

KENT JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY: REFRESH OF POLICIES

Cabinet - 8 November 2012

Report of the:	Report of the Deputy chief Executive and Director of Community and Planning Services.
Status:	Decision
Also considered by:	Services Select Committee 1 November 2012
Key Decision:	No

Executive Summary: The first Kent Joint Municipal Waste Management Strategy (KJMWMs) was adopted in 2007 by all 13 Councils that comprise the Kent Waste Partnership. The main targets outlined in the 2007 Strategy were actioned one year early in 2011/12 and therefore it is appropriate to refresh the Strategy.

This report supports the Key Aims of supporting a clean and healthy environment and a dynamic and sustainable economy.

Portfolio Holder Cllr. Mrs Hunter

Head of Service Richard Wilson - Head of Environmental and Operational Services

Recommendation: It be resolved that the refreshed Kent Joint Municipal Waste Management Strategy objectives and policies 2012/13-2020/21 be adopted.

Introduction

1 Achievement of the 2007 KJMWMs Targets

All 13 Kent councils comprise the Kent Waste Partnership (KWP). It has been in place since 2007 and is now recognised as a national peer leader in deriving firm benefits from partnership working between councils and wider stakeholders. The 13 Portfolio Holders with responsibility for recycling and waste services form the KWP Members Board. Directors and Heads of Service form the KWP Officers Advisory Group. Each group meets three times a year to take forward all policies and issues relating to the 13 councils' recycling and waste management functions.

The first KJMWMs was adopted by all 13 Kent councils in 2007. It amounts to some 1,000 pages of technical data and supporting information but the crux of it was to put in place a range of policies and targets that all 13 councils adopted as a whole. These are at Appendix 2 for Members' information. The original KJMWMs remains extant and is publicly available at www.kent.gov.uk/kwp

Since 2007 the KWP and its constituent councils have worked very hard to achieve the key targets set out in the KJMWMS. These were to achieve a 40% recycling and composting rate across Kent (as a whole) by 2012/13 and for Kent County Council's (KCC's) Household Waste Recycling Centres (HWRCs) to reach a 60% recycling and composting rate. Both of these targets were achieved a year early in 2011/12.

In addition, and this is where the KWP is fast becoming a leader among peers, the amount of waste sent to landfill has reduced dramatically from around 72% in 2005/06 to 22% in 2011/12. Avoidance of waste to landfill is a major contributor to avoiding costs for the Waste Disposal Authority (WDA – Kent CC), and has been a key factor in re-using funds to support the East and Mid Kent projects¹ involving Waste Collection Authorities (WCAs – the district councils).

To achieve the potential for avoiding substantial future costs, the KWP has focused on a two-strand strategy to, firstly, raise its recycling and composting rates (and generating recyclates income) and, secondly, make good use of the Allington Energy from Waste facility to deliver better financial and environmental value from tackling residual waste. Whilst this description simplifies what is often a very challenging and exhaustive process, the value of these two strands to the 13 councils' financial and performance achievements should be recognised as crucial.

The narrative for the KWP's achievements has been set-out in KWP Annual Reports in 2010 and 2011. These are publicly available at www.kent.gov.uk/kwp

There is wide stakeholder praise of the KWP's achievements, which reflects entirely on the activities of the 13 councils to work in partnership.

2 Refresh of the KJMWMS

Given the achievement of the KJMWMS targets a year early, the significant improvement to infrastructure, and the need to focus on the next set of aims for the 13 councils, the KWP Members Board agreed in 2011 to carry out a refresh of the policies. This refresh would build on the 2007 KJMWMS rather than review or replace it. Thus, the exercise at hand was to consult widely with stakeholders to assess their view of the KWP's direction. It was also to decide for ourselves a reasonable and measured set of ambitions up to 2020 that protected the KWP's (and, hence, the 13 councils) interests.

Since the District Council elections of May 2011, the KWP Members Board has met on five occasions to take forward the refresh of the KJMWMS, among other things. In July 2012, Members decided to 'hit the ground running' by approving an open dialogue with stakeholders on policies and targets.

A consultation exercise took place from 29 August 2011 to 14 November 2011. Stakeholders whom were approached and encouraged to provide comments included: -

¹The East Kent Project involves Canterbury, Dover, Kent, Shepway and Thanet councils. The Mid Kent Project involves Ashford, Kent, Maidstone and Swale councils. Together, it is estimated that avoided costs in excess of £100 million over ten years may be achievable through the advanced partnership working by councils.

- The 13 Kent councils
- Kent Waste Forum
- Kent Association of Local Councils
- National Waste Partnerships
- London and South East Councils
- Government Departments
- Waste Companies
- Retailers and Reprocessors
- Civil Society
- Umbrella Bodies
- Public access to the consultation online²

The details of the consultation, and the issues the KWP sought engagement on from stakeholders, was contained in the KWP Annual Report 2011. Details were published online in August 2011 and also sent to many hundreds of organisations and individuals within the list above.

The KWP Members Board considered the responses to the consultation in November 2012. This enabled the policy suggestions published in August 2011 to be amended in the lights of responses received. In early 2012, Members decided to reform the policies to reduce the number; to focus outwardly from the councils on the supply chain; and to ensure the overall objectives represented a clear statement of the KWP's ambitions up to 2020.

As a result of the changes, Members decided to engage with stakeholders one more time on the reformed policies. This exercise took place in April/May 2012. The feedback from the exercise was extremely favourable.

The KWP Members Board agreed the objectives and policies set-out in **Appendix 1** on 12 July 2012. These would be considered by all 13 councils individually and recommended for adoption in accordance with local Constitutions.

² It should be noted that the major public consultation on the KJMWMS took place in 2006/07. There were some 2,700 contributions at that time, which influenced the development of the KJMWMS. On this occasion, and because the exercise was a refresh of policies to build on the existing KJMWMS, the main focus was on industry, government, and supply chain stakeholders. The consultation was also publicly available online to any interested parties. However, the implementation of policies would take place at local level, as has happened since 2007, and would continue. Existing practice has been for the 13 councils to carry out public consultations on practical changes to services at the times those changes are proposed.

Key Implications

Financial Implications

Adopting the policies at Appendix 1 does not oblige any of the 13 Kent councils to commit specific funding. Nor is there expected to be an adverse financial impact as a result of adoption. Quite the reverse, the local implementation of the refreshed policies is designed to create opportunities for councils to avoid future costs as a result of partnership working between the WCAs and/or with the WDA. Local implementation of policies will require negotiation on a case-by-case basis, and where business cases merit examination.

In respect of the recycling and composting target of 50% by 2020, a financial implication could arise if the country as a whole does not meet the target. This is because the Government has legalised the passporting of any EU fines direct to those councils whom do not, themselves, achieve the 50% target. More information on this is contained in the 'Legal Implications' section below. Suffice to say that the purpose of the 50% target is as much about protecting taxpayers' financial interests as it is about environmental performance.

Community Impact and Outcomes

Waste Management Services are a key Community Services delivered to all households in the District.

Legal, Human Rights etc.

The requirement for councils to produce 'joint waste management strategies' is contained in the Waste & Emissions Trading Act 2003. This applies especially to councils in two-tier areas such as Kent. That said, the KWP Members Board has designed policies that are right for Kent taxpayers and right for the 13 councils.

All Member States of the EU are required to achieve recycling and composting rates of 45% by 2015 and 50% by 2020 as contained in the revised Waste Framework Directive (rWFD) 2008. Failure to achieve these levels of performance as a nation may give rise to EU fines. The Government has legalised the passporting of such fines to local authorities as contained in the Localism Act 2011. Whilst the Local Government Association achieved a better outcome in the drafting of the Act than had been originally proposed by the Government, financial risks remain for those councils whom do not achieve the targets. The levels of potential fines are unknown.

Best Value

The KWP Members Board recommends adoption of the refreshed policies as an excellent demonstration of the 13 councils' collective desire to derive the best possible value for Kent taxpayers in the delivery of WCA and WDA functions.

Equality Impacts

During the development of the refreshed policies, two Equalities Impacts Assessments (EIAs) have been taken forward to ensure the public's interests are

taken into account. These were in February and August 2011. The decision to carry out two EIAs was taken as the policies evolved as a result of stakeholder consultation and input from Members and officers.

The EIAs were carried out by the KWP with expert support from corporate colleagues at KCC. On both occasions, the results were satisfactory and that Full EIAs were not required. The second EIA result is attached at **Appendix 3** for Members' information.

Local implementation of the refreshed policies may prompt some changes to some services in some areas, in accordance with decisions taken by each sovereign council. Local EIAs would be taken forward at the appropriate times accord with councils' own policies, practices and legal obligations.

Sustainability

Implementation of the refreshed policies in the period up to 2020 is likely to deliver substantial sustainability benefits. The focus on deriving value from discarded organics (principally food, paper and cardboard, and garden waste) is considered to be a major means of councils fulfilling their sustainability obligations. In addition, capturing increased amounts of discarded packaging for recycling purposes reduces the need for industry to use raw materials.

Economic

The KWP Members Board has a specific desire to ensure the refreshed policies support Kent taxpayers, local jobs, and the 'green economy'. The policies are deliberately framed to focus outwardly to the supply chain so that Kent's ambitions in relation to the economy can be supported.

Risk Assessment Statement

There are no specific risks attributed to adopting the KWP refreshed policies and objectives and adoption supports the Councils current policies and strategies with regard to Waste Management Practise.

Appendices

Appendices –

- Appendix 1 KJMWMS 2012/13 – 2020/21 Objectives and Policies
- Appendix 2 KJMWMS 2007 Policies
- Appendix 3 Equalities Impact Assessment.

Background Papers

- (a) Kent Joint Municipal Waste Management Strategy (Adopted 2007)
- (b) KWP Annual Reports 2010 and 2011

(c) Minutes of the KWP Members Board 2011 – 2012

(All the background papers can be found at www.kent.gov.uk/kwp)

Contact Officer(s): Richard Wilson x7262 or 01959 567351.

Kristen Paterson
Deputy Chief Executive and Director of Community and Planning Services

Kent Joint Municipal Waste Management Strategy (KJMWMS) Appendix 1
2012/13 to 2020/21 Policies

Objectives	
1	Deliver the best possible outcomes on materials handled by the KWP from household and other appropriate sources.
2	Deliver the best possible value for money to Kent taxpayers taking account of whole-service costs paid through Council Tax.
3	Secure the best possible outcomes through effective partnership working among the 13 Kent councils, through the SE7 Project, with government, and across the supply chain.
Policies	
1. Materials Security and Resource Efficiency	
1a	By 2015/16 the KWP will reduce household waste arisings by at least 5% (based on 2010/11 levels); recycle/compost at least 45%; and send no more than 10% to landfill.
1b	By 2020/21 the KWP will reduce household waste arisings by at least 10% (based on 2010/11 levels); recycle/compost at least 50%; and send no more than 5% to landfill. Our ambition is to get as close to zero untreated waste to landfill as possible.
1c	The KWP will work with the government, the SE7 Project, and others to develop and deliver a waste reduction plan including practical measures to help achieve policies 1a and 1b. [Added context: In practice this includes national programmes such as the Love Food Hate Waste campaign, ‘take back’ schemes for bulky items, and re-use in the home.]
1d	The KWP will take account of the need for the right quality of recyclates for the right end uses as included with the revised Waste Framework Directive and transposition into UK legislation. [Added context: In practice this includes co-ordinated activities with the supply chain and Kent residents to ensure quality; encouraging initiatives to improve outcomes on recycling of plastics including HDP, PET and PP; supporting changes to legislation, such as on Packaging & Packaging Export Recovery Notes (PRNs/PERNs) to create a level playing field for domestic reprocessors; and flows of materials to be auditable through to end destinations.]
1e	The KWP will continue its high performance in minimising the use of landfill. The KWP will assist householders to maximise the amounts they recycle and re-use, and avoid putting the following items into residual waste bins: paper, cardboard, glass, metals, wood, plastics, textiles, waste electricals, batteries, and food.

2. Value for Money for Kent Taxpayers	
2a	The KWP will continue its existing efforts to deliver value for money to Kent residents by means of: optimising services financially and environmentally; joint service delivery opportunities between councils; cross-boundary working; economy of scale through procurement exercises; and securing funding from external bodies.
2b	The KWP aspires to put in place separate collections of discarded food for composting on a weekly basis in all districts by 2020; and in at least 8 of the 12 districts by 2015/16 (separate weekly collections) and 10 of the 12 districts (including existing fortnightly collections).
2c	Communications and operational activities will be co-ordinated so that Kent taxpayers gain the best possible value from the investment of their Council Tax payments into local services. [Added context: In practice this includes balancing financial, environmental, and social outcomes wherever possible.]
2d	All eligible Kent councils will sign up to the new generation of household and business 'Recycling & Waste Collection Commitments' and seek to uphold these continually.
3. Supporting Kent's Interests	
3a	The KWP will seek innovations to ensure future services provide the Kent taxpayer with the best value for money. These include exploring the feasibility of collections from commercial premises (particularly SMEs); cross-county working on HWRC's, materials and infrastructure (such as the SE7 Project); and cross-sector working with retailers, brands, reprocessors and others.
3b	The KWP will continue its record of influencing the government's policies and laws to protect Kent taxpayers' interests whether by means of responses to consultations; development of Responsibility Deals and appropriate legislation; and securing support from wider audiences on issues of importance to us.
3c	The KWP will promote good practice in relation to health and safety; streetscene effectiveness (including enforcement and behavioural change); and value for money (including unit costs and asset effectiveness).
3d	The KWP will maintain a publicly-available Operating Framework that defines its scope, remit and procedures; and review its continued operation at least in 2015 and 2019.
3e	The KWP will continue to produce an Annual Report that outlines the work of the previous financial year in delivering the Kent Joint Municipal Waste Management Strategy and any other activities within its remit.

3f	The Kent Joint Municipal Waste Management Strategy will be refreshed in 2016/17 and 2021/22; or at any other times as agreed by the KWP; or in accordance with any changes in legislation relating to such strategies.
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Kent Joint Municipal Waste Management Strategy: 2007 Policies Appendix 2

Note: The 2007 objectives below are replaced by the refreshed objectives in Appendix 1.

Objective Number	Objective
1	Deliver high quality services to the people of Kent, including an emphasis on waste reduction, recycling and diversion from landfill.
2	Meet the statutory targets set for Kent, and exceed them in areas where this is a locally agreed priority.
3	Support, where possible, other related policy aims of the Kent authorities (e.g. regeneration).

Note: The 20 policies below from 2007 are replaced by the 15 policies in Appendix 1.

Policy Number	Policy
Heading: Resource Management	
1	The KWP will encourage the conservation of resources through the use in Kent of materials and energy recovered from wastes produced in Kent. It will aim to influence other areas of public policy and service delivery to support this agenda.
Heading: Partnership	
2	To deliver the Strategy, the County, District and Borough Councils will work proactively as the Kent Waste Partnership within a formal joint committee structure; they will actively seek the views of stakeholders, and their contribution to achieving the strategy's objectives.
Heading: Education and Engagement	
3	All stakeholders, including elected Members, will be kept informed and consulted on waste management issues affecting Strategy implementation.
4	Targeted and co-ordinated campaigns will be run across Kent to inform, to educate and to work towards changing behaviours of residents, consumers and the wider community.
5	The authorities will work jointly and individually to encourage the Community and Social Enterprise Sector to reach its full potential in delivering cost-effective and sustainable waste management services.
Heading: Waste Minimisation and Re-use	
6	Waste minimisation and re-use will be prioritised and the KWP will seek, through its wider policy aims, to break the link between waste production and economic growth.
7	The KWP will lobby for measures to combat waste growth in areas such as product design, packaging and other producer responsibility issues, which are most effectively pursued at the national and international levels.

Heading: Recycling and Composting	
8	The KWP will achieve a minimum level of 40% recycling and composting of household waste by 2012/13 and will seek to exceed this target.
9	The KWP will work to develop, to maintain and to improve schemes that secure the best recycling and composting performance for Kent authorities as a whole.
10	The KWP will secure higher rates of performance from existing services through education and awareness-raising.
11	The KWP will strive to make waste and recycling services accessible and easy to use for all householders, across all housing types and sectors of the community.
12	The KWP will work to secure composting capacity including in-vessel in the County to enable the authorities in the east of Kent to provide an efficient and cost-effective service for managing compostable wastes.
13	The recycling and composting performance of HWRCs will be improved, reaching 60% by 2012/13, while maintaining high standards of customer service.
Heading: Residual Waste Management, Energy Recovery	
14	A timely procurement programme will be implemented to provide sufficient capacity for Kent to continue to meet its statutory targets for the diversion of biodegradable municipal waste.
15	The procurement programme for additional capacity will take account of the opportunities for co-management with other waste streams, but will discourage facilities of a scale that will attract imports of waste to the County.
16	Procurement of additional capacity will keep technical options open and flexible in terms of the number and scale of facilities to be provided but will need to emphasise deliverability.
17	Kent County Council will take a pragmatic approach to trading landfill allowances, being willing to trade, but not reliant on trading for compliance or essential income.
Heading: Residual Waste Management, Disposal to Landfill	
18	Kent will procure landfill capacity to meet the need for the disposal of residual waste for which recovery capacity is not contracted.
19	Where it is cost-effective, Kent will exceed its statutory targets for diversion of biodegradable municipal waste from landfill in order to preserve landfill void space in the County.
Heading: Residual Waste Management, Waste Transfer Facilities	
20	The transfer station network will be improved across Kent to promote the efficient transport of wastes for treatment, recovery and disposal.

**Kent Joint Municipal Waste Management Strategy (KJMWMS)
Equalities Impacts Assessment (2012)**

**KENT COUNTY COUNCIL
EQUALITY IMPACT ASSESSMENT**

Directorate:

Enterprise and Environment (Kent Waste Partnership)

Name of policy, procedure, project or service

The Kent Waste Partnership (KWP) is refreshing the Kent Joint Municipal Waste Management Strategy which was originally implemented in April 2007.

What is being assessed?

The 15 policies currently included in the Kent Joint Municipal Waste Management Strategy which set out how the Kent Waste Partnership intends to manage municipal solid waste arising up until 2020.

Responsible Owner/ Senior Officer

Paul Vanston, KWP Manager.

Date of Initial Screening

Friday 8th August 2012



Screening Grid

Characteristic	Could this policy, procedure, project or service affect this group less favourably than others in Kent? YES/NO If yes how?	Assessment of potential impact HIGH/MEDIUM LOW/NONE UNKNOWN		Provide details: a) Is internal action required? If yes what? b) Is further assessment required? If yes, why?	Could this policy, procedure, project or service promote equal opportunities for this group? YES/NO - Explain how good practice can promote equal opportunities
		Positive	Negative		
Age	No	Unknown		No	<p>As an overview of potential EIA needs in the future, the outworking of the policies is likely to mean changes in some services managed by Kent's Waste Collection Authorities (i.e. the 12 district councils in Kent) and also the Waste Disposal Authority (Kent County Council).</p> <p>Such changes may include: -</p> <ul style="list-style-type: none"> ▪ the frequencies of recycle and residual collections; ▪ the range of recyclables collected; ▪ the range of bins needed to support better collections; ▪ the need to reduce waste, particularly organics; ▪ changes at Household Waste Recycling Centres; ▪ the need to support the waste hierarchy; and ▪ any other impacts to ensure the Strategy policies deliver the financial, environmental and social improvements for a better Kent.
Disability	No			No	
Gender	No			No	
Gender Identity	No			No	

Race	No		No	<p>The 13 sovereign councils have the legal responsibility to ensure Equalities Impacts Assessments relating to their populations are carried out as part of their usual day-to-day business activities. This is particularly the case when any major service changes that happen from time-to-time are proposed (often at the time of contract renewals every seven to ten years).</p> <p>The need for updating Strategy policies to ensure the 13 Kent councils meet EU and national laws relating to their recycling/waste functions is understood.</p> <p>Thus, whilst this document confirms there is no requirement to undertake a full impact assessment in respect to the Strategy policies, it is acknowledged the 13 Kent councils will continue to carry out local EIAs as appropriate when implementing local changes that impact on residents, including (and especially) the nine protected characteristics.</p>
Religion or Belief	No		No	
Sexual Orientation	No		No	
Pregnancy and Maternity	No		No	
Marriage and Civil Partnerships	No		No	

Part 1: INITIAL SCREENING

Context

The Kent Waste Partnership is a two tier partnership consisting of 12 district and borough councils, which collect domestic waste in Kent and Kent County Council, who dispose of it.

In April 2007 the Kent Waste Partnership developed a Kent Joint Municipal Waste Management Strategy (KJMWMS) which currently serves the purpose of providing a strategic approach to managing municipal solid waste arising over the next 20 years.

Reasons for the KJMWMS refresh are as follows;

- The economy, technologies and markets have changed dramatically since 2007.
- The European Union (EU) Waste Framework Directive was transposed into national law in March 2011. This impacts on the KWP in three main ways:-
 1. The 'waste hierarchy' is now law.
 2. A national 'waste prevention plan' must be put in place by 2014.
 3. All councils must provide recycling services for glass, metals, paper and plastics by 2015 – either at the kerbside or using bring banks.
- The government published the results of its own national review of waste policies in June 2011. This followed an exercise lasting a year where the Government sought views on its policies.

Aims and Objectives

The Consultation on refreshing the KJMWMS was published on Friday 19 August 2011. The original deadline of Friday 28th October 2011 was extended to Monday 14th November 2011 due to following reasons;

- Extended from 10 weeks to 12 to permit extra time for some consultees whom had asked for it.
- As some consultees had asked for an extension, it was offered to everyone.
- An opportunity to encourage more responses as well as demonstrating support to stakeholders by offering an extension.

The Consultation compares the 20 original policies set within the KJMWMS with the KWP's 30 suggested ways forward up until 2020.

The target audience for this Consultation was the Kent Waste Forum. (Stakeholders of the Kent Waste Partnership.) This includes all Kent district councils, Kent County Council, retailers, reproprocessors, 'civil society' organisations, community sector and a host of other interested parties. The Consultation was sent to all stakeholders via email as well as being uploaded publicly on the Kent Waste Partnership's web pages. (www.kent.gov.uk/kwp)

Taking on board the feedback received, the KWP's 'suggested ways forward' were condensed into 15 policies and were agreed at the KWP Members Board on 12 July 2012. Changes made were subtle but it was felt an updated EIA was appropriate to ensure issues were appropriately examined again.

Beneficiaries

By refreshing the KJMWMS in 2011/12 allows the Kent Waste Partnership to take stock of its current performance compared to the original aims and policies stated in the KJMWMS.

It also allows the Kent Waste Partnership to reassess its strategic position in terms of the European Union (EU) Waste Framework Directive and digesting the government's recent publication on the national review of waste policies in June 2011, updated technologies and other factors.

The 'KWP's suggested ways forward' addressed in the Consultation are with the intention of benefiting three key areas;

- The Kent taxpayer
- Environment
- KWP Performance

Consultation and data

The target audience for the KJMWMS Consultation consisted of the following;

- Kent Councils
- Kent Waste Forum
- Kent Association of Local Councils
- National Waste Partnerships
- London and south east Councils
- Government Departments
- Waste Companies
- Retailers and Reprocessors
- Civil Society
- Umbrella Bodies
- Public access to the consultation online.

Potential Impact

From the KWP's updated policies, it is considered there will be substantial financial benefits to all Kent taxpayers, as well as improved environmental performance by the councils. Achieving these benefits may require local changes to some services in some areas. Where this is required, equality impact assessments will be taken forward by each of the sovereign councils as part of their own activities in delivering high quality services to the public.

JUDGEMENT

Option 1 – Screening Sufficient

YES

Following this screening our judgement is that no further action is required in terms of the KJMWMS refresh of policies.

Justification:

Using the Equalities Impact Assessment tool allows the Kent Waste Partnership to calculate whether the suggested policies have any direct or indirect adverse/negative impacts to people.

From the evidence above, the Kent Waste Partnership's refreshed strategy will deliver substantial financial and environmental performance benefits to Kent taxpayers. Where local implementation of the policies requires some changes to some services in some areas, the sovereign councils will take forward equalities impacts assessments as appropriate as part of their usual activities.

Option 2 – Internal Action Required

NO

There is potential for adverse impact on particular groups and we have found scope to improve the proposal

Option 3 – Full Impact Assessment

NO

Only go to full impact assessment if an adverse impact has been identified that will need to undertake further analysis, consultation and action

Equality and Diversity Team Comments

Local implementation of the refreshed KJMWMS policies may require some changes to some services in some areas. Where this is required to meet EU and national laws relating to the delivery of recycling/waste services, equalities impacts assessments will be carried out by the sovereign councils as part of their normal activities to deliver high quality services to the public.

Therefore recognising this, no further action is required on the strategy itself, but EqIAs should be carried out locally as appropriate.

Sign Off

I have noted the content of the equality impact assessment and agree the actions to mitigate the adverse impact(s) that have been identified.

Senior Officer

Signed:



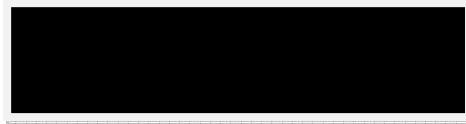
Name: Paul Vanston

Job Title: Manager, Kent Waste Partnership; and Business Development Manager, South East 7 Waste Programme

Date: 30 August 2012

DMT Member

Signed:



Name: Caroline Arnold

Job Title: Head of Waste Management, Kent CC

Date: 06 September 2012