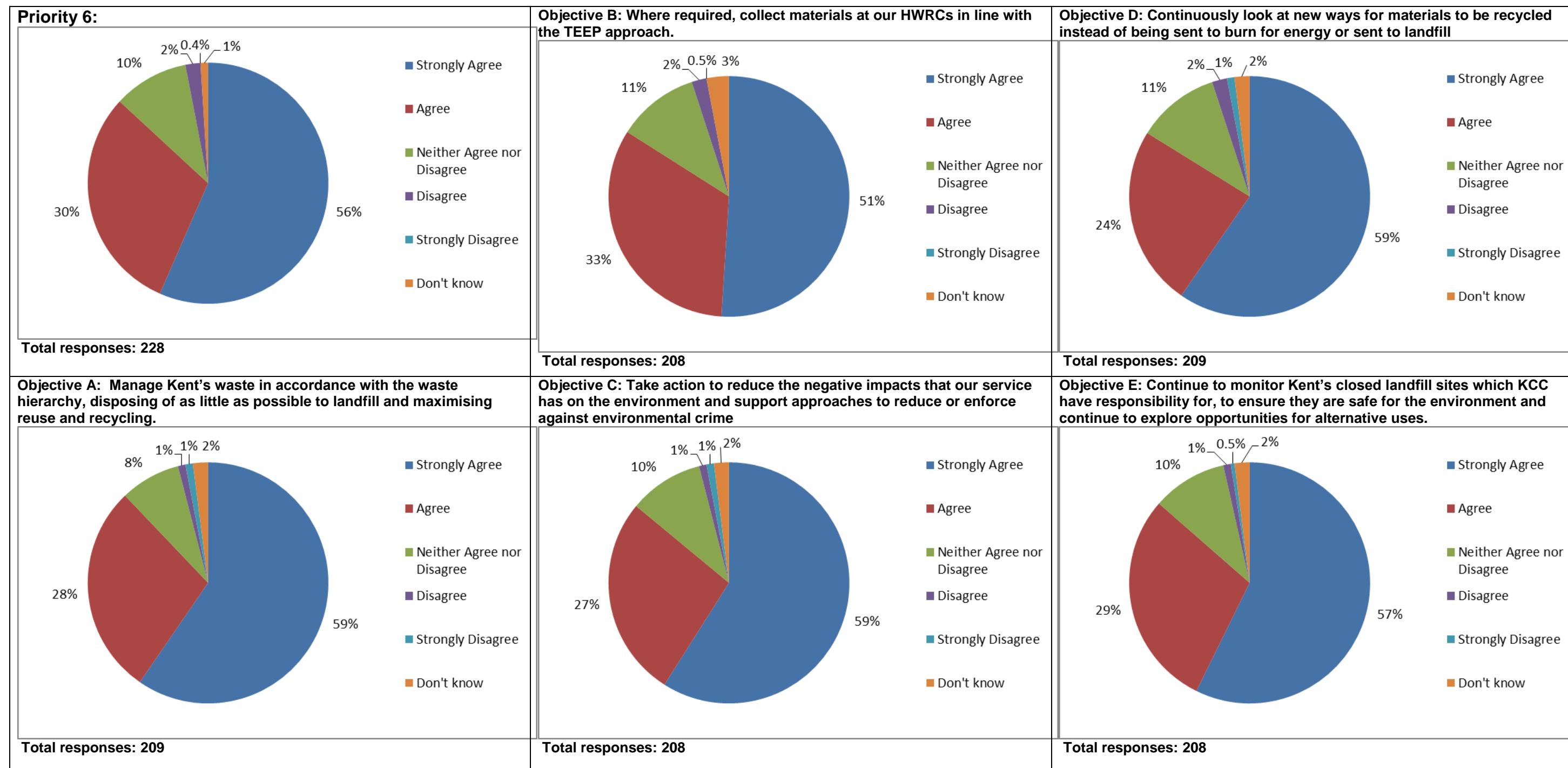
**Objective FG:**

To ensure a sustainable household waste disposal service, share commercial risks and rewards benefits with our providers contractors and district and borough councils, where appropriate.

**Objective GH:**

Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation, excellent contract management and through positive relationship building.

To what extent do you agree with Priority 6 'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'



To what extent do you agree with Priority 6 'The Environment: We will deliver services which consider impacts on or from the environment and climate change?'

Please provide any additional comments on this priority and its objectives:

Key comments
<ul style="list-style-type: none"><li>• Make it easier to take items such as oils, chemicals and paint to HWRCs</li><li>• Expand range of materials accepted at HWRC's for recycling, including hard plastics</li><li>• Limit transporting of waste, keep it local</li><li>• Exhume landfills to recycle where possible</li><li>• Use landfill gas for power generation</li></ul>
Notable sound bites
<ul style="list-style-type: none"><li>• "The vote to leave the EU has considerable consequences. It is possible that in 5 years time the EU's recycling directive and landfill directive will no longer be part of UK law. As a result, it makes more sense to accept their structures for now but allow for flexible implementation in the future".</li><li>• "Protecting the environment must be a top priority reducing ground and water contamination by making it easier to take oils chemicals etc to the HWRC rather than flytipping"</li><li>• "Limit as much as possible the transporting of waste"</li><li>• "Priority 6 - this should be stronger. Just considering the impacts is not progressive. The priority should be to "deliver services which minimise, eliminate and ameliorate impacts on or from the environment and climate change."</li><li>• "D: yes, look for new ways to recycle, but burning waste to create energy is not a bad thing, so perhaps separate issues"</li></ul>

Proposed amends to Priority 5 and its objectives (presented as changes in red):  Priority 6 to become Priority 1.  <b>Priority 6 The Environment: We will deliver services which <del>consider mitigate</del> impacts on or from the environment and climate change.</b>  <b>Objective A:</b> (new objective) Continue to support and contribute to the implementation of the Kent Environment Strategy through our waste disposal activities.  <b>Objective AB:</b> (Moved down) <del>Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling. Maximise reuse and recycling and eliminate waste to landfill in accordance with the Waste Hierarchy.</del>  <b>Objective C:</b> (new objective) Work as part of the KRP to support waste prevention initiatives including lobbying and working with manufacturers to minimise waste and packaging.  <b>Objective BD:</b> <del>Where required, collect Ensure materials are segregated at our HWRCs in line with legislative requirements.</del>  <b>Objective CE:</b> Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.  <b>Objective D:</b> (objective deleted, duplication of Priority 2, Objective C) <del>Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill.</del>  <b>Objective EF:</b> <del>Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses. Continue to explore opportunities for alternative uses for those closed landfill sites that KCC has responsibility for, and continue to monitor them to ensure they are safe for the environment.</del>
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## Do you have any other comments about the Ambition, Priorities and Objectives?

Key comments
<ul style="list-style-type: none"> <li>• People are concerned that we aren't maximising the potential in glass recycling.</li> <li>• People feel more education is needed to teach people to do the right thing with their waste - more work with schools, universities etc.</li> <li>• Do people need to know what happens to their waste? Many people don't care and would just like to get rid of it easily.</li> <li>• How are we going to measure our objectives to see when they have (or haven't) been met?</li> </ul>
Notable sound bites
<ul style="list-style-type: none"> <li>• "I would suggest that the collection of glass should at all times remain separate from other waste streams to ensure that the maximum potential revenue for the commodity can be achieved. I would suggest that the bulk collection and processing of glass is advertised as a separate Lot within the tender to allow for glass processors to bid direct rather than through a waste management company responsible for brokering glass on the Council's behalf. This will ensure that the best value is achieved."</li> <li>• "Greater consistency of services should be included in the priorities. HWRC sites vary in quality, collection methods still vary greatly which is confusing to residents and adds cost by missing opportunities for economies of scale. Consistency should be an overarching principle, yes there will be some special local needs but there are not as many as we are led to believe. Consistency and standard working methods almost always lead to greater efficiency."</li> <li>• "Just to re-iterate the need for education, information and engagement with the general public, whilst enforcing the management of misuse and environmental crime. Need to continue to be innovative and imaginative as to recycling and the collection of such materials - ideally more local collection bins for differing materials."</li> <li>• "I see from the Evidence that mixed glass does not make money, so why have the separate containers for coloured glass recently been replaced for ones for mixed glass in Tunbridge Wells? it seems crazy"</li> <li>• "I'm pleased to see that more emphasis will be put on re-use in the future."</li> <li>• "Environmental - it's more important to protect the environment than keeping costs down. This might require ingenuity, and perhaps working with universities researching similar subjects."</li> <li>• "Motorist should be encouraged to submit video footage obtained from Dash Cams of littering from vehicles, drivers, passengers and pedestrians to the appropriate authority to enable prosecution thereby reducing the amount of waste and rubbish found littering our lanes and major roads."</li> <li>• "I agree that expectations must be high and targets must be demanding but actions must follow. More effort must be made to get the general public involved and onside. Schools are good starting point educate children and continue to do so throughout their education to keep it pertinent. the throwaway society is unfortunately here to stay, but throwaway in the right way (recycle) will help."</li> </ul>

In order to combat comments regarding how certain objectives will be measured where 'evidence' is required, the table below will now be included in the strategy as an appendix to present the 'types' of evidence which will be considered in delivery phase.

**Table 2: Evidence to measure objectives**

Priority and Objective	Types of Evidence
Priority 2, Objective A	For both types of customer (residents as HWRC customers and district and borough councils): distance travelled, waste tonnage movements/ displacement, operating costs, accessibility, environmental impact
Priority 2, Objective B	For residents as HWRC customers only : HWRC visitor numbers, population served
Priority 2, Objective E	Market viability and demand, operating costs, impact upon recycling targets
Priority 3, Objective B	Trailing changing opening hours – customer usage, customer feedback (via satisfaction surveys and direct comments), operating costs

## 6. Next Steps

Feedback from the consultation has been incorporated into a final draft Kent Waste Disposal Strategy. The following next steps will now be required.

January 2017: This consultation report, along with the amended strategy will be taken to the Environment and Transport Cabinet Committee for comment prior seeking the decision to adopt the Strategy by the Cabinet Member for Environment and Transport.

February 2017 onwards: The Implementation Plan will be produced, which details a list of projects to be undertaken in order to deliver the strategy. Work on a number of the projects will then commence. Any changes to service will be consulted upon as necessary. It is expected that a 'Stage 2' consultation will be undertaken in the autumn with an emphasis on the HWRC and Waste Transfer Station network and the HWRC operating policies. Further 'consultation' may also be required post 2017 for any further changes as a result of implementation projects.

## Appendices

### APPENDIX A: DRAFT AMBITION AND PRIORITIES CONSULTED UPON

#### Ambition

"Our Ambition is to deliver a high quality, value for money household waste disposal service for the people of Kent, with an emphasis on waste reduction, recycling and achieving zero landfill."

#### Priorities and supporting-objectives

##### **Priority 1** Working Together: We will work together with our key partners on projects to deliver our ambition.

###### **Objective A:**

Work as part of the KRP, to deliver high quality and best value services for Kent residents.

###### **Objective B:**

Work with the companies that manage our HWRCs and final waste disposal sites to deliver high quality services, embracing innovation and keeping the customer at the heart of the service.

###### **Objective C:**

Work with Kent Parish Councils, Town Councils and other community groups to share information with residents, and gather their views and opinions.

###### **Objective D:**

Work closely and share ideas with other Waste Disposal Authorities (WDAs) to understand where opportunities may exist to work together to improve services for everyone.

###### **Objective E:**

Embrace opportunities to work with other organisations where their innovative thinking could have a positive impact on our service.

##### **Priority 2** Innovation and Change: The services we design and provide will be resilient through accommodating change and growth.

###### Waste Disposal Sites:

###### **Objective A:**

Ensure we have the capacity needed to deal with Kent's household waste, with final disposal points located where the evidence shows they need to be.

###### **Objective B:**

Household Waste Recycling Centres will be located where the evidence shows they need to be.

###### **Objective C:**

Use technologies to ensure waste materials are recycled and reused in the most efficient and effective way.

###### Trade Waste:

###### **Objective D:**

Stop trade waste from illegally entering our HWRCs.

###### **Objective E:**

Where there is the need and demand, ensure a trade waste disposal service is provided for small businesses in Kent.

###### Out of county HWRC use:

###### **Objective F:**

Investigate the use of our HWRCs by people who do not live in Kent, and where our residents are using HWRCs outside of the county (including Medway\*). This will help us to understand the impact on our service and opportunities for change.

\*Medway Council operates as a Unitary Authority and therefore does not sit within the KCC Area

## **Priority 3 HWRC Service Delivery: We will provide a value for money service.**

### Material Acceptance:

#### **Objective A:**

Work as part of the KRP to encourage residents to use the most effective means of disposal for different waste materials; whether it is through kerbside collections or the HWRCs.

### Access and availability:

#### **Objective B:**

HWRCs will be open when the evidence shows they need to be.

### Charging:

#### **Objective C:**

Household Waste will be accepted free of charge\*. Charges may be made for non-household waste where lawful and appropriate to do so.

\*subject to current legislation

## **Priority 4 Customer service: We will provide an accessible service whilst encouraging customers to reuse and recycle, and let people know what happens to their waste.**

### Customer Service and Feedback:

#### **Objective A:**

Working with the companies that manage our HWRCs, ensure high levels of customer service and evaluate and monitor customer feedback.

### Skills of workforce:

#### **Objective B:**

Ensure that the HWRC workforce are local and skilled to do the best possible job.

### Equalities:

#### **Objective C:**

Ensure that all residents are able to access our HWRCs and receive a high level of service.

### Communicating with our customers:

#### **Objective D:**

Provide information to customers to explain what happens to their waste and the impacts of not recycling, to help understanding and increase recycling.

#### **Objective E:**

Work as part of the KRP to encourage reuse and recycling through targeted campaigns, understanding how people like to receive information.

## **Priority 5 Commissioning: Our commissioning and contract management approach will provide value for money and the best possible service.**

### **Objective A:**

Use high quality data from within KCC and from our providers to inform our approach to procurement. We will tell potential providers what our end goal is, allowing them to suggest how we reach it.

### **Objective B:**

Work with our KCC procurement team to provide support to organisations to help them to understand how our procurement processes work, so that they are more equipped to bid for work.

### **Objective C:**

Engage with waste companies at the earliest opportunity to understand views, challenges, innovation and key market drivers to provide us with the information we need to make the best decisions about how to deliver our services.

### **Objective D:**

Commission, design and deliver services with our partners including the district and borough councils to achieve the greatest savings, innovations and value for money for the Kent taxpayer.

### **Objective E:**

Maximise community benefits from the services we commission where possible.

### **Objective F:**

Share commercial risks and rewards with our contractors where appropriate.

### **Objective G:**

Ensure the contracts or agreements we have in place, deliver what they set out to do, through ongoing monitoring and evaluation and through positive relationship building.

## **Priority 6 The Environment: We will deliver services which consider impacts on or from the environment and climate change.**

### **Objective A:**

Manage Kent's waste in accordance with the waste hierarchy, disposing of as little as possible to landfill and maximising reuse and recycling.

### **Objective B:**

Where required, collect materials at our HWRCs in line with the TEEP\* approach.

### **Objective C:**

Take action to reduce the negative impacts that our service has on the environment and support approaches to reduce or enforce against environmental crime.

### **Objective D:**

Continuously look at new ways for materials to be recycled instead of being sent to burn for energy or sent to landfill.

### **Objective E:**

Continue to monitor Kent's closed landfill sites which KCC have responsibility for, to ensure they are safe for the environment and continue to explore opportunities for alternative uses.

\*Since January 2015, new regulations for public and private waste collectors require the 'separate collection' of paper, plastic, metals & glass for recycling. Local authority activities must be assessed as being Technically Environmentally and Economically Practicable (TEEP) in relation to material collection at HWRC's. There are also emerging proposals to include food within TEEP, which will be looked at closely.

**APPENDIX B:  
MEMBER TASK AND FINISH GROUP MEMBERS**

Cllr Balfour, Cabinet Member for Environment and Transport – Malling Rural East  
Cllr Chittenden – Maidstone North East  
Cllr Eddy - Deal  
Cllr Homewood – Malling Rural North East  
Cllr MacDowall – Herne Bay  
Cllr Pearman, Deputy Cabinet Member for Environment and Transport – Sevenoaks South  
Cllr Waters – Romney Marsh  
Cllr Whybrow - Hythe

**APPENDIX C:  
ENGAGEMENT MATERIALS**

**Postcard (front)**



**Postcard (back)**





[kent.gov.uk/wastestrategy](http://kent.gov.uk/wastestrategy)  
Consultation closes 2 October 2016



## Have your say on how household waste is disposed in the county

Thom Morris / July 18, 2016

Kent County Council has unveiled its ambitions in the way it disposes of the county's household waste.

A consultation has been launched for the Kent Waste Disposal Strategy which will form the backbone plan of how household waste is disposed in the county between 2017 and 2035.

Kent County Council is responsible for the disposal and recycling of Kent's household waste whilst the district and borough councils are responsible for collecting it.



**Have your say** on how we manage the disposal and recycling of your household waste by 2 October 2016

With a significant increase in housing growth forecast across Kent, the amount of waste produced is expected to rise by approximately 22% – going from 711,000 tonnes to 864,000 tonnes – between now and 2031.

KCC has reduced its annual tonnage of material sent to landfill from 11% in 2014/15 and is now at 4%.

This has been achieved by utilising more recycling and recovery opportunities of the more difficult to deal with waste, such as mattresses and hard plastic objects not currently recycled.

KCC is keen to hear people's views on the council's ambition and priorities on the way forward for disposing of the county's household waste.

The draft strategy sets out the current position, identifies future pressures and outlines how KCC intends to maintain a sustainable waste management service in the face of budgetary pressures.

The six priorities can be viewed online at [kent.gov.uk/wastestrategy](http://kent.gov.uk/wastestrategy) and views can be given until October 2, 2016.