GROWTH, ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Wednesday, 9th September, 2026

10.00 am

Council Chamber

Kent County Council
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AGENDA

GROWTH, ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Wednesday, 9 September 2026 at 10.00 am	Ask for:	**James Willis**
Council Chamber, Sessions House, County Hall, Maidstone.	Telephone:	**03000 417831**

Membership (13)

Reform (8):	Mr J Defriend (Chair), Mr T Mallon (Vice Chair), Mrs M Lawes, Mr R Waters, Mrs B Porter, Mr D Sian, Mr M Paul and Mr A Thorp
Labour (1):	Mr A Brady
Liberal Democrat (1):	Mr T Prater
Green (1):	Mr M Hood
Conservative (1):	Vacancy
Restore Britain (1):	Mr P Thomas

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

1 Introduction/Webcast announcement

2 Apologies and Substitutes

3 Declarations of Interest

4 Minutes of the meeting held on 07/07/2026 (Pages 1 - 20)

5 Verbal Updates

6 Southern Water : Installation of Sustainable Drainage Systems (SuDS) Six-Monthly Update

7 Performance Dashboard (Pages 21 - 52)

8 26/00045 - Transition of Active Kent & Medway to an independent legal entity and conclusion of hosting arrangements (Pages 53 - 78)

9 26/00046 - Specialist Highway Support Services Framework (Pages 79 - 94)

10 26/00051 - Chestfield Tunnel Ventilation Replacement (Pages 95 - 108)

11 Extended Producer Responsibility Activity and Updates-Report (Pages 109 - 118)

12 26/00054 - Procurement for Waste Transfer Services Contract - Folkestone & Hythe - CN260748 (Pages 119 - 140)

13 Environment Achievements and Updates -Report (Pages 141 - 180)

14 Work Programme (Pages 181 - 182)

Motion to Exclude the Press and Public

That under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
Deputy Chief Executive
03000 416814

Tuesday, 1 September 2026

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KENT COUNTY COUNCIL

GROWTH, ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Growth, Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 7 July 2026.

PRESENT: Mr A Brady, Mr J Defriend (Chairman), Mr M A J Hood, Mrs. S Hudson, Mr T Mallon (Vice-Chair), Mr M Paul, Mr T Prater, Mr R Waters, Mr A Thorp, Mr D Sian, Mrs. M Lawes, Mr P Thomas and Mrs. S Roots

ALSO PRESENT: Mr Richard Palmer (Cabinet Member for Communities and Regulatory Services), Mr Jamie Henderson (Cabinet Member for Environment, Coastal Regeneration and Public Health), Mr David Wimble (Cabinet Member for Economic Developments and Special Projects), Mr Peter Osborne (Cabinet Member for Highways and Transport , Mr Spencer Dixon (Deputy Cabinet Member for Highways and Transport),Chris Burwash (Deputy Cabinet Member for Communities and Regulatory Services) , Mr Mark Mulvihill (Deputy Cabinet Member Environment, Coastal Regeneration and Public Health) and Mr Ben Fryer (Deputy Cabinet Member for Economic Development and Special Projects

IN ATTENDANCE: Simon Jones (Corporate Director for Growth Environment and Transport), Stephanie Holt-Castle (Director of Growth and Communities),Andrew Loosemore (Director of Highways and Transport) Alex Riley ((Programme Manager-Sectors & Economic Partnerships), Matthew Wagner (Interim Chief Analyst), Sharon Thompson (Head of Planning Applications Group), Helen Rowe (Interim Head of Highways-Virtually), Robin Hadley (Soft Landscape Asset Manager*),* Joseph Ratcliffe (Transport Strategy Manager) Marck Welch (Principal Transport Planner)and James Willis (Democratic Support Officer)

UNRESTRICTED ITEMS

91. Apologies and Substitutes
(Item 2)

Apologies for absence were received from Mrs Porter. Mrs Roots attended as the designated substitute.

92. Declarations of Interest
(Item 3)

No declarations of interest were received.

93. Minutes of the meeting held on 05/05/2026
(Item 4)

1. A Member referred to page 8, item J, concerning potholes and noted that it had been confirmed that the relevant dataset had been collected. The Member recalled

that it had been agreed that this information would be reported regularly to the committee and requested that this be reflected in the minutes.

2. The Member also referred to page 20, item 3, and advised that they had recommended the proposal. However, it was acknowledged that the webcast did not clearly evidence this and accepted that the minutes would likely need to remain as drafted in that respect.

RESOLVED that the minutes of the meeting held 5 May 2026 were a correct record and that a paper copy be signed by the Chair.

94. Verbal Update
(Item 5)

Richard Palmer (Cabinet Member for Communities and Regulatory Services), Jamie Henderson (Cabinet Member for Environment, Coastal Regeneration and Public Health), David Wimble (Cabinet Member for Economic Developments and Special Projects), Peter Osborne (Cabinet Member for Highways and Transport) Provided an update on the Following:

1.Mr Wimble discussed the following aspects:

a) Updated on the current state of broadband and mobile connectivity across Kent. Members were informed that ongoing work to improve the overall digital infrastructure of Kent and address gaps in coverage were underway.

b) Members were informed that the recently launched Invest Kent service was to be used to showcase investment opportunities across the county and attract potential investors.

c) The Cabinet Member had recently represented Kent at the Straits Committee in The Hague. Discussions had focused on opportunities to introduce automated agricultural technology and encourage Dutch investment into Kent. It was reported that these discussions had been followed by a productive meeting with the Dutch Ambassador to explore potential joint working opportunities further.

d) The Committee was advised that support for local businesses had remained a priority. The Kent and Medway Business Fund (KMBF) had continued to help with new commercial developments and small businesses across the region. The Growth Hub had supported almost 500 businesses since April, providing advice and assistance to help businesses grow, adapt to changing circumstances and create employment opportunities.

e) Members were informed that the Skills Bootcamps programme had continued delivering positive outcomes through the investment of £1.5 million and had created approximately 430 training places across a range of key sectors.

f) Highlighted the in-house delivery of the Visit Kent and Invest Kent services. Members were advised that, despite operating with a reduced team of six officers compared with more than 25 officers previously, the service had performed beyond expectations.

2. Mr Henderson delivered the following update:

a) The Cabinet Member provided an update on continuing works related to water security and resilience across Kent. Members were informed that, following further county-wide water supply issues experienced in May, Kent County Council was taking steps to strengthen collaboration between relevant organisations and stakeholders.

b) Members were advised that the first meeting of the partnership was scheduled to take place on 8 October and would bring together key stakeholders to consider evidence, identify priorities and develop a coordinated approach to improving water resilience across Kent.

c) Updated on work to strengthen Kent's resilience to future water supply challenges and the impacts of climate change. Members were informed that Kent County Council had secured £170,000 in funding through the European Union flagship Pathways to Resilience programme. The funding would support the development of the Kent Water Resilience Partnership and contribute to the preparation of the Kent Water Strategy, which was currently being developed.

d) Provided an update on works being undertaken to tackle fly-tipping and improve waste management outcomes across Kent. Members were informed of the forthcoming engagement with stakeholders to identify practical solutions to the issue.

e) Highlighted that a significant archaeological discovery had been made within Kent and discussed the role of Kent County Council in supporting the investigation and preservation of the county's heritage assets. Members were informed that a rare Anglo-Saxon die stamp had recently been discovered near Lynsted by metal detectorist Stephen Newbery. The find was described as being of considerable archaeological importance.

f) Notified members on the completion of a significant programme of works at the Ashford Waste Transfer Station. Works had included the replacement of the original concrete floor and the underlying reinforcement, the installation of a fibre-strengthened concrete base, and the construction of new bay walls. The site had remained accessible for much of the construction period, helping to minimise disruption to service users. Following completion of the works, the facility had fully reopened on 23 May.

g) Members were informed that a new booking system for Kent's Household Waste Recycling Centres had been introduced and had gone live on 17 Jun, the revised system was designed to be simpler, more efficient and more cost-effective than the previous arrangement.

h) Discussed developments within Kent's waste management service, including planned improvements to recycling centre systems and initiatives to reduce fire risks associated with waste disposal. The campaign was intended to protect waste management staff, safeguard public infrastructure and ensure the continued effective operation of waste collection and disposal services across Kent.

i) Provided a further update on initiatives to promote waste reduction, reuse and recycling across Kent. Members were informed of the continued success of reuse schemes operating at Household Waste Recycling Centres (HWRC)

3. Mr Osborne delivered the following update:

a) The Cabinet Member provided an update on highways infrastructure, maintenance activity and future investment priorities across Kent. Members were informed that work had continued to focus on maintaining the county's road network, delivering major improvement schemes and securing external funding for strategically important routes.

b) It was reported that progress continued to be made on a number of significant highways projects, including the Sturry Link Road and major resurfacing and road safety improvements on the A299 Thanet Way.

c) The Committee noted that Kent County Council was pursuing substantial Government funding to support major infrastructure works. This had included a bid of approximately £63 million for significant structural repairs to sections of the A299 and funding in the region of £40 million to £46 million to facilitate the permanent reopening of Galley Hill.

d) Members were informed that applications for the Kent Travel Saver (KTS) scheme had now reopened. The scheme continued to support approximately 23,000 young people by providing access to more affordable travel for education and training purposes.

e) Advised that the Kent County Council had attended and supported the recent Kent County Show through the provision of a free shuttle bus service for visitors.

f) Provided a further update on active travel initiatives and road safety programmes across Kent. Members were informed of ongoing investments in cycling infrastructure, pedestrian safety measures and sustainable travel schemes.

g) It was reported that a new adult cycle training facility in Ashford was due to open later in the summer. Members were advised that recruitment to vacant School Crossing Patrol positions were nearing completion.

h) The Active Travel Team had successfully delivered improvements to the Old Chatham Road cycleway in Maidstone on time and within the approved budget. The School Streets program had continued to perform well, and the Scootability program had remained popular with schools and families

i) Preparations for increased cross Channel traffic during the summer period were discussed. Operation Brock would be implemented from 13 July to 24 august to help manage expected traffic volumes around the Port of Dover and the Eurotunnel.

j) Updated on the summer road safety campaign and the testing of new road gritters, rehearsed routes with additional salt capacity in preparation for winter.

4.Mr Palmer delivered the following update:

a) Highlighted the hard work undertook by officers in delivering a prominent Kent County Councils presence at the Kent County show.

b) Updated on community safety initiatives and highlighted the importance of water safety awareness during the summer months. Members were advised that incidents involving young people entering open water, particularly during periods of hot weather, remained a concern across the county.

c) Through the Community Warden Service (CWS) and the Water Safety SMART programme, nearly 100 young people had received water safety training and accreditation during the year. Members were encouraged to promote water safety messages within their local communities.

d) Provided an update on the work of the Community Safety Team and its responsibilities in undertaking Domestic Homicide Reviews (DHR) and that feedback from the National Quality Board (NQB-NHS England) had been positive, recognising the reviews as being of a high standard and professionally conducted.

e) Discussed Trading Standards Operation Engage. These actions had resulted in one of the largest Trading Standards prosecutions in recent years and significant custodial sentence and had exposed fraud totalling approximately 1.3 million committed against householders.

f) Trading Standards had secured substantial benefits for consumers through its regulatory and advisory work. Through its Primary Authority Partnerships (PAP) with businesses, savings of approximately £89 million had been achieved for consumers. Trading Standards interventions had helped save £42,250 for nine victims of scams and doorstep crime.

g) It was further reported that continued enforcement activity against the sale of illicit tobacco products had led to positive outcomes, with more than half of the known illegal tobacco shops in Maidstone now no longer trading.

h) Discussed the completion of all libraries co-location projects and the improvements made to Leysdown footpaths.

i) Members were informed that the Live Longer Better Network had reached its fifth anniversary and now included nearly 200 members working to promote healthy ageing and wellbeing across Kent.

j) The Committee noted that 27 Forever Active Kent grants had been awarded to support free physical activity sessions for residents aged over 50, helping to encourage active lifestyles and improve health outcomes.

k) The This Girl Can Festival had successfully engaged around 400 girls, providing opportunities to participate in sport and physical activity and further reported that the Creative Festival, held at Dreamland in Margate on 2 July, had been opened by the Cabinet Member and had showcased a number of creative activities.

Resolved to note the verbal updates

95. Performance Dashboard
(Item 6)

Matt Wagner, Interim Chief Analyst; and Simon Jones, Corporate Director for Growth, Environment &Transport were in attendance for this item

1) Mr Wagner introduced the report and explained that the report represented the year-end position for the 2025/26 financial year and that the accompanying cover report was included within the reports pack, aspects discussed were:

   a) Of the 41 key performance indicators, 32 key performance indicators had achieved their target and were rated green.

   b) Six key performance indicators were rated amber, indicating that performance was above the minimum standard required but had not yet met the target necessary to achieve a green rating.

   c) Three key performance indicators were rated red, indicating that performance was below the minimum standard required. The following further information on these red KPIs was included.

   d) KPI '*number of people supported to access employment by the Connect2Work Programme'.* Although the formal KPI was not achieved, the Kent and Medway programme had remained among the top five delivery areas nationally (out of 41) for referrals, programme starts and job outcomes. Performance had improved, with starts in April 2026 exceeding the monthly target, and this level of performance was expected to continue.

   e) '*Highways inquiries requiring a response that are responded to within 28 days'* Performance declined in the final quarter of 2025/26 due to exceptionally high enquiry volumes. Services prioritised urgent enquiries and the service had continued to monitor performance through monthly management meetings. A further red KPI related to '*attendance at emergency highways incidents within two hours*.

   f) It was reported that a high number of concurrent incidents between January and March had resulted in performance falling two to three percentage points below the required standard each month. Members were advised that the new highways term maintenance contract had commenced in May 2026 and that the contractor was working with the Council to improve performance. Overall, 32 of the 41 KPIs (78%) were rated green, six were rated amber and three were rated red.

2. Members discussed the following aspects of the update:

a) Members raised concerns on the current response times (HT02) and emergency incidents (HT08) trajectories within the report. The Cabinet Member for Highways and Transport highlighted that the new contractor was now in place and that a number of embedding aspects were solidified to ensure overall improvements occur and preparation for Winter was underway.

b) Officers reported that significant work was being undertaken through the new highways term maintenance contract to strengthen performance management and ensure a more proactive approach to operational delivery. Members were advised that a detailed report on the planned improvements could be brought to a future meeting following discussions with the Cabinet Member.

c) Members suggested that, in future, all red-rated Key Performance Indicators (KPI) be accompanied by an explanation of the reasons for underperformance and the actions being taken to address this to support the Committee's consideration.

d) In response to questions regarding a reduction (DC08) in performance against the Section 106 funding KPI to 89.7% in March 2026, attributed to the financial viability of some development sites, Members were advised that individual developments could periodically affect overall KPI performance. Officers confirmed that the specific developments impacting performance were identified and monitored as part of ongoing performance management reviews.

e) Members queried whether the underperformance against red-rated KPI EC16 was attributable to staffing and training issues.

f) In response to a query regarding performance against the Connect to Work KPI, officers explained that Kent and Medway had been among the first four areas nationally to launch the programme by using an existing provider, The Education People. (TEP)

g) While the provider had initially been less familiar with one element of the programme, resulting in a slower start and early underperformance, performance had since improved significantly. Members were advised that the programme was now ranked among the top five performers nationally for referrals, programme starts and job outcomes, exceeding initial expectations.

h) In response to questions regarding the amber-rated KPI (KSS02), officers explained that the target had been set as a challenging performance measure. Since its introduction, the service had secured a new contract which had generated approximately £500,000 of additional work within the area measured by the KPI, placing increased pressure on service capacity. While performance had fluctuated, officers considered the original target to have been overly ambitious given the current workload.

a) Members were advised that customers using the fee-paying service had been consulted and remained satisfied with current performance levels. A proposal had therefore been made to revise the target for 2026/27 to a more realistic, while still aspirational, level.

b) Raised queries regarding KPIs DC08 and PROW14 and requested that a response be brought back to a future meeting. Concerns were also expressed about issues affecting broadband infrastructure across Kent, and Members asked officers to ensure that connectivity in public locations was maintained wherever possible.

RESOLVED to note the Performance Dashboard

96. 26/00033 - Continuing the Visitor Economy and Inward Investment Service for Kent & Medway (Grow in Kent)
(Item 7)

David Wimble (Cabinet Member for Economic Developments and Special Projects) and Alex Riley (Programme Manager-Sectors & Economic Partnerships) were in attendance

1: The Cabinet Member discussed the following:

a) Introduced a report and the seeking of support for the continuation of the in-house delivery model for the Visit Kent and Invest Kent services through the Growth and Communities team. Members were advised that the services had played an important role in attracting visitors, businesses and investment to Kent and Medway, supporting economic growth, job creation and the local economy.

b) Kent's visitor economy was worth approximately £4.1 billion annually, supporting more than 82,000 jobs across around 6,000 businesses. The Committee was informed that, following the closure of Visit Kent and Locate in Kent in 2025, Kent County Council and Medway Council had acted quickly to bring the services in-house and ensure continuity of delivery.

c) It was reported that, despite operating with a team of six officers compared with more than 25 staff previously, the service had successfully stabilised delivery, rebuilt key relationships and raised the profile of Kent and Medway among visitors, investors and businesses and the service demonstrated the effectiveness of the in-house model and the commitment of the staff involved.

2: Members discussed the following:

a) Concern was expressed regarding the closure of a previous attraction and the impact on local visitors and the wider visitor economy.

b) The committee recognised the value of the visitor economy and the importance of continued support from the Council to assist its development and long-term success. Members expressed their support for the project.

c) Questions were raised regarding the suitability and sustainability of the proposed operating model in the short to medium term, particularly should Local Government Reorganisation (LGR) be delayed.

d) Officers responded that a new operating model had been established to maintain county-wide investment promotion and visitor economy functions. The officer outlined progress made to date and the approach being taken to ensure the services could demonstrate value and remain adaptable in the context of LGR.

e) LGR had presented challenges for any county-wide service operating without a strategic authority and noted that longer-term arrangements would need to be considered as governance structures evolved.

f) Members sought assurances regarding the performance management framework for the service, including the monitoring reports, key performance indicators (KPI) and value for money assessments that would be used to evaluate delivery and effectiveness.

g) In response, officers outlined the proposed approach for the Invest Kent and Visit Kent functions, including arrangements for performance management, sector prioritisation and alignment with Kent and Medway's emerging economic growth strategy. Officers explained how the upcoming Growth Plan would drive a targeted approach.

h) Members highlighted the KCC £1.27 million contribution in the past and queried if avenues of ‘leveraging ‘were being explored and the benefits to KCC.

i) Officers advised that the service had successfully secured approximately £150,000 of leveraged funding during its first six months of operation. Additionally, the officer expanded upon the recently launched partnership model for Invest Kent to drive income into the service. Officers remained conscious of the need to leverage additional funding due to financial constraints.

j) Acknowledged the hard work underway from the small team in place and queried how the endeavour would link to the current Grow in Kent initiative. Officers outlined the development and operation of the Invest Kent and Visit Kent functions, including governance arrangements, branding, performance monitoring and overall structure.

k) Members discussed the lack of available KCC merchandising material at the recent Kent County show and the Councils lack off acknowledgment of St Augustine’s day, highlighting the desire to see KCC celebrate local associated cultures. The Cabinet Member addressed the concerns and the financial constraints associated with generating merchandise.

l) Raised the exploratory work underway to deliver a visit to Kent card. This endeavour would allow for discounts for families attending Kents many attractions. Officers further discussed that different models for alternative funding were being explored, and the 40 partners had signed up for the Visits Kent service. Delivery for those partners would remain the primary focus.

m) Officers expanded further that as more funding was leveraged the teams could potentially expand in response. Officers also clarified questions on the previous Brand Kent terminology being a working title that was in place prior to liquidation. Grow in Kent would be the current title encompassing ongoing works.

RESOLVED to endorse the proposed decision, namely:

a) APPROVE the continuation of the existing in-house provision model for the delivery of Visitor Economy and Inward Investment services, delivered through the Grow in Kent team, beyond 31 March 2027.

b) APPROVE the use of approved Kent County Council budgets and any relevant external funding or income to support the continued delivery of the in-house service.

c) DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the S151 officer, to agree, finalise and manage all funding arrangements associated with the continued delivery of the service.

d) DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take all necessary actions, including (but not limited to), negotiating, finalising terms and entering into contracts or other legal agreements, and amending or terminating those agreements as required to implement the decision and maintain the continued delivery of the service.

97. Updated Kent Mineral Sites Plan- Regulation 19 Pre-Submission Plan and Updated Kent Minerals & Waste Development Scheme-Report
(Item 8)

David Wimble (Cabinet Member for Economic Developments and Special Projects), Stephanie Holt-Castle (Director for Growth and Communities) and Sharon Thompson (Head of Planning Applications Group) were in attendance for the item:

1. The Cabinet Member presented the following:

a) Introduced the report and explained that Kent County Council, in its role as the Mineral Planning Authority (MPA), had a statutory responsibility to ensure that an adequate and sustainable supply of minerals was available to meet local and national needs. Members were advised that this responsibility was set out through national planning policy and the Kent Minerals and Waste Local Plan, which had been adopted in the previous year.

b) The report provided an update on progress in preparing the Kent Minerals Sites Plan and sought Members' comments on the pre-submission draft before it was considered by the County Council as part of the next stage of the statutory process.

c) Members were advised that the subject matter was technical and complex, as reflected in the detailed report, supporting appendices and background documents. Further presentations had been provided by officers to outline the key considerations arising from the draft plan and to support Members' understanding of the issues under consideration.

d) The supporting officer discussed the current shortfall in hard rock (Kentish Ragstone) supply, nominated sites and the extension of the hermitage quarry and proposed extraction.

e) The supporting officer highlighted the significant public interest in support and objections to the proposed hard rock allocation as an extension to Hermitage Quarry. The site was discussed and how allocations would need to satisfy National Planning Policy Framework (NPPF) criteria. The officer discussed the policy test for ancient woodland and the associated wholly exceptional reasons and suitable compensation strategy, and other mitigation proposed. measures

f) Acknowledged that the Hermitage quarry site was contentious, but the detailed assessment had satisfied the exceptional reasons for the endeavour and that a suitable compensation strategy existed to meet national and local planning policies.

g) Mitigation and compensation measures would encompass woodland replanting, enhanced buffers and ecological enhancements. Additional discussion highlighted the identified 20 million tonne shortfall in ragstone, the protection of a number of UNESCO buildings throughout the United Kingdom and that there had been no identified indigenous alternative available.

h) Sustainability benefits of a local supply and the practical deliverability of extending existing quarry infrastructures. The wider socio-economic values were discussed, and the role Gallagher Aggregates plays to the overall Kent community, in terms of project support, job creation and annual turnover to the local economy (£235 million for 2024-25).

i) Raised the topic of the site continuing to contribute to waste management and recycling in Kent and the development of light aggregates to be used for verging materials and drainage support.

j) Highlighted the compensation strategy, explained that the proposed biodiversity and habitat enhancement measures associated with the mineral working would be delivered through the translocation and management of soils from affected areas of the site.

k) Members were advised that, as quarrying progressed, existing non-native and modified grassland habitats would be restored and replaced with higher-quality native broadleaved woodland and informed that retained areas adjacent to the proposed mineral working would be managed to improve their ecological value. Existing woodland areas would be identified for management and enhancement, either adjacent to Hermitage Quarry or at other suitable locations within Kent, to secure wider biodiversity benefits.

l) The officer explained that woodland compensation had been designed in line with biodiversity net gain principles, with replacement habitats located as close as possible to affected areas. It was noted that no veteran or ancient trees had been identified to date, although this would be confirmed through detailed surveys at the planning application stage. Appropriate compensation would be required if any were found.

m) The proposed strategy would provide approximately 154 hectares of new and enhanced native woodland to offset the loss of 41 hectares of existing woodland, resulting in a 266% increase in native mixed-species woodland overall.

n) The officer advised that, if submitted for independent examination, the plan and supporting evidence would be scrutinised by a Planning Inspector, who would assess competing planning interests and determine which policy considerations should take precedence.

o) Summarised the case for submitting the Minerals Local Plan to the Secretary of State for examination and explained that the Plan had been developed following consideration of environmental, social and economic factors and that, on balance, it was considered sound.

2. In summary, Members raised the following matters:

a) Members highlighted the strong opposition to the Hermitage Quarry allocation due to the impact upon the ancient woodland at Oaken Wood. Many councillors have received large volumes of emails objecting to the proposal.

b) Acknowledged the protection afforded to ancient woodland and noted that Plantations on Ancient Woodland Sites (PAWS) would be afforded the same level of protection as to other types of ancient woodland

c) That the proposal would destroy irreplaceable habitat, and impact biodiversity and habitats for protected species and stored carbon and expressed doubt over the effectiveness of soil translocation and restoration measures, particularly for fungi, mycelium and ancient coppice stools.

d) Members questioned whether the policy test in the NPPF and Mineral and Waste Local Plan had been met but did note that the Maidstone Local Plan has policy support for the use of ragstone as a local building material.

e) Raised concerns that the cumulative impact of the development and planned housing in the area. Several Members felt that more effort should be made to identify alternative hard rock sites. Suggestions were made that an interim plan relying on imports should be prepared or explored.

f) Members considered that withdrawing support for the allocation would force operators to consider other locations and also suggested that sites close to Hermitage Quarry that are subject to applications for housing redevelopment would be more suitable for quarrying, given their location outside ancient woodland, although Members also noted that this could potentially delay redevelopment of those sites for a considerable number of years

g) Questions were raised about future demand for aggregate and for heritage purposes and whether the need had been sufficiently quantified. It was explained that in order to secure stone for heritage purposes it would be necessary to extract large quantities of minerals to be used as an aggregate. Given the geology, it had not been possible to create a smaller quarry just for heritage stone.

h) Economic benefits discussed had encompassed local employment, apprenticeships, supply-chain support and wider community investments by Gallagher Aggregates Group.

i) Members acknowledged the importance of the investments at Hermitage Quarry and the impacts of the equipment necessary to successfully quarry the material into usable dimension stone and high-quality aggregate. It was highlighted that additional details and assessments would be required at the planning application stage.

j) Clarification was given on the impact of the removal of the Hermitage site from the plan. Officers responded that if this was to occur the site would not be considered through the plan examination process. In addition, it was highlighted that following the County Council decision, the plan would be published for comments on soundness, and that these would be considered by the Planning Inspector.

k) Members discussed the importance of expert views on complex technical matters and that this level of assessment was an integral part of the examination of a local plan by the Planning Inspectorate. It was recognised that there were competing planning policy issues at play regarding the environmental, economic and social impact of the hard rock allocation that justify additional detailed scrutiny by the Planning Inspectorate at the local plan examination phase.

l) Clarification was sought on the review of previous sites that had last occurred in 2012 (from 118 to 18) and asked if any changes had occurred during the last 14 years. Officers explained that the previous sites had been reviewed by independent consultants and the Hermitage site through the local plan process had been determined to be the most acceptable site.

m) Conversations progressed on the trajectory of the decision and its submission to full Council on the 16th of July and then onwards towards the Secretary of State. Additional concerns were raised regarding the increase in housing development in the vicinity of the potential site. However, it was re-emphasised that the additional matters raised would be considerations for the Planning Inspector as part of the planning process.

n) Clarified that the permission granted in 2020 required the operator to retain a minimum of 25,000 tonnes of dimension stone on site at all times for heritage purposes. This requirement was described as a safeguard to ensure the continued availability of material for conservation and restoration works. It was again explained that if the County Council removed the site from the draft plan before submission for examination, the site would not go before the Planning Inspector for detailed consideration through the examination process.

o) Advised that the opportunity for the site's allocation to be considered by the Planning Inspector would arise through the examination of the submitted plan. It was therefore indicated that consideration of the site's merits at examination would depend upon its inclusion within the plan submitted by the County Council.

p) Questions were raised regarding the potential benefits to Kent’s economy, including the creation of approximately 140 direct jobs and additional indirect employment opportunities associated with the wider supply chain of around 400 companies. In response, the officer referred to the submitted documentation, which outlined the economic, social and community benefits that had been considered as part of the assessment.

q) Clarification was provided regarding the planning status of the site and the relationship between site allocation within the local plan and the determination of planning applications. It was explained that any party was entitled to submit a planning application at a time of its choosing, irrespective of whether the site had been allocated within the Plan.

r) It was explained that, where an applicant considered a proposal capable of contributing towards the identified need, a planning application could be submitted and would be assessed through the normal development management process.

3. A recommendation was proposed and seconded that consideration should be given to the removal of Oaken Woods from the Updated Kents Minerals Plan.

Members asked and were in an agreement for the following vote to be recorded:

For: 4 (Mrs Hudson, Mr Prater, Mr Brady and Mr Hood)

Against: 8 (Mr Defriend, Mr Paul, Mr Waters, Mr Thorp, Mr Sian, Mrs Lawes, Mr Thomas and Mrs Roots)

Abstain: 1 (Mr Mallon)

The recommendation was put to the vote and was unsuccessful.

RESOLVED – That the Cabinet Committee:

1.

(i) Note the progress with updating the Kent Mineral Sites Plan and the role of County Council in approving and publishing for representations on soundness and legal compliance and for submission to Government for independent examination;

(ii) Make comment for the consideration of the Cabinet Member prior to reporting the Pre-Submission Draft of the Kent Mineral Sites Plan 2026 (Appendix A) to County Council; and

2. Note a revised timetable for preparation of the Kent Mineral Sites Plan 2026 to be published in an updated Minerals and Waste Local Development Scheme (Appendix B)

98. 26/00038 - Procurement and award of contract/s for Soft Landscape Urban Grass, Shrubs & Hedges
(Item 9)

Peter Osborne (Cabinet Member for Highways and Transport), Helen Rowe (Interim Head of Highways-Virtually) and Robin Hadley (Soft Landscape Asset Manager) were in attendance for the item:

1.The Cabinet Member discussed the following:

a) The report sought approval to procure new contracts for the maintenance of urban grass, shrubs and hedges on the highway network. The officer explained that the existing contracts would expire on 28 February 2027 and could not be extended further without exceeding their approved financial limits.

b) Members noted the importance of maintaining effective vegetation management on the highway network and welcomed the proposed arrangements to secure the continued delivery of the service.

2. Members discussed the following points:

a) A Member expressed concerns regarding the timing of the proposed procurement arrangements in light of forthcoming Local Government Reorganisation (LGR) proposals. Suggestions were made that it would have been more beneficial to wait for a future Council(s) boundary model to deliver procurement around.

b) Officers acknowledged the concern and disclosed that a number of contract clauses had been incorporated to address with LGR directly. Additional aspects on having a contract in place for March 2027, and contract provisions to modify, adapt and change to potential boundaries were raised.

c) Members were advised that, in addition to the proposed two-lot model, the contract documentation would include alternative pricing mechanisms and explained that the intention was to build as much flexibility as possible into the procurement process to ensure that the Council could respond to future changes in service requirements and organisational arrangements.

d) Officers further discussed that the tender stage had not yet begun although this was due to occur shortly. Final tenders would target the back end of the year although managing the function around LGR would be a complex endeavour.

e) In response to questions raised verge management, officers advised that the current specification enabled selected urban verges to be converted to pollinator-friendly verges where appropriate. Discussions outlined the proposed contract lot arrangements and advised that there may be an opportunity to review and redefine lot boundaries following the implementation of LGR.

f) Concerns were raised on the current use of weedkillers, discarded vegetation (after works), blocked pathways, invasive weed management and the overall performance monitoring of maintenance works attributed to KCC. Officers acknowledged the concerns raised and suggested a meeting take place beyond the scope of the Committee to address Members concerns directly.

g) Members emphasised the importance of ensuring that feedback from officers and operational experience informed the development of the new contract specification so that identified shortcomings could be addressed throughout the procurement process.

h) Clarification was sought on the risks associated with procuring the service through multiple contract lots and how best value would be achieved.

i) Officers explained that the contract structure had been informed by previous experience and extensive market engagement, including consultation with small and medium-sized enterprises.

j) In response to questions about the use of two contract lots, Members were advised that providers had strongly supported the approach, as larger volumes of work enabled economies of scale and a more competitive pricing. Smaller lots were considered less economical and could increase costs to the authority.

k) Discussed that the five-year term would enable providers to recover investment costs for equipment, depots and staffing and clarified that the contract covered grass cutting, hedge and shrub maintenance, and biodiversity management, but did not include weed treatment services.

l) Queries were raised on the responsibility of drainage cutouts and how hedge cutting could lead to a productive environment for invasive weeds. Officers explained the differences in the contracts and how such aspects would be manged, timetables and areas of responsibility.

m) A Member discussed the extent to which the successful contractors would be permitted to subcontract elements of the service, noting the importance of understanding how the work would be delivered in practice given the proposed

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two-lot contract structure. Officers confirmed that providers could subcontract if they wished.

n) The discussion further expanded that all subcontractors would be subjected to a KCC vetting process. Officers acknowledged that similar contracts in the past had rarely been subcontracted.

o) Queries were raised on holding providers to account if KPIs were not reached. The officer reported that contractor performance was reviewed through monthly monitoring meetings. Members were advised that new requirements under PCI 23 meant that certain performance measures would need to be published online to improve transparency.

p) The contract included mechanisms to address persistent defects and service failures. Members were advised that where defects were not rectified, a financial deduction could be applied, typically amounting to around 5% of the contractor's payment claim.

q) It was reported that continued poor performance could trigger further contractual remedies under the contract conditions including the ability to appoint alternative contractors to complete outstanding works or, where necessary, terminate the contract.

r) Members asked for updated schedules on works be provided to allow better communication with the boroughs. Officer acknowledged the request.

s) Officers clarified that closer working arrangements with district authorities to improve street cleansing could provide an effective alternative to increased herbicide use. It was discussed that removing debris and potential seed beds through regular cleansing could reduce weed growth and therefore reduce the need for chemical treatment.

RESOLVED to endorse the proposed decision, namely**:**

1. APPROVAL to procure and award a new Highways Urban Grass, Shrubs and Hedges Maintenance contract for up to five years with an opportunity to extend this for up to three further years,

2. DELEGATE authority to the Director of Highways and Transport to take relevant actions to facilitate the required procurement activity,

3. DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport to take relevant actions including but not limited to awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision and

4. DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and

Transport, to award extensions of the contract in accordance with the relevant clauses within the contract.

99. 26/00035 - Dover Border Access Improvement Project (DBAIP)
(Item 10)

Peter Osborne (Cabinet Member for Highways and Transport), Andrew Loosemore (Interim Director of Highways and Transport), Joseph Ratcliffe (Transport Strategy Manager) and Mark Welch (Principal Transport Planner) were in attendance for the item:

1.The Cabinet Member Discussed the following:

a) Introduced the item and explained that it concerned the Dover Border Access Improvement Project and the proposed acceptance and management by Kent County Council of a £20 million government grant.

b) Explained that the grant would support the Dover Harbour Board in improving outbound border control arrangements at the Port of Dover. Proposed improvements were intended to increase operational capacity within the port.

2. Members raised the following discussion points:

a) Queried whether an indication could be provided of the number of vehicles that would be accommodated within the port as a result of the proposal.

b) Officers advised that the port was heavily used and that proposals would create capacity for over 200 additional heavy goods vehicles within the port. It was explained that the additional capacity would be provided within the buffer zone, which served as the principal arrival area where vehicles first entered the port.

c) Reported that this would be achieved through the relocation of the French border control facilities. Members were advised that the existing facilities were currently located in the north-western part of the port and occupied a significant area close to the main point of arrival.

d) Border control facilities would be transferred to a vacant area within the eastern docks in the south-eastern part of the port. It was noted that this land had previously been used for container cargo operations but was no longer in active use.

e) Concerns were raised that the scale of the proposed increase in capacity within the port and questioned the extent to which the scheme would alleviate wider traffic issues affecting the surrounding road network.

f) Officers addresses the concerns raised and suggested that the additional spacing would ensure that the project would significantly reduce the need for the use of the Dover TAP (Traffic Access Protocol) on the A20 and Operation

Brock on the M20 by addressing existing operational deficiencies at the port's border controls. The project could not eliminate the need for contingency measures entirely; it would look to address the existing border operational deficiencies.

g) Members acknowledged the various aspects of the proposition but also highlighted the need to continue lobbying relevant authorities regarding capacity constraints on the route to the Port of Dover as access to the port was heavily dependent on a single carriageway route via the A2.

h) In response to questions regarding the likely impact of the proposed scheme on traffic management measures, the officer advised that, based on the additional capacity provided by the project and the assessment set out within the decision report, the central forecast indicated an approximate 80% reduction in the use of Operation TAP and Operation Brock resulting from capacity-related congestion.

i) The Cabinet Member informed all Members that additional proposed improvements to queueing capacity within the port and the arrangements would provide approximately 14,000 metres of lane space within the port for vehicle queueing.

j) Updated on ongoing collaborative work with French partner organisations regarding future staffing arrangements and the operation of border systems. The officer explained that the purpose of this work was to support the continued effectiveness and efficiency of cross-border processes.

k) Partners would continue to play a critical role in discussions relating to the operation of border processes and measures to improve efficiency and streamline arrangements with the relevant authorities and operators, including the Port of Dover and Eurotunnel, and that these relationships would support ongoing improvements to border operations.

RESOLVED to endorse the proposed decision, namely**:**

i. APPROVE the acceptance of £20m DfT grant funding for the Dover Border Access Improvement Project and entering into necessary arrangements to facilitate and support the Dover Border Access Improvement Project;

ii. APPROVE entry into the required funding agreement with the Department for Transport and Dover Harbour Board for the receipt, management and deployment of central government grant funding, constituting a subsidy under the Subsidy Control Act 2022, of £20m for the implementation of the Dover Border Access Improvement Project

iii. DELEGATE authority to the Corporate Director of Growth, Environment & Transport to take relevant actions, including but not limited to negotiating, finalising and entering into contracts and other legal agreements, as necessary to implement the decision.

100. Work Programme
(Item 11)

The work programme was noted.

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From: Peter Osborne, Cabinet Member for Highways and Transport

David Wimble, Cabinet Member for Economic Development & Special Projects

Jamie Henderson, Cabinet Member for Environment, Coastal Regeneration & Public Health

Richard Palmer, Cabinet Member for Community and Regulatory Services

Simon Jones, Corporate Director for Growth, Environment and Transport

To: Growth, Environment & Transport Cabinet Committee – 9 September 2026

Subject: Performance Dashboard

Classification: Unrestricted

Summary:
The Growth, Environment and Transport Cabinet Committee Performance Dashboard details performance against targets set for Key Performance Indicators (KPIs). This is the first dashboard for 2026/27 and includes data up to June 2026.

Forty of the 58 KPIs achieved target for latest performance and are RAG rated Green. Three KPIs are below target but did achieve the floor standard and are RAG rated Amber. Four KPIs are below their floor standards and are RAG rated Red, with eleven not being reported in Quarter 1 for various reasons detailed in the report.

Recommendation(s):
The Growth, Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard.

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role, Performance Dashboards are regularly reported to Cabinet Committees throughout the year, with the most recent report having come before this Committee in July.

2. Performance Dashboard

2.1. The Dashboard reports on performance against targets for the Key Performance Indicators (KPIs) for 2026/27 up to end of June 2026. The current Growth, Environment and Transport Cabinet Committee Performance Dashboard is attached as Appendix 1. Due to there being several new KPIs in the Highways and Transportation section this year, definitions for all these KPIs are given in Appendix 2.

2.2. It was not possible to include results for five of the new Highways and Transportation KPIs, namely HT20 through to HT24, due to ongoing discussions and clarifications required with the service around the data. New KPIs occasionally have teething issues when first introduced. Recent changes in systems and contractors has compressed the time we'd usually take to fine-tune the KPI and then validate the data. Unfortunately as a result of this and an unplanned absence from the system owner, it was not possible to resolve some emerging issues before publication.

2.3. The KPIs in the report are presented with RAG (Red/Amber/Green) ratings to show progress against targets. Details of how the ratings are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

2.4. Of the four red KPIs in the report, two come under Highways & Transportation, and two under Environment and Circular Economy:

- HT02 - All Highways and Transportation enquiries requiring a response, responded to within 28 days; the period covered in the report saw a combination of adverse weather, including a storm and periods of extreme heat, which increased service demand and placed additional pressure on operations during the transition from the previous Highways Term Maintenance Contract (HTMC) with Amey to the new contract with Ringway. This contributed to a Red RAG rating for the period. Enquiry handling arrangements are now being embedded under the new contract, and performance against this KPI is expected to improve as these processes become fully established in future quarters.
- HT08 – Emergency incidents attended to within 2 hours; reporting for this measure is currently being verified, with preliminary findings indicating a Red RAG rating. All emergency incidents were attended; however, system integration issues with the new provider have affected the ability to fully evaluate performance results at this stage. Data and reporting arrangements are being jointly reviewed with Ringway to ensure future reporting is accurate and fully validated before publication.
- EW4 - Percentage of local planning authority requests for advice from the Heritage Service responded to within 21 days; The KPI includes all applications that exceeded the 21-day response target, regardless of whether the delay was caused by application complexities or by late advice from the service. The recording system is being reviewed to determine how this can be better reflected. It is estimated that around 10% of applications require more than 21 days to advise on because of the complex nature of the work. The service's ability to meet deadlines is currently impeded by capacity of the team to respond to service demands, with pre and post application requests direct from developers adding to the planning workload from the districts and boroughs. A charging schedule for developers is currently in development - once implemented, this will enable income to be secured that can be used to expand the capacity of the team and meet these increased demands.
- EW5 - Percentage of local planning authority requests for advice from the Ecological Advice Service responded to within 21 days; over the past 12 months, the Ecological Advice Service has been working at reduced capacity at the same time as responding to an increasing demand on the service from

the county’s planning authorities as a result of the new biodiversity net gain requirement for development. This has led to a backlog in applications submitted to the service. In agreement with the local planning authorities, deadlines are being extended to enable the service to address this backlog – however this is impacting on the standard 21 days target response time this KPI is measured against. The service is working closely with the county’s planning authorities to ensure that priority applications receive advice in a timely manner. Capacity issues in the team are also being managed. It is intended that there will be a steady improvement in service delivery as the year progresses. Biodiversity net gain has been a steep learning curve for all involved in the planning process - we are often finding that consultants and applicants are submitting incomplete or incorrect information in support, which isn’t always picked up before being sent through to the advice service. Consequently, more time than the standard 21 days is often required to resolve such matters. As with EW4, the KPI includes all applications that exceeded the 21-day response target, regardless of whether the delay was caused by application complexities or by late advice from the service. The recording system is being reviewed to determine how this can be better reflected.

4. Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard.

5. Contact details

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Relevant Director:	Simon Jones Corporate Director, Growth, Environment and Transport 03000 411683 Simon.Jones@kent.gov.uk

Appendix 1

Growth, Environment and Transport Performance Dashboard

Financial Year 2026/27

Results up to end of June 2026

Produced by Kent Analytics

Guidance Notes

RAG RATINGS

Results in this report show either quarterly data or Year to Date (**YTD**) values.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating; instead, they are compared with previous year or tracked within an expected range represented by Upper and Lower Expectations. The Alert provided for Activity Indicators is whether they are in expected range or not. Results may be within the expected range or **Above** or **Below**.

Key Performance Indicators Summary

Economy	RAG
EC05: Number of homes brought back to market through No Use Empty	GREEN
EC10: Businesses assisted via Kent and Medway Growth Hub contract	GREEN
EC11: Businesses assisted through intensive support provided via the Growth Hub contract	GREEN
EC12: Number of visitor economy businesses supported*	GREEN
EC13: Number of inward investment projects secured*	GREEN
EC14: Number of jobs created or safeguarded*	**
EC15: Amount of loan funding awarded to local SMEs by the Kent & Medway Business Fund	GREEN
EC19: Number of jobs to be protected or created by KMBF beneficiary companies	GREEN
EC20: Private sector leverage related to KMBF	GREEN
EC16: Number of people supported to access employment by the Connect to Work programme	GREEN

* Through the Grow in Kent team.
** Annual KPI to be reported in year-end report.

Economy (continued)	RAG
EC17: Number of people supported with upskilling through a Skills Bootcamp programme	GREEN
EC21: Number of people securing employment, enhanced new roles or self-employment outcome through the Skills Bootcamp programme	GREEN
EC18: Number of new people receiving entrepreneurship mentoring support from Kent Foundation	GREEN

Libraries, Registrations and Archives (LRA)	RAG
LRA06: Customer satisfaction with Registration Services	GREEN
LRA15: Total number of customers attending events in Libraries and Archives	GREEN
LRA17: Number of volunteer hours adding extra value to the LRA service	GREEN
LRA12: Customer satisfaction with libraries	GREEN
LRA13: Customer satisfaction with archives	GREEN

Community Protection	RAG
CST02: % of Lessons Learnt Domestic Homicide Review attendees rating the event as good or better	*
CST03: Percentage of service users who report feeling safer due to warden support	GREEN
COR02: Coroners' inquests held within 12 months of the date on which the coroner is notified of the death	GREEN
KSS02: Percentage of priority 1 food, feed and consumer products sample tests reported to clients within 5 working days	GREEN
KSS03: Percentage of independent proficiency tests rated as "good" or "satisfactory"	GREEN
CP02: Percentage of trader applications to the 'Trading Standards Checked' scheme processed within 10 working days	GREEN
TS05: Number of residents attending safeguarding from financial abuse presentation meetings	GREEN
TS06: Completed visits carried out by Trading Standards to higher-risk premises	GREEN
TS07: Number of engagements with businesses and partners aimed at preventing age restricted sales and reducing youth harm	GREEN

* No RAG rating as no seminars held in Q1

Planning Applications	RAG
PAG01: Percentage of planning applications determined to meet DLUHC performance standards	GREEN
PAG02: Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (Minerals & Waste)	GREEN

Strategic Development and Place	RAG
DC08: Developer contributions secured against total contributions sought (section 106)	GREEN
PROW16: Median number of days to resolve priority faults on public rights of way network (rolling 12-months)	GREEN

Highways & Transportation	Monthly RAG	YTD RAG
HT01: Reported potholes repaired in 28 calendar days (routine works not programmed)	GREEN**	GREEN**
HT02: Enquiries requiring a response, responded to within 28 days lic completed in 28 calendar days	RED	RED
HT08: Emergency incidents attended to within 2 hours	RED	RED

**Based on April data only. May and June data unavailable at time of reporting

Highways & Transportation (continued)	Monthly RAG	YTD RAG
HT12: Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN
HT15: Percentage of all streetlights on and functioning correctly (NEW)	GREEN	GREEN
HT17: Drainage - Emergency & Urgent incidents attended to on time (NEW)	No data at time of reporting*	
HT18: Drainage - Risk Based cleansing completed on time (NEW)		
HT19: Percentage of Winter Service Runs completed on time (NEW)	Not applicable for Quarter 1	
HT20: Percentage of structures (bridges, tunnels, walls) visual condition inspections completed (NEW)	No data at time of reporting**	
HT21: Percentage of High-Speed Road (e.g. A249, A229) programmed sites completed on time (NEW)		
HT22: Percentage of planned preservation road surfacing works completed to program (HTMC) (NEW)		
HT23: Percentage of planned renewal road surfacing works completed to program (RARC) (NEW)		
HT24: Percentage of planned footway surfacing works completed to program (NEW)		
HT25: Highway Statutory Safety Inspections completed on time (NEW)	AMBER	AMBER
DT01: Percentage of highway enquiries reported through the online fault reporting tool Highways Maintenance completed online	GREEN	GREEN
DT03: Percentage of concessionary bus pass applications completed online	GREEN	GREEN

* System integration issues with the new provider (Ringway) have affected the ability to fully evaluate performance results at this stage. Work is ongoing with Ringway to resolve these issues.

Highways & Transportation (continued)	Monthly RAG	YTD RAG
DT04: Percentage of speed awareness courses booking completed online	GREEN	GREEN

Environment & Circular Economy	RAG
WM01: Municipal waste recycled and composted	AMBER
WM11: Municipal waste diverted from landfill	GREEN
WM03: Waste recycled and composted at HWRCs	GREEN
WM08: Overall score for mystery shopper assessment of HWRCs	AMBER
WM10:Customer satisfaction with HWRCs	GREEN
EW1: Percentage of statutory planning consultee responses submitted within 21 days	GREEN
EW2: Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW3: Number of trees planted as part of Plan Tree (NEW)	***
EW4: Percentage of local planning authority requests for advice from the Heritage Service responded to within 21 days (NEW)	RED
EW5: Percentage of local planning authority requests for advice from the Ecological Advice Service responded to within 21 days (NEW)	RED

** Data for these new KPIs (HT20-24) could not be sufficiently validated. Work is ongoing to resolve this.
*** Tree planting does not commence until the autumn

Appendix 1

Division	Director	Cabinet Member
Growth & Communities - Economy	**Stephanie Holt-Castle**	**David Wimble**

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	RAG	Target	Floor
EC05	Number of homes brought back to market through No Use Empty (rolling 12 months)	391	400	401	443	**442**	GREEN	400	360
EC10	Businesses assisted via Kent and Medway Growth Hub contract (Year to Date)	209	560	1,035	1,291	**727**	GREEN	340	290
EC11	Businesses assisted through intensive support provided via the Growth Hub contract (Year to Date)	22	37	71	109	**6**	GREEN	0	0
EC12	Number of visitor economy businesses supported through 'Grow in Kent' team (Year to Date)	New KPIs for 20026/27				**190**	GREEN	50	37
EC13	Number of inward investment projects secured through 'Grow in Kent' team (Year to Date)					**2**	GREEN	1	0
EC14	Number of jobs created or safeguarded through 'Grow in Kent' team (Year to Date)	This will be reported as an annual indicator in the year-end report						200	150

EC11 – The year-end target has been updated from that given at March Cabinet Committee and has increased from 120 to 150. The target is profiled with lower targets for the first two quarters before the final two quarters when increasing numbers of businesses are expected to reach the threshold number of hours which equates to intensive support.

Appendix 1

Division	Director	Cabinet Member
Growth & Communities - Economy	**Stephanie Holt-Castle**	**David Wimble**

Ref	**Performance Indicators** (quarterly figures are cumulative)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	RAG	Target	Floor
EC15	Amount of loan funding awarded to local SMEs by the Kent & Medway Business Fund (Year to Date)	£1.97m	£2.30m	£2.84m	£3.8m	£0.45m	GREEN	£0.3m	£0.2m
EC19	Number of jobs to be protected or created by KMBF beneficiary companies	New KPIs in 2026/27				22	GREEN	20	15
EC20	Private sector leverage related to KMBF					£0.21m	GREEN	£0.2m	£0.15m
EC16	Number of people supported to access employment by the Connect to Work programme - Kent only (Year to Date)	*	271	514	747	412	GREEN	410	
EC17	Number of people supported with upskilling through a Skills Bootcamp programme (Year to Date)		210	300	500	154	GREEN	80	60
EC21	Number of people securing employment, enhanced new roles or self-employment outcome through the Skills Bootcamp programme	New KPI in 2026/27				324	GREEN	200	180
EC18	Number of new people receiving entrepreneurship mentoring support from Kent Foundation (Year to Date)	12	31	39	63	16	GREEN	15	12

* The Connect to Work and Skills Bootcamp programmes did not go live until Q2, 2025/26.

Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Libraries, Registrations and Archives	**Stephanie Holt-Castle**	**Richard Palmer**

Quarterly KPIs

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	RAG	Target	Floor
LRA06	Customer satisfaction with Registration Services	96%	97%	97%	96%	96%	GREEN	96%	91%
LRA15	Total number of customers attending events in Libraries and Archives	57,292	70,932	53,239	58,620	**58,028**	GREEN	50,100	45,100
LRA17	Number of volunteer hours adding extra value to the LRA service	8,342	8,743	8,576	8,794	**8,879**	GREEN	8,500	7,700

Jun-26 (Q1): LRA06 – 1,227 customers were surveyed, 1,179 were satisfied.

Annual KPIs (surveys conducted towards the year-end)

Ref	Performance Indicators	2021/22	2022/23	2023/24	2024/25	2025/26	RAG	Target 2025/26	Floor 2025/26
LRA12	Customer satisfaction with libraries	94%	94%	95%	95%	**95%**	GREEN	94%	90%
LRA13	Customer satisfaction with archives	97%	98%	100%	98%	**96%**	GREEN	96%	91%

2025/26: LRA12 – 7,910 surveyed, 7,542 satisfied
2025/26: LRA13 – 134 surveyed, 129 satisfied

Activity indicators (Quarterly)

Ref	Activity Indicators (Quarterly totals)	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	Value vs Expected	Expected Activity Upper	Expected Activity Lower
LRA01	Number of visits to libraries (including mobiles) (000s)	787	884	755	773	**767**	In line	791	752
LRA02b	Physical, e-book and e-audio issues (000s)	983	1,160	992	1,015	**1,022**	**Above**	986	937
LRA04a	Number of weddings and civil partnership ceremonies carried out by KCC Officers	2,104	2,768	1,451	853	**2,263**	**Above**	2,050	1,850
LRA25	Number of archive enquiries answered	2,329	2,269	1,768	2,512	**2,216**	In line	2,360	2,120

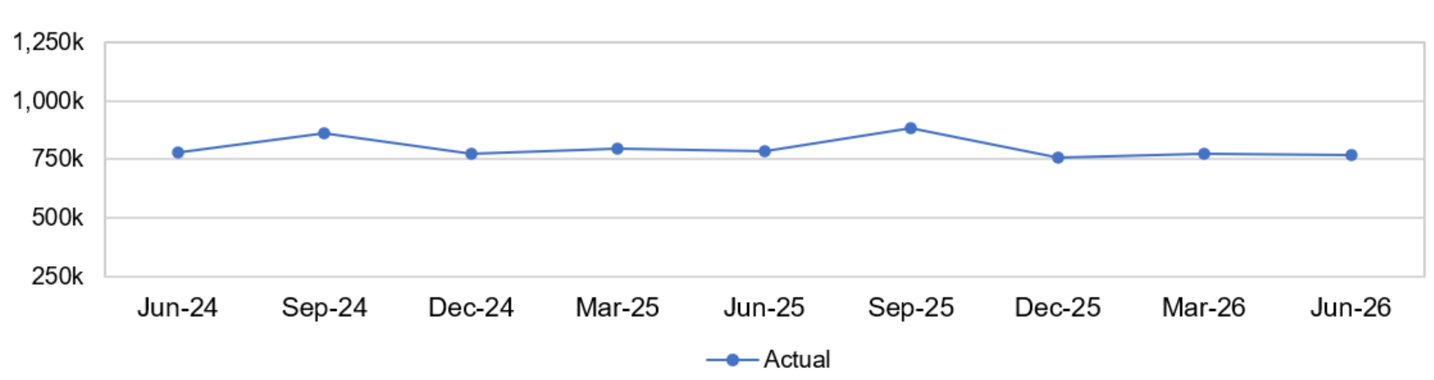
LRA02b – Overall we have seen a positive increase of 4% in comparison with issue figures for Quarter 1 last year. This is due to a number of factors: the continued and steady increase in eBook and eAudiobook issues, the reopening of libraries that were temporarily closed for co-location works, building repairs or relocation, and the impact of the promotions and events including for the National Year of Reading.

LRA04a – Marriage and civil partnership ceremonies increased by 8% in comparison with Quarter 1 last year. Forecasts for 2026/27 were set cautiously, reflecting the slight decrease in ceremony numbers during the previous year. Positively, performance has exceeded expectations although it must be recognised that while we promote our Kent Venues as a service, our role is mainly to respond to demand which we don't directly influence. We can also positively report as part of that increase we have seen our KCC venue offers - the Register Office and Kent Approved Ceremonies (venues licenced by KCC), increasing by 13% and 19% respectively. This positive growth suggests a continuing trend for couples to choose one of our venues for their ceremony.

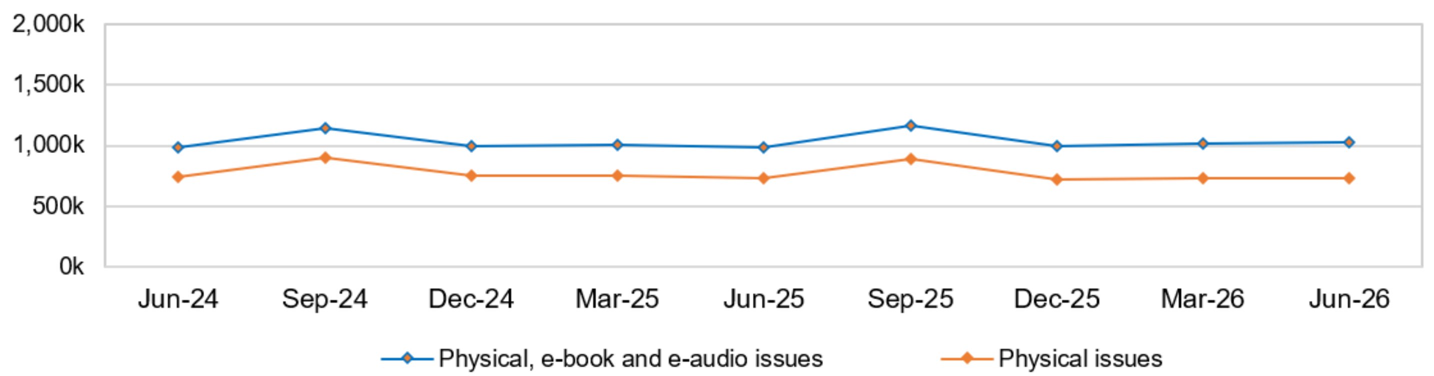
Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Libraries, Registrations and Archives	**Stephanie Holt-Castle**	**Richard Palmer**

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Division	Director	Cabinet Member
Growth & Communities – Community Protection	**Stephanie Holt-Castle**	**Richard Palmer**

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	YTD 26/27	YTD RAG	Target	Floor
CST02	Percentage of Lessons Learnt Domestic Homicide Review (DHR) Seminar attendees rating the event as Good or better.	98%	*	100%	100%	*	*	N/a	90%	81%
CST03	Percentage of service users who report feeling safer due to warden support	74%	90%	82%	96%	90%	**90%**	GREEN	70%	65%
COR02	Coroners' inquests held within 12 months of the date on which the coroner is notified of the death	95%	94%	92%	93%	92%	**92%**	GREEN	75%	65%

* No seminars were held.

<u>2026/27 (Q1)</u>
CST03: 21 surveys were returned, 19 responses indicated the service user felt safer.
COR02: 209 inquests held, 193 held within 12 months of notification of death.

Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Community Protection	**Stephanie Holt-Castle**	**Richard Palmer**

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	YTD 26/27	YTD RAG	Target	Floor
KSS02	Percentage of priority 1 food, feed and consumer products sample tests reported to clients within 5 working days	91%	89%	93%	87%	92%	**92%**	GREEN	90%	85%
KSS03	Percentage of external independent proficiency tests rated as "good" or "satisfactory"	89%	83%	80%	86%	84%	**84%**	GREEN	75%	67%
CP02	Percentage of trader applications to Community Protection's 'Trading Standards Checked' scheme processed within 10 working days *(excluding those requiring enhanced checks by external organisations).*	100%	100%	100%	100%	100%	**100%**	GREEN	100%	90%
TS05	Number of residents attending safeguarding from financial abuse presentation meetings	337	478	310	406	436	**436**	GREEN	375	330
TS06	Completed visits carried out by Trading Standards to higher-risk premises	104	95	115	131	98	**98**	GREEN	45	30
TS07	Number of engagements with businesses and partners aimed at preventing age restricted sales and reducing youth harm	299	228	103	41	235	**235**	GREEN	120	105

<u>2026/27 (Q1</u>
KSS02: 800 samples tested, 734 reported within 5 working days.
KSS03: 76 tests rated, 64 rated as good or satisfactory.
CP02: 69 applications processed, all were processed within 10 working days.

Appendix 1

Division	Director	Cabinet Member
Growth & Communities – Planning Applications	**Stephanie Holt-Castle**	**David Wimble**

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	YTD 26/27	YTD RAG	Target	Floor
PAG01	Percentage of planning applications determined to meet DLUHC performance standards	100%	100%	100%	100%	100%	**100%**	GREEN	100%	90%
PAG02	Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (Minerals & Waste)	92%	100%	98%	100%	95%	**95%**	GREEN	90%	80%

2026/27 (Q1)
PAG01: 45 planning applications, all of which met Ministry of Housing, Communities and Local Government performance standard.
PAG02: 63 responses, 60 of which were within 21 days.

Appendix 1

Division	Director	Cabinet Members
Growth & Communities – Strategic Development & Place	**Stephanie Holt-Castle**	**David Wimble, Richard Palmer**

Ref	Performance Indicators	Jun-25 (Q1)	Sep-25 (Q2)	Dec-25 (Q3)	Mar-26 (Q4)	Jun-26 (Q1)	YTD 26/27	YTD RAG	Target	Floor
DC08	Developer contributions secured against total contributions sought (section 106)	100%	96.9%	97.7%	89.7%	100%	**100%**	GREEN	96%	85%
PROW16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	14	9	8	8	**6**	*	GREEN	10	14

* No Year-to-Date figure as this is a Rolling 12-month indicator

2026/27 (Q1)
DC08: £71.4m secured (one of the highest quarterly totals in recent years).
PROW16: 52 priority faults resolved.

Appendix 1

Division	Corporate Director	Cabinet Member
Highways & Transportation	**Simon Jones**	**Peter Osborne**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	All potholes repaired within 28 days	87%	93%	*	*	GREEN	**93%**	GREEN	90%	80%	96%
HT02	All enquiries requiring a response, responded to within 28 days	66%	76%	72%	72%	RED	**73%**	RED	90%	80%	88%
HT08	Emergency incidents attended to within 2 hours	93%	89%	50%	70%	RED	**73%**	RED	98%	95%	97%

Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to Date	In expected range?	Expected Range Upper	Lower
HT01b	Number of potholes due to be repaired in the month	4,423	2,793	*	*	**2,793**	**Below**	4,800	3,150
HT02b	Enquiries reported by the public due for completion in 28 calendar days	13,367	5,738	5,901	8,199	**19,838**	**Above**	14,800	11,500
HT08b	Emergency incidents attended	310	185	109	122	**416**	Yes	600	400

* The new Highways Term Maintenance Contract (HTMC) commenced on 1st May with Ringway, a division of the VINCI Group. Reporting for this measure is currently being aligned with the new contractor’s system to ensure accurate and consistent performance monitoring

HT02 – This period was affected by a combination of adverse weather, including a storm and periods of extreme heat, which increased service demand and placed additional pressure on operations during the transition from the previous Highways Term Maintenance Contract (HTMC) with Amey to the new contract with Ringway. This contributed to a Red RAG rating for the period. Enquiry handling arrangements are now being embedded under the new contract, and performance against this KPI is expected to improve as these processes become fully established in future quarters.

HT08 – Reporting for this measure is currently being verified, with preliminary findings indicating a Red RAG rating. All emergency incidents were attended; however, system integration issues with the new provider have affected the ability to fully evaluate performance results at this stage. Data and reporting arrangements are being jointly reviewed with Ringway to ensure future reporting is accurate and reliable.

Division	Corporate Director	Cabinet Member
Highways & Transportation	**Simon Jones**	**Peter Osborne**

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev Yr
HT12	Streetlights, illuminated signs and bollards repaired within timescale*	99%	96%	98%	98%	GREEN	**97%**	GREEN	90%	85%	93%
HT15	Percentage of all streetlights on and functioning correctly (NEW)	New KPIs	99.95%	99.94%	99.91%	GREEN	**99.93%**	GREEN	98%	95%	New KPIs
HT25	Highway Statutory Safety Inspections completed on time (NEW)		89%	88%	87%	AMBER	**88%**	AMBER	90%	80%	

* For priority jobs this is 28 calendar days

Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to Date	In expected range?	Expected Range Upper	Lower
HT12b	Number of Streetlights/illuminated signs/bollards scheduled for repair within 28 calendar days	1,192	475	471	374	**1,320**	**Above**	1,060	865
HT25b	Number of Statutory Safety Inspections due in month (NEW)	New KPI	6,055	4,862	4,768	**15,685**	Yes	15,750	15,250

Key Performance Indicators

<table>
<tr><th>Ref</th><th>Indicator description</th><th>Mar-26</th><th>Apr-26</th><th>May-26</th><th>Jun-26</th><th>Month RAG</th><th>Target</th><th>Floor</th><th>Prev. Yr</th></tr>
<tr><td>HT20</td><td>Structures (bridges, tunnels, walls) visual condition inspections: % of full financial year’s programme completed so far (NEW)</td><td rowspan="5">New KPIs</td><td rowspan="5">KPIs started in May</td><td rowspan="5" colspan="5">No data at time of reporting*</td><td rowspan="5">New KPIs</td></tr>
<tr><td>HT21</td><td>High-Speed Road (e.g. A249, A229) programmed sites: % of full financial year’s programme completed so far (NEW)</td></tr>
<tr><td>HT22</td><td>Planned preservation road surfacing works: % of full financial year’s HTMC programme completed so far (NEW)</td></tr>
<tr><td>HT23</td><td>Planned renewal road surfacing works: % of full financial year’s RARC programme completed so far (NEW)</td></tr>
<tr><td>HT24</td><td>Planned footway surfacing works: % of full financial year’s HTMC programme completed so far (NEW)</td></tr>
</table>

* We are not able to include results for the new KPIs HT20-HT24 due to ongoing discussions and clarifications required with the service around the data. New KPIs occasionally have teething issues when first introduced. Recent changes in systems and contractors has compressed the time we’d usually take to fine-tune the KPI and target definitions and then quality assure the data processing. Unfortunately as a result of this and an unplanned absence from the system owner, it was not possible to resolve some emerging issues before publication.

Appendix 1

Key Performance Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
DT01	Percentage of highway enquiries reported by the public using our online fault reporting tool	73%	69%	69%	67%	GREEN	**68%**	GREEN	65%	60%	68%
DT03	Percentage of concessionary bus pass applications completed online	80%	80%	80%	81%	GREEN	**81%**	GREEN	75%	65%	77%
DT04	Percentage of speed awareness courses bookings completed online	88%	89%	90%	90%	GREEN	**90%**	GREEN	85%	75%	89%

Activity Indicators

Ref	Indicator description	Mar-26	Apr-26	May-26	Jun-26	Year to Date	In expected range?	Expected Range Upper | Lower	
DT01b	Total number of all enquiries received by the contact centre, fault reporting tool and HT staff	9,593	5,913	5,791	8,021	**19,725**	Yes	25,000	15,000
HT27	Total number of contacts made by the public (NEW)	New KPI	10,695	10,549	7,020	**28,264**	**Below**	42,500	32,500
HT06	Number of new enquiries logged in month requiring further action (excluding 28 day enquiries)	8,775	5,349	5,097	7,068	**17,514**	**Below**	24,200	20,300
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	8,676	5,903	6,234	**7,413**	N/a	**Above**	7,300	5,800
HT13	Street work permit applications and change requests submitted	13,153	10,190	8,739	10,457	**29,386**	**Below**	41,900	34,300

HT13 - The lower-than-expected figure in June was due to the transition to the new HTMC contract, with Amey’s workload winding down before Ringway had fully mobilised. Performance is expected to return to normal levels as the transition period concludes, and regular activity levels should continue going forward.

HT27 & HT06 - It is difficult to determine with certainty why public contact levels fell below the expected range. However, this may have been influenced by the period of extreme heat and the start of the summer holiday season, when some residents are spending time away from their usual routines.

HT07 - April marked the end of the Highways Maintenance contract with Amey, followed by the commencement of the new contract with Ringway in May. During the transition period, there was a necessary pause in new work being picked up by the outgoing contractor to support demobilisation and handover arrangements. As a result, Ringway inherited a backlog of jobs at the start of the new contract and has been working through these as operations have progressed.

Appendix 1

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	**Simon Jones**	**Jamie Henderson**

Key Performance Indicators - Rolling 12 months except WM08 (Quarterly) and WM10 (Half-yearly)

Ref	Indicator description	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	42%	42%	43%	43%	**44%**	AMBER	50%	42%
WM11	Municipal waste diverted from landfill	99.4%	99.6%	99.6%	99.6%	**99.9%**	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	51%	50%	52%	53%	**53%**	GREEN	50%	45%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	97%	97%	97%	97%	**95%**	AMBER	97%	90%
WM10	Customers satisfied with HWRCs	97%	No Survey	**96%**	No Survey	No Survey	GREEN	95%	90%

* Municipal waste is collected by Districts, and by KCC via HWRCs.

WM01 – The 50% target for this KPI was set out in the previous Kent Joint Municipal Waste Management Strategy agreed by the Kent Resource Partnership (KCC and district councils). An updated strategy is currently being presented to elected Members of the authorities for endorsement, and includes four strategic aims that include an ambition to increase the proportion of household waste that is collected for recycling. Statutory 'Simpler Recycling' requirements for municipal waste came into force in March 2026, with further requirements for flexible plastics from 2030. It is anticipated that these changes will support a gradual increase in recycling rates as Waste Collection Authorities implement compliant services.

WM08 – A new contract for the delivery of the Mystery Shopping Assessment Programme commenced in May 2026. As the new provider uses a different scoring methodology, caution should be exercised when comparing results with those reported under the previous contract.

WM10 – A new booking system was introduced in June 2026 through a new provider. Consequently, the Summer wave of the Customer Satisfaction Survey will be conducted in August this year.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	**Simon Jones**	**Jamie Henderson**

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	In expected range?	Expected Range Upper	Lower
WM05	Waste tonnage collected by District Councils	554,940	553,347	554,427	558,360	**558,089**	Yes	565,000	545,000
WM06	Waste tonnage collected at HWRCs	115,688	116,172	118,129	118,437	**118,450**	Yes	125,000	105,000
05+06	Total waste tonnage collected	670,628	669,519	672,556	676,797	**676,539**	Yes	690,000	650,000
WM12	Household residual (non-recyclable) waste (Kg/HH)	522	521	517	515	**513**	**Below**	530	525
WM13	Reuse at the Household Waste Recycling Centres (HWRCs)	156	181	202	199	**194**	Yes	300	150

WM12 – Lower than expected residual waste per household is a positive sign, as this means less non-recyclable waste is being produced per household.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	**Simon Jones**	**Jamie Henderson**

Key Performance Indicators (monthly)

Ref	Indicator description	Feb-26	Mar-26	April-26	May-26	Jun-26	YTD 26/27	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days (Flood & Water Management)	91%	92%	95%	91%	100%	**95%**	GREEN	90%	80%
EW3	Number of trees planted as part of Plan Tree	New for 2026/27		Tree planting does not commence until the autumn					N/a	N/a
EW4	Percentage of local planning authority requests for advice from the Heritage Service responded to within 21 days			67%	62%	66%	**65%**	RED	90%	80%
EW5	Percentage of local planning authority requests for advice from the Ecological Advice Service responded to within 21 days			22%	18%	19%	**20%**	RED	90%	80%

EW3 - Tree planting is seasonal and does not commence until autumn (typically October/November), therefore no trees were planted during the first quarter.

EW4 - The reporting function does not exclude applications which exceeded the 21 days response target due to complications with the application, rather than a delay in the service providing timely advice. The recording system is being reviewed to determine how this can be better reflected. It is estimated that around 10% of applications require more than 21 days to advise on because of the complex nature of the work. The service's ability to meet deadlines is currently impeded by capacity of the team to respond to service demands, with pre and post application requests direct from developers adding to the planning workload from the districts and boroughs. A charging schedule for developers is currently in development - once implemented, this will enable income to be secured that can be used to expand the capacity of the team and meet these increased demands.

EW5 - Over the past 12 months, the Ecological Advice Service has been working at reduced capacity at the same time as responding to an increasing demand on the service from the county's planning authorities as a result of the new biodiversity net gain requirement for development. This has led to a backlog in applications submitted to the service. In agreement with the local planning authorities, deadlines are being extended to enable the service to address this backlog – however this is impacting on the standard 21 days target response time this KPI is measured against. The service is working closely with the county's planning authorities to ensure that priority applications receive advice in a timely manner. Capacity issues in the team are also being managed. It is intended that there will be a steady improvement in service delivery as the year progresses. Biodiversity net gain has been a steep learning curve for all involved in the planning process - we are often finding that consultants and applicants are submitting incomplete or incorrect information in support, which isn't always picked up before being sent through to the advice service. Consequently, more time than the standard 21 days is often required to resolve such matters. As with EW4, the reporting function does not exclude applications which exceeded the 21 days response target due to complications with the application, rather than a delay in the service itself. The recording system is being reviewed to determine how this can be better reflected

Key Performance Indicator (rolling 12-month total, reported one Quarter in arrears)

Ref	Indicator description	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes	10,388	10,252	9,613	9,290	9,342	**9,227**	GREEN	9,297	10,227

EW2 – The greenhouse gas emission target to March 2025 has been met with total greenhouse gas emissions of 9,227.62 tCO_2e compared to a target of 9,297 tCO_2e.

There have been positive reductions across the KCC estate and Kent Highways largely driven by a 13% reduction in the electricity emissions factor, though this has also reduced the CO_2e savings from the Solar Sites. Additional reductions were made across street lighting, and KCC buildings.

Highways & Transportation KPI Definitions

HT01 & b	**All Potholes repaired within 28 calendar days.** This measure counts all potholes due to be repaired in the month (reaching the 28 calendar days deadline within the month). It includes all potholes carried out by our term maintenance contractor, our own Stewards and Inspectors or the Local Highway Maintenance support Contractors. HT01b reports the number of potholes due to be repaired in the month (those reaching the 28-calendar day limit within the month). HT01 reports the percentage of these that were repaired within 28 calendar days of it being reported to us.
HT02 & b	**All enquiries across H&T logged by the online fault reporting tool and the contact centre requiring a response in 28 calendar days** HT02b counts all enquiries raised by the public from the fault reporting tool and the contact centre which require a response within 28 days. It only includes everyday issues that need a standard repair, not larger planned projects or major works that require further investigation and planning/design. HT02 reports the percentage of these that were responded to within 28 calendar days. For example, these enquiries are routine faults like replacing a damaged sign.
HT06	**Number of new enquiries logged in month requiring further action (not requiring action in 28 days)** When enquiries are logged, they are automatically categorised and routed to the appropriate teams based on whether a response is required within 28 days or where investigation is required which means that they will not be resolved within 28 days. This measure counts all those enquiries where a response is not due to the public within 28 days, for example where a customer has identified a flooded road where drainage system is required and our engineers would need to investigate and design a solution.
HT07	**Work in Progress (active enquiries/jobs) - end of month snapshot** This measure shows the total number of open/active enquiries or requests across Highways and Transportation that are outstanding and awaiting action at the end of the month. It includes everything that has not been finished yet, whether the request just came in or has been waiting for a while.
HT08 & b	**Number of emergency incidents attended to within 2 hours** This measure counts how many emergency problems our teams respond to within 2 hours of being notified. It covers all emergencies, day or night. If there are a lot of emergencies at once, especially during bad weather, it can sometimes affect how quickly we can respond, but each time we miss the 2-hour target we review what happened to learn and improve. Most emergency incidents are initially attended by our own Incident Response Officer who will assess the site and call out the contractor when required and will normally remain on site to keep the site safe whilst the contractor attends.

HT12 **Percentage of streetlights, illuminated signs and bollards repaired in 28 days**

This measure provides the percentage of streetlights, illuminated signs, and bollards fixed within 28 days of being scheduled for repair. It includes all repairs reported either from the public, our own night patrols or our central management system which have a 28-day timescale. It excludes programmed works.

HT13 **Street work permit applications and change requests submitted (Total)**

This measure counts the total number of street work permit applications and change requests submitted each month. It includes permits for work carried out by the council, utility companies, and any requests to change existing permits.

HT15 **Percentage of all streetlights on and functioning correctly (NEW)**

This measure provides an indication of how many streetlighting assets, including lit signs and bollards, are working correctly at the time they are checked.

HT20 **Percentage of structures (bridges, tunnels, walls) visual condition inspections completed within financial year (NEW)**

This measure provides the percentage of the full year's planned visual condition inspections for highway structures, including bridges, tunnels and walls, that are completed thus far within the financial year. Comparing to the percentage that had been planned to be completed by this time in the year helps show whether routine checks of these structures are being carried out as scheduled to support safety, asset management and future maintenance planning.

HT21 **Percentage of High-Speed Road (e.g. A249, A229) programmed sites completed on time (NEW)**

This measure provides the percentage of the full year's programmed works on high-speed roads, such as the A249 and A229, that are completed thus far within the financial year. Comparing to the percentage that had been planned to be completed by this time in the year helps show whether scheduled maintenance or improvement works on these key routes are being delivered on time, supporting safer and more reliable journeys.

HT22 **Percentage of planned preservation road surfacing works completed to program (HTMC) (NEW)**

This measure provides the percentage of the full year's planned preservation road surfacing works delivered through the Highways Term Maintenance Contract that are completed thus far within the financial year. Comparing to the percentage that had been planned to be completed by this time in the year helps show whether scheduled treatments to protect and extend the life of the road network are being delivered on time.

HT23 **Percentage of planned renewal road surfacing works completed to program (RARC) (NEW)**

This measure provides the percentage of the full year's planned renewal road surfacing works delivered through the Road Asset Renewal Contract that are completed thus far within the financial year. Comparing to the percentage that had been planned to be completed by this time in the year helps show whether scheduled resurfacing works to renew and improve the condition of the road network are being delivered on time.

HT24 **Percentage of planned footway surfacing works completed to program (HTMC) (NEW)**

This measure provides the percentage of planned footway surfacing works that are completed in line with the agreed programme. Comparing to the percentage that had been planned to be completed by this time in the year helps show whether scheduled works to maintain and improve the condition of footways are being delivered on time, supporting safer and more accessible routes for footway users.

HT25 **Highway Statutory Safety Inspections completed on time (NEW)**

This measure provides the percentage of planned highway statutory safety inspections that are completed within the required timescale. These inspections play a significant role in supporting the Council's statutory duty under Section 41 of the Highways Act 1980 to maintain the highway, and in providing evidence to support a potential defence under Section 58 by demonstrating that a reasonable inspection and maintenance regime is in place. They help identify safety defects on the highway network so that appropriate action can be taken to keep roads and footways safe for the public. The highway network, including roads and footways, is divided into a series of "sites", each with an inspection due date based on a monthly, three-monthly, six-monthly, or bi-annual inspection cycle. Each due date has a tolerance period within which the inspection should be completed (i.e. not too early and not too late), based on advice from the insurance team.

HT27 **Total number of contacts made by the public (NEW)**

This measure provides the total number of contacts made by the public to Highways and Transportation each month. It includes contacts received through the online fault reporting tool, contact centre (includes calls answered without needing to raise an enquiry), and other public enquiry routes, helping show the overall level of demand for the service.

DT01 **Percentage of highway enquiries reported by the public using our online fault reporting tool**

This measure provides the percentage of the total number of new requests from the public about highway maintenance that are completed directly online by the public themselves each month

DT03 **Percentage of new Concessionary bus pass applications successfully completed online**

This measure shows the percentage of new applications for concessionary bus passes that are completed online each month compared to the total applications made (online and paper applications). It only counts new applications, not requests for replacement passes.

DT04 **Percentage of Speed Awareness courses successfully booked online**

This measure shows the percentage of Speed Awareness courses that are successfully booked online each month. It only counts bookings made directly by the public using the online system.

From: Richard Palmer, Cabinet Member for Community and Regulatory Services

Simon Jones, Corporate Director – Growth, Environment and Transport

To: Growth, Environment and Transport Cabinet Committee – 9 September 2026

Subject: Active Kent & Medway – Delegated Authority to Manage Cessation of KCC Hosting and Funding Accountable Body Arrangements

Decision no: 26/00045

Key Decision: **Non-Key Decision**

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division: Countywide

Is the decision eligible for call-in? Yes

Summary

Active Kent & Medway (AKM) is Sport England's recognised Active Partnership for Kent and Medway. It is currently hosted by Kent County Council (KCC), with KCC acting as accountable body for funding, employment and governance arrangements. The existing hosting arrangements (Key Decision 24/00104) are due to conclude in March 2027.

The independent AKM Board has confirmed, following a structural review, that AKM's preferred future operating model is as an independent legal entity This report sets out the proposal for KCC to cease its hosting and funding accountable body arrangements for AKM, and to confirm necessary arrangements to facilitate an effective transition to the new operating model which will be handled under Officer delegation.

The move to independence is recognised as beneficial to AKM because it supports clearer accountability, stronger governance, direct responsibility for funding and delivery, continued recognition as Kent and Medway's Active Partnership, and greater long-term organisational resilience. Local government reorganisation is

relevant context, but it is not the primary driver for independence. The central rationale is to establish a sustainable operating model that preserves the single, countywide Active Partnership mandate and maintains continuity for Sport England, local partners and residents.

KCC's decision is focused on enabling the existing arrangements to be concluded lawfully, safely and efficiently while best facilitating an appropriate handover to the new arrangements.

Recommendation(s)

The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Cabinet member for Community and Regulatory Services on the proposed decision as set out in Appendix A.

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1. Introduction

1.1 AKM provides strategic leadership for sport and physical activity across Kent and Medway, working with local authorities, health partners, education, the voluntary sector and communities themselves to support the development of sustainable opportunities for people to be active and to enjoy the wide-ranging benefits that this brings.

1.2 KCC currently hosts AKM and acts as accountable body for Sport England and other relevant funding streams. The hosting arrangement also provides support in relation to employment, finance, procurement and ICT. By acting as the accountable body, this makes KCC responsible for the operations of AKM and its budget. This means it is important for KCC to confirm and clarify relevant transition arrangements to ensure responsibility and accountability may be effectively transferred to any future independent legal entity that may be established to support future AKM operations.

1.3 This report is limited to KCC's role in managing the cessation of its hosting and funding accountable body arrangements. It notes that following a structural review, the AKM Board has identified an independent legal entity as its preferred future operating model. The report focuses on the practical, legal, financial, employment and governance arrangements required to conclude KCC's hosting role and support the transition to the new operating model.

2. Key Considerations

2.1 The key issue for KCC is how the current hosting body role should be safely and effectively brought to an end, recognising that the cessation of these arrangements will require a structured programme of work across legal, financial, employment, contractual, data, governance and operational areas.

2.2 KCC currently hosts Active Kent & Medway (AKM), acting as the accountable body for external investment and providing the employment, governance and corporate support arrangements that enable AKM to operate, including employing its 26 members of staff. Through this role, KCC administers AKM's external funding portfolio, including £1,981,107 of Sport England investment and £300,000 of Public Health grant funding.

2.3 Delegated authority is required because the detailed implementation activity will involve a range of practical decisions, agreements and actions that need to be progressed by officers with appropriate senior oversight. Without clear delegation, there is a risk of delay, uncertainty or fragmented decision-making during the transition period.

2.4 The delegation will enable KCC to protect public value, staff interests, partner confidence, contractual continuity and compliance while AKM establishes its new independent arrangements.

2.5 It is important to highlight that the proposals are not expected to result in any negative impact upon Kent or reduce the capacity for AKM to continue to deliver the good work around providing strategic leadership across multiple agencies with respect to supporting sport and physical activity initiatives. The cessation of KCC's role as the accountable body and the facilitation of AKM setting up as an independent legal entity offers the best future arrangement to secure continuity of service and continued access to relevant grants and other funding streams.

3. Background

3.1 The current hosting agreement runs until March 2027 (Key Decision 24/00104). External developments, including wider local government change, evolving expectations across the Active Partnership network and the need for long-term sustainability, prompted AKM to review its future operating model.

3.2 Nationally, AKM is one of 42 locally led Active Partnerships covering England and working as system partners of Sport England. Independence is now the predominant operating model: 32 Active Partnerships are independent legal entities, most commonly companies limited by guarantee with charitable status.

3.3 Against this national context, the AKM Board established a Structural Review Committee to assess its future operating model. The review included due diligence, stakeholder engagement, financial and governance assessment, and advice from legal specialists, Sport England and other Active Partnerships.

3.4 Following that process, the AKM Board determined that establishing AKM as an independent legal entity, with a Company Limited by Guarantee with charitable status as the preferred model, offers the strongest basis for future sustainability, governance and accountability.

3.5 At its meeting on 28th July 2026, the AKM Board resolved to support an independent legal entity as its preferred operating model.

3.6 The rationale for the move to independence being that it provides a clearer and more sustainable organisational platform for the future. It enables AKM to take direct responsibility for its funding, governance, operations and delivery, rather than relying on KCC as host and accountable body.

3.7 The anticipated benefits include:
- clearer organisational accountability and decision-making;

- governance arrangements more directly aligned to AKM's role as the recognised Active Partnership;
- greater resilience in the context of wider local government change;
- direct management of future funding agreements, grants, contracts and delivery commitments;
- a more sustainable basis for future investment and partnership working
- continuity of strategic leadership for physical activity across Kent and Medway.

4. Options considered and assessment of these

Options	Summary	Assessment
1. Cease current hosting arrangement via a managed transition process.	Delivers the Board's preferred option to establish Active Kent & Medway as an independent organisation. Maintains continuity through planned legal, financial, governance, HR and operational transition arrangements. Provides a clear route to long-term sustainability whilst ensuring appropriate accountability during the transition period.	This is the only option that both enables independence and provides a controlled, legally compliant and managed transition. It balances strategic ambition with risk management and business continuity.
2. Retain KCC's hosting and accountable body arrangements	Maintains the current position and avoids immediate change.	Does not deliver the preferred Board option to establish an independent organisation. Retains dependency on KCC structures and does not resolve the long-term governance position. Continues to potentially limit some of AKM's access to external grants.
3. Defer the decision	Allows additional time for consideration.	Provides no additional strategic benefit and postpones rather than resolves the issue. Prolongs uncertainty for staff, partners, funders and stakeholders,

4. Do Nothing	Requires no immediate action.	Fails to provide a clear governance, accountability or operational framework for the future. Creates significant legal, financial and governance risks and could adversely affect stakeholder confidence and future funding arrangements.

Option 1 is recommended as it will enable AKM's to establish itself as an independent organisation and will provide a controlled and legally compliant transition that safeguards service continuity, staff, partners and funding arrangements, while establishing a sustainable governance and accountability framework for the future.

5. Financial Implications

5.1 AKM will receive £1.981,107 of funding from Sport England and a £300,000 Public Health Grant from KCC for 2026/27, with Kent County Council acting as the accountable body for the receipt and administration of funds. KCC does not provide any revenue base funding towards AKM. However, AKM does currently administer a capital grants programme of £37.5k for Sport on behalf of KCC and the future arrangements relating to this will need to be considered, noting that the MTFP is a change statement from year to year. KCC Budget - Row Ref 87, Key Service 'Growth and Place' (page 75)

5.2 KCC currently incurs hosting-related costs through corporate support, financial administration, HR and payroll, legal support, accommodation, ICT and licences for systems. These liabilities will cease at point of transition and AKM will need to factor in the procurement of these services into future grant funding. It should be noted that there would be a slight financial impact on KCC from removing AKM from the hosting arrangement if KCC does not reduce its overhead cost accordingly, as that same overhead will then cause a below-the-line notional increase on all other remaining services.

5.3 The transition process will factor in the treatment of grants and reserves, staffing and direct transfer costs, as well as any residual/future liabilities which will need to be met by AKM. There will be no call on KCC for these costs.

5.4 Any costs associated with establishing the new company (set up costs, novation of contracts, funding agreements etc) will be met from AKM resources and at no cost to KCC.

5.5 Detailed financial arrangements will be developed through the transition programme and reviewed with the Directorate Finance Business Partner.

6. Legal implications

6.1 Cessation of the hosting and funding accountable body arrangements must be implemented in accordance with KCC’s legal obligations and any relevant employment, funding, contractual, governance, charitable and data protection requirements. Legal advice has been commissioned to support the transition.

6.2 Key legal matters include cessation or variation of existing agreements, transfer or novation of contracts where appropriate, treatment of liabilities and assets, employment and workforce matters, funding conditions, information governance and continuity of service provision.

7. Equalities implications

7.1 An Equality Impact Assessment has been undertaken. The focus being on ensuring the transition does not adversely affect staff with protected characteristics and communities benefiting from the work of AKM and our partners.

8. Data Protection Implications

8.1 Data protection implications will need to be managed as part of the cessation and transition programme, particularly where information is transferred, archived, retained or shared between KCC, AKM and the new legal entity. A DPIA will be undertaken to support this process.

9. Other corporate implications

9.1 As Public Health grant funding supports areas of AKM activity, discussions have taken place with the Director of Public Health to ensure that future funding arrangements and any associated service transition do not affect delivery of the programmes and services funded by Public Health. The substantive terms of the Memorandum of Understanding between Public Health and AKM, which underpins the £300,000 grant, are also expected to remain unchanged, although the agreement may need to be updated to reflect revised governance and accountability arrangements.

10. Governance

10.1 The proposed decision seeks to confirm the cessation of KCC's role as host authority for Active Kent & Medway (AKM) and the conclusion of the current hosting arrangements, approve the transition arrangements necessary to support the transfer of functions, resources and staffing to an independent legal entity, and delegate authority to implement the actions required to give effect to the transition.

10.2 This follows the AKM Advisory Board's decision to support an independent legal entity as its preferred future operating model and reflects that, in accordance with Key Decision 24/00104, the current KCC hosting and funding accountable body arrangements are due to conclude in March 2027, with no successor hosting model currently in place. KCC representation on the AKM Board will continue throughout transition and will be reviewed when local government reorganisation required the arrangement to be considered.

10.3 The delegated authority will enable the practical, legal, financial, employment, contractual and governance matters arising from the transition to be progressed in a timely and coordinated manner,
Should any matter require separate approval under KCC's Constitution, finance procedures or decision-making framework this would be escalated as required.

11. Conclusions

11.1 AKM's Board has considered the options in terms of how it may best deliver on its purpose and has indicated a preference to move towards establishing an independent AKM legal entity. The rationale for this is that independence will provide AKM with stronger governance, clearer accountability, greater resilience and a more sustainable platform for future funding, delivery and partnership working.

11.2 The proposed decision would enable KCC to conclude its hosting and funding accountable body role for AKM, while supporting a smooth transition to an independent legal entity, ensuring that the necessary legal, financial, employment, contractual, data, governance and operational work to be progressed efficiently while retaining appropriate member oversight.

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12. Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Cabinet member for Community and Regulatory Services on the proposed decision as set out in Appendix A.

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13. Background Documents

- AKM and KCC Hosting Agreement 2022–2027

14. Appendices

- Appendix A – Proposed Record of Decision
- Appendix B - Transition timeline and delegation schedule.
- Appendix C - Equality Impact Assessment

15. Contact details

Report Author: Liz Davidson Job title: Partnership Director Telephone number: 07931 775214 Email address: liz.davidson@kent.gov.uk	Director: Stephanie Holt-Castle Job title: Director for Growth and Communities Telephone number: 07920 108 843 Email address: Stephanie.Holt-Castle@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NUMBER:
Richard Palmer, Cabinet Member for Community and Regulatory Services	26/00045

Executive Decision – key

26/00045 - Transition of Active Kent & Medway to an independent legal entity and conclusion of hosting arrangements

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Decision:
As Cabinet Member for Community and Regulatory Services, I agree to

CONFIRM the cessation of Kent County Council's role as host authority for Active Kent & Medway (AKM).and the conclusion of the current hosting arrangements.

APPROVE the transition arrangements to support a transfer of functions, resource and staffing to an independent legal entity.

DELEGATE authority to the Corporate Director for Growth, Environment and Transport and the Director of Public Health, in consultation with the Cabinet Member for Community and Regulatory Services and the Cabinet Member for Public Health, to implement the necessary arrangements arising from the cessation of hosting, and to take other relevant actions, including but not limited to finalising the terms of and entering into required contracts or other legal agreements, as necessary to implement the decision

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Reasons for decision:
The reason for this decision is to enable Kent County Council to bring its current hosting and accountable body arrangements for Active Kent & Medway to a controlled and lawful conclusion, while supporting AKM's transition to an independent legal entity. This will provide clearer governance, accountability and long-term sustainability for AKM, safeguard continuity of service and funding arrangements, and allow the necessary legal, financial, employment, contractual and operational matters to be managed efficiently under appropriate delegated authority.

Financial implications:
For 2026/27, AKM is expected to receive £1,981,107 from Sport England and a £300,000 Public Health Grant, with KCC acting as accountable body during the current hosting period. KCC does not provide revenue base funding.

KCC currently incurs hosting-related support costs, which are expected to cease once AKM transfers to an independent legal entity.

The transition will need to confirm the treatment of grants, reserves, staffing, transfer costs and any residual liabilities, with no expected ongoing call on KCC following transition.

The £37.5k capital grants programme currently administered by AKM on KCC's behalf will need to be considered through the MTFP process.

Legal implications:
Cessation of the hosting and funding accountable body arrangements must be implemented in accordance with KCC's legal obligations and any relevant employment, funding, contractual, governance, charitable and data protection requirements. Legal advice has been commissioned to support the transition.

Key legal matters include cessation or variation of existing agreements, transfer or novation of contracts where appropriate, treatment of liabilities and assets, employment and workforce matters, funding conditions, information governance and continuity of service provision.

KCC legal advice is being sought

Equalities implications:
An Equality Impact Assessment has been undertaken, The independence proposal is expected to have a predominantly positive impact by increasing AKM's ability to address inequalities, attract investment, engage under-represented groups, strengthen inclusive governance, and maintain a clear strategic focus on improving physical activity outcomes across Kent and Medway.

No negative implications were identified.

Data Protection implications:
Data protection implications will need to be managed as part of the cessation and transition programme, particularly where information is transferred, archived, retained or shared between KCC, AKM and the new legal entity. A DPIA will be undertaken to support this process

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Cabinet Committee recommendations and other consultation:
This version of the PROD is included in the agenda pack for committee members to review ahead of the meeting.

Any alternatives considered and rejected:
Retain KCC's hosting and accountable body arrangements. This maintains the current position and avoids immediate change but does not deliver the preferred Board option to establish an independent organisation and retains dependency on KCC structures and does not resolve the long-term governance position.

Defer the decision. This allows additional time for consideration. It provides no additional strategic benefit and postpones rather than resolves the issue; prolonging uncertainly for staff, partners, funders and stakeholders,

Do Nothing. This fails to provide a clear governance, accountability or operational framework for the future creating significant legal, financial and governance risks and could adversely affect stakeholder confidence and future funding arrangements.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

…………………………………………….. ………………………………………………

Signed Date

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Appendix B – Active Kent & Medway Transition Programme Timeline and Delegation Schedule

Appendix to: Active Kent & Medway – Cessation of Hosting Arrangements with Kent County Council and Delegation of Authority to Implement Transition Arrangements

A1. Transition Timeline

Period	Key Activity	Lead Responsibility	Key Outputs
July 2026	Active Kent & Medway Board consideration and decision regarding establishment as an independent legal entity	AKM Board	Formal Board resolution and preferred model confirmed (CLG with charitable status)
July – September 2026	KCC governance and decision-making process	Cabinet Member / GEDCCC / Officers	Decision to support cessation of hosting arrangements and delegate implementation authority
Autumn 2026	Establishment of new legal entity	AKM Transition Team with legal advisers	Incorporation, constitutional documents and governance framework established
Autumn 2026	Development of future operating model and support arrangements	AKM and KCC Officers	Finance, HR, ICT, governance and business support arrangements agreed
Autumn/Winter 2026	Detailed transition planning	AKM and KCC Officers	Transition plan covering staff, contracts, grants, assets, liabilities, systems and data completed
Winter 2026/27	Legal documentation and implementation agreements	Legal Services / External Advisers	Transfer, novation, service and transition agreements prepared.
Winter 2026/27	Workforce consultation and	HR and Programme Team	Employment arrangements

	employment implementation activity (if required)		agreed and in place in accordance with legal requirements
January – February 2027	Transition readiness review	Corporate Director GET	Assurance that governance, finance and operational arrangements are in place
March 2027	Conclusion of hosting agreement and implementation of new arrangements	Corporate Director GET	Hosting arrangement ends and new entity becomes operational
Post March 2027	Closure and lessons learned review	KCC and AKM	Completion report and programme closure

A2. Delegation Schedule

Subject to Cabinet Member approval, authority would be delegated to the Corporate Director of Growth, Environment and Transport, in consultation with relevant officers.

Reporting and Assurance

Maintain appropriate programme governance throughout the transition period.

Consult the Cabinet Member on key decisions and emerging issues.

Ensure legal, HR, finance and governance advice informs decision-making.

Escalate matters requiring further Member approval in accordance with the Council Constitution.

Provide progress updates through established governance routes where appropriate.

A3 Key Success Measures

Seamless cessation of existing hosting arrangements by March 2027.

Continuity of Active Kent & Medway strategic leadership role across Kent and Medway.

No interruption to externally funded programme delivery.

Compliance with legal, financial, employment and governance requirements.

Protection of KCC interests and reputation throughout the transition.

Successful establishment of Active Kent & Medway as an independent legal entity capable of acting as accountable body for future investment.

EQIA Submission – ID Number
Section A

EQIA Title
Cessation of Active Kent and Medway Hosting Arrangement

Responsible Officer
Selina Baker - GT GC

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Liz Davidson - GT GC

Type of Activity

Service Change
No
Service Redesign
Service Redesign
Project/Programme
No
Commissioning/Procurement
No
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Growth Environment and Transport
Responsible Service
Growth and Communities
Responsible Head of Service
Liz Davidson - GT GC
Responsible Director
Stephanie Holt-Castle - GT GC

Aims and Objectives

The overarching aim is to support the orderly cessation of the current hosting arrangement between Active Kent & Medway (AKM) and Kent County Council (KCC), and facilitate AKM's transition to an independent legal entity. The change seeks to:

Secure the long-term sustainability of Active Kent & Medway. (AKM)
Maintain continuity of strategic leadership for sport and physical activity across Kent and Medway.
Protect AKMs ability to attract and manage external investment, including Sport England funding.
Establish clearer governance, accountability and decision-making arrangements.
Ensure continued focus on reducing inequalities in physical activity, health and wellbeing outcomes.
Maintain effective partnership working with KCC and wider system partners.

Objectives
The key objectives of the transition are to:

Ensure uninterrupted delivery of programmes and services that benefit residents, particularly those experiencing the greatest health and social inequalities.
Protect existing relationships with communities, partners, schools, health organisations and voluntary

sector groups.
Transfer organisational responsibilities, assets, contracts, funding arrangements and governance arrangements in a lawful and equitable manner.
Minimise any adverse impact on employees during organisational change and ensure compliance with employment legislation and good practice.
Retain Kent and Medway's recognition as a single Active Partnership area and maintain access to future Sport England investment.
Strengthen accountability through an independent governance structure while maintaining strategic alignment with KCC priorities relating to prevention, health improvement, children and young people and stronger communities.

Equality Considerations
The primary equality consideration is not the organisational change itself, but whether the transition if not well managed with due regard to the Equality Act could unintentionally affect,

Staff with protected characteristics.
Communities who currently benefit from AKM programmes.
Groups experiencing the greatest levels of inactivity and inequality.
Partners who deliver services to under-represented populations.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Team members (Active Kent and Medway)
Advisory Board Members
Public Health
HR advisors (KCC)
VCSE partners
District Councils
Stone King (legal)
Sport England
Other Active Partnerships - peer input

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

No

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients
Service users/clients

Staff
Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
Potential Positive Impacts on Protected and Under-Represented Groups The proposed transition to an independent legal entity is expected to have a positive impact on protected and under-represented groups by strengthening Active Kent & Medway's ability to tackle inequalities, secure external investment, engage communities in decision-making and maintain a dedicated focus on increasing physical activity amongst those least likely to be active. Independence also provides opportunities to enhance inclusive governance and ensure programmes continue to be informed by the needs and experiences of under-represented communities across Kent and Medway. These opportunities are expected to support AKM's strategic objective of reducing inequalities in physical activity participation and related health outcomes. 1. Greater focus on tackling inequalities As an independent charitable organisation, AKM would have a clearer and more direct organisational focus on reducing inactivity and inequalities across Kent and Medway. Specifically; Disabled people People from ethnically diverse communities Women and girls Older people People from lower socio-economic groups 2. An increased ability to secure funding targeted at disadvantaged groups Independent charitable status could improve access to charitable trusts, foundations and grant programmes that are unavailable or more difficult to access within the current local authority-hosted model. Potential beneficiaries of additional investment being; Children and young people from deprived communities Disabled participants Ethnically diverse communities Women and girls Lower socio- economic groups 3. Stronger community voice and co-design Greater opportunity to work with VCSE through positioning AKM better within this network to enable increased consultation with communities experiencing under-representation and using evidence and insight to shape decisions.   4. More inclusive governance and leadership Independence creates an opportunity to design governance structures that better reflect the diversity of Kent and Medway and strengthen accountability for equality, diversity and inclusion. AKM's inclusion work already identifies the importance of equality monitoring, representation and ensuring decisions are informed by under-represented communities.

5. Continuity of a dedicated organisation focused on reducing inequalities

The independence proposals identify a risk that, without a clear single legal entity during local government reorganisation, accountability and services could become fragmented and funding potentially lost in its entirity. Independence helps maintain a dedicated organisation whose purpose is increasing activity and reducing inequalities across Kent and Medway.

6. Opportunity to engage and consult team members directly on the development of policies and procedures.

Independence offers greater opportunity for team members to be involved in the development of policies and procedures and to better understand these not just through the lens of a single protected characteristic but through taking a more intersectional approach.

As part of the establishment and transfer of members of the team to a new independent legal entity, AKM are committed to engaging with member of the team and ensuring HR and legal advice is sought throughout and beyond the transition.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable

22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable

Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer’s responsibilities
Are there negative impacts for Carer’s responsibilities
No
Negative impacts for Carer’s responsibilities
Not Applicable
Mitigating actions for Carer’s responsibilities
Not Applicable
Responsible Officer for Carer’s responsibilities
Not Applicable

KENT COUNTY COUNCIL AGREEMENT REGARDING THE HOSTING OF ACTIVE KENT AND MEDWAY 2023 - 2027

CONTEXT

1. Active Kent and Medway is Kent's Active Partnership and previously operated as Kent Sport. It is one of 43 Active Partnerships in England.
2. Active Kent and Medway works with partners and networks across Kent and Medway – including governing bodies of sport, clubs, school sports networks, local authorities, and partners in health, adult social care, community cohesion, housing and transport – to provide opportunities for everyone to get involved in sport and physical activity for enjoyment as well as wider health and social outcomes.
3. As a not-for-profit Active Partnership, Active Kent and Medway is an unincorporated organisation and has been hosted and supported by Kent County Council (KCC) since its inception in 2006. It is governed by an independent board.
4. Our principal funders are Sport England and Kent County Council, whose strategies set the direction of our work and activity.
5. This hosting agreement sets out the remit and responsibilities of Kent County Council in relation to the Sport England System Partner Role (2022 – 2027) plus a range of other projects.
6. The establishment of an "Active Partnership" (AP) is a condition of Sport England's System Partner Contract awarded to Kent , and this agreement identifies Active Kent and Medway's roles and responsibilities, stakeholder makeup and governance arrangements.

THE ACTIVE PARTNERSHIP (AP)

7. The AP is known as "Active Kent and Medway". It consists of an independent board (the "Active Kent and Medway") and a staff team (the "Active Kent and Medway").
8. The Active Kent and Medway Board is an independent board which has been formed to guide the work of Active Kent and Medway, make decisions where appropriate, and to provide good governance. The Board's Governance Framework is attached in Appendix 1.
9. As the local lead agency for physical activity and sport, Active Kent and Medway's mission is to change lives through sport and physical activity, leading to improved physical health, mental wellbeing, individual development and social outcomes. Active Kent and Medway also acts as the consultative body on national and sub regional sport and physical activity matters on behalf of Kent.
10. Active Kent and Medway works with partners to coordinate the production of the Kent and Medway Sport and Physical Activity Strategy.
11. The Kent and Medway's Sport and Physical Activity Strategy's objectives will be achieved by partners from a wide range of sectors working on a whole-system approach to increase participation rates in the whole population, but with particular focus on targeting inactivity in under-represented groups, thus reducing health inequalities. Progress against the Strategy's objectives will be shared annually with KCC's.
12. The Active Kent and Medway Board and Team are responsible for the development and implementation of the Active Kent and Medway operational plan. This provides a clear road map for Active Kent and Medway's work, it intrinsically linked to the Kent and Medway Sport and

Physical Activity Strategy and is informed by an in-depth analysis of a wide array of data sources and insight. Active Kent and Medway makes evidence-based decisions and focus our efforts on making a real difference to the lives of local residents.

13. Active Kent and Medway's vision in **More People, More Active, More Often** and its mission is to improve **the lives of Kent's residents through sport and physical activity**.

    Active Kent and Medway's objectives are to ensure that:

- Organisations who work with those who are less active, are embedding sport and physical activity into their services.
- The sport and physical activity sector is inclusive and accessible, and better able to meet the needs of our communities.
- New audiences are reached by prioritising resources to tackle inequalities.

LEGAL STATUS

14. Active Kent and Medway is unincorporated and as such works closely with an accountable body to act on its behalf. Kent County Council (KCC) has been appointed and agreed to host Active Kent and Medway for the duration of this Agreement. KCC will be known as the "Host Authority".
15. KCC will apply for and accept grants in its own name (acting as an "Agent") on behalf of Active Kent and Medway (the "Award Recipient"); the terms and conditions of any grant shall be binding on Active Kent and Medway. KCC will act as appropriate should any incident occur which produces financial risk in connection with the funding conditions of any award and, subject to clause 23, if the risks are not acceptable to KCC, it has the power to refuse to accept awards and take whatever action it deems necessary.
16. KCC will hold statutory responsibilities / liabilities as the direct employer of the Active Kent and Medway Team who will be KCC employees and will be bound by the policies and procedures laid down by KCC.
17. However, KCC will delegate authority to the Active Kent and Medway Board which means that the Board will have the independent responsibility for a number of specific functions including, but not limited to, oversight and management of the Active Kent and Medway Director, financial decision-making and strategy (including implementation thereof). For full details – see Appendix 1. In exercising these powers, the Board will work within the legal, policy and operating procedures of KCC and act within the boundaries and spirit of its delegated powers.
18. In order to participate in the Board's activities, KCC will maintain one nominated position on the Active Kent and Medway Board whilst Active Kent and Medway remains hosted by KCC. This will be a senior officer/director.
19. KCC may, subject to clause 24, take action as appropriate when any unexpected incident occurs that could result in defamation of character or bring the reputation of KCC into question.
20. KCC will provide the appropriate infrastructure and services (including but not limited to finance, accounting, audit services, office accommodation, IT equipment, HR, legal etc) to enable Active Kent and Medway to function effectively and efficiently.
21. KCC, through the Active Kent and Medway, will develop relevant Service Level Agreements with either individual or combined partners in order that the objectives of the System Partner Contract and any other Additional Services Contracts can be effectively and efficiently achieved.
22. All monies awarded to, or raised by, Active Kent and Medway, are the sole responsibility and under the control of the Active Kent and Medway Board whatever the legal status of Active Kent and Medway. In particular should Active Kent and Medway become an incorporated organisation outside of KCC, all monies are guaranteed to be transferred to the new legal entity.
23. KCC, as the Host Agency agrees to manage the day to day finances within the Host Agency's policies and procedures. Active Kent and Medway will have a separate bank account from the Host Agency, into which Sport England and other funding generated through the Active Partnership will be paid. The details of the delegated authorities are included in Appendix 1.
24. In the case of any dispute in relation to this Agreement the Dispute Resolution procedures set out in Appendix 2 shall be followed.

EFFECTIVE DATE AND PERIOD OF THE AGREEMENT

25. The agreement is to be effective for the period 1 April 2023 – 31st March 2027.
26. This agreement will be reviewed annually.
27. If either party wishes to terminate this Agreement, a minimum period of twelve months' notice must be given in writing. The parties agree that the first possible effective date for termination is 31 March 2024.
28. If either party materially breaches the terms of this agreement, including for avoidance of doubt any significant deterioration in the level or timeliness of any services, the other party shall have the right to terminate this Agreement on giving 60 days' notice in writing.

GOVERNING LAW

29. This Agreement shall be governed by and construed in accordance with the laws of England and Wales.

SIGNED

Name: Mike Hill

Signed:

Date:

Position: Cabinet Member

Name: Stephanie Holt Castle

Signed:

Date: 11 April 2023

Position: Director

Name: Graham Razey

Position: Chair, Active Kent and Medway

Date:

Name: Liz Davidson

Signed:

Date: 25/04/2023

Position: Director, Active Kent and Medway

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From: Peter Osborne - Cabinet Member for Highways and Transport

Simon Jones - Corporate Director for Growth, Environment and Transport

To: Growth, Environment and Transport Cabinet Committee – 9 September 2026

Subject: Specialist Highway Support Services Framework

Decision no: 26/00046

Key Decision: *Involves expenditure or savings of maximum £1m*

Classification: Unrestricted

Past Pathway of report: None

Future Pathway of report: Cabinet Member Decision

Electoral Division: None

Is the decision eligible for call-in? *Yes*

Summary: The Major Capital Programme Team's existing Independent Cost Consultancy contract will expire in March 2027. This report seeks approval to procure a new Specialist Highway Support Services Framework to provide ongoing independent cost consultancy, together with specialist utility support and programme review services, to support the delivery of highway and transportation schemes across Kent. The proposed framework will maintain continuity of essential specialist services whilst expanding the support available to improve cost certainty, programme assurance and governance across the capital programme

Recommendation(s):
The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Highways and Transport in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A), to procure a Specialist Highway Support Services Framework.

---

1. Introduction

1.1 The Major Capital Programme Team (MCPT) has utilised independent cost consultancy services for over 15 years to ensure that cost estimates developed through the design process are robust, that budgets for highway and transportation schemes are realistic, and that best value is achieved.

1.2 The MCPT have an existing contract in place which has a value of £4,000,000 over 5 years and has supported 69 projects to date. The current Independent Cost Consultancy contract is due to expire in March 2027, and a new arrangement is required to ensure continuity of service and ongoing support for the delivery of the Council's capital programme.

1.3 The Major Capital Programme Team consider that it is imperative to have an independent cost consultancy available to support the delivery of large-scale highways and transportation projects. The independence from the design work provides a third-party check which is used to support business cases and give greater confidence in project budgeting throughout the delivery of a scheme. This is particularly relevant in the short to medium term as the team continues to manage uncertainty around inflation and project delays facing the construction industry as a result of material and labour shortages.

1.4 The proposed procurement expands on the existing arrangements by establishing a framework for specialist highway support services, including the additional areas of utility support and programme review alongside independent cost consultancy.

2. Key Considerations

2.1 The proposed decision is to procure a Specialist Highway Support Services Framework to replace the existing Independent Cost Consultancy contract and to expand the scope of services available to support the delivery of highway and transportation schemes.

2.2 The proposed framework will be structured into three service areas:

- Lot 1 – Independent Cost Consultancy
- Lot 2 – Specialist Utility Support
- Lot 3 – Programme Review Support

2.3 Whilst each service area may be commissioned independently, grouping the services within a single framework provides a consistent procurement route for specialist support activities commonly required across the highway project lifecycle.

2.4 Independent Cost Consultancy (Lot 1) remains the core requirement, providing independent assurance of cost estimates, supporting business cases and construction contract administration, and ensuring that budgets remain robust throughout the lifecycle of schemes. The independence from design consultants is a key consideration, providing a third-party check on cost and value.

2.5 Additional specialist services have been identified as necessary to support the increasing complexity of the capital programme. This includes:

- Specialist Utility Support (Lot 2), which improves cost certainty and coordination in relation to utility diversions and New Roads and Streetworks Act (NRSWA) requirements.

- Programme Review Support (Lot 3), which provides assurance that schemes are deliverable through robust and compliant programmes under NEC contracts.

2.6 Although cost consultancy services are available through the Professional Services Framework (PSF), the framework was not designed for this specialism. In addition, the PSF does not support the Specialist Utilities and Programme Review requirement. As the required services are highly specialist and require independence from design functions, procuring these services separately ensures that KCC maintains appropriate oversight and avoids conflicts of interest, whilst reducing significant risks to the delivery of schemes.

2.7 The framework approach provides flexibility to commission services as required across the Council, ensuring that specialist support can be accessed where needed to respond to varying demand and programme priorities.

2.8 The proposed approach supports consistency of service delivery, strengthens governance and financial control, and reduces risk across the highways and transportation programme.

3. Background

3.1 The MCPT has an established requirement for independent cost consultancy services to support the delivery of highway and transportation schemes. These services were formalised through a contract arrangement in 2018, having previously been commissioned on an ad hoc basis.

3.2 The existing contract has supported a significant number of schemes across the capital programme, providing cost assurance, supporting the development of business cases, and assisting with the management of construction contracts.

3.3 The use of independent cost consultancy has ensured that cost estimates developed by design consultants are subject to appropriate expert scrutiny, providing confidence in project budgets and supporting decision making throughout scheme development and delivery.

3.4 These services have historically been procured separately from the Professional Services Framework Contract (PSFC), as they are highly specialist and require independence from the design function in order to provide an objective assessment of cost and value.

3.5 Through ongoing delivery of the capital programme, it has been identified that additional specialist support is required beyond cost consultancy alone. This includes:

- improved management and cost certainty relating to utility diversions and NRSWA requirements; and
- independent review of programmes to ensure that schemes are deliverable and comply with contract requirements.

3.6 The proposed Specialist Highway Support Services Framework will build on the existing arrangements by incorporating these additional services, providing a more comprehensive and flexible approach to supporting the delivery of the Council's highways and transportation programme.

4. Options considered and dismissed, and associated risk

4.1 A number of options have been considered for the provision of specialist highway support services. Options 1 to 3 have been dismissed for the reasons set out below. Following assessment of the available options, the proposal being progressed is to procure a Specialist Highway Support Services Framework.

4.2 Approach 1 – Utilise the existing Professional Services Framework (PSF)

4.2.1 The PSF primarily provides access to design consultancy services and does not include the full range of specialist services required. In particular, independent cost consultancy must remain separate from design services to ensure an objective assessment of cost estimates and avoid potential conflicts of interest.

4.2.2 Risk: Reduced independence and assurance, potential conflicts of interest, and inability to access the required specialist services. The appointed framework suppliers are stronger on design/civil engineering aspects as opposed to specialist consultancy. Requirements for these services through the PSF would likely incur fee on fee through subcontracting.

4.3 Approach 2 – Utilise alternative national or local authority frameworks

4.3.1 Alternative frameworks have been reviewed but do not provide contractual arrangements that align with KCC's specific requirements. They also do not offer the full scope of services required within a single arrangement, which would lead to fragmentation and inefficiencies.

4.3.2 Risk: Inconsistent service provision, reduced flexibility, and potential delays in procuring services to meet programme timescales.

4.4 Approach 3 – Do nothing

4.4.1 The existing contract will expire in March 2027, leaving no provision for independent cost consultancy or associated specialist services.

4.4.2 Risk: Significant impact on the delivery of the capital programme, including reduced cost assurance, increased financial risk, and potential delays to scheme development and delivery.

4.5 Proposal to be progressed – Procure a Specialist Highway Support Services Framework

4.5.1 This proposed approach provides a tailored, flexible framework that meets KCC's requirements across multiple specialist service areas, ensuring continuity of service and the ability to respond to the demands of the capital programme.

4.5.2 Risk: Standard procurement risks, which will be managed through a compliant and robust procurement process.

5. Financial Implications

5.1 The proposed framework has an estimated total value of £4,000,000 (excluding VAT) over the contractual period.

5.2 The framework will operate from 1 April 2027 to 1 April 2030, with the option to extend for a further year to 31 March 2031.

5.3 There is no guaranteed level of spend under the framework, and services will be commissioned on a call-off basis as required.

5.4 Expenditure will be funded through individual capital project budgets (predominantly from grant funding), with the option to use revenue budgets and/or grant funding where required for early-stage or unfunded work.

5.5 Procurement costs will be limited to officer time associated with managing the tender process and legal costs required to review and finalise the contractual documentation.

5.6 Value for money will be ensured through a competitive procurement process, with evaluation based on both price and quality. Tenderers will be provided with a draft contract and pricing schedule for the relevant lot, with pricing submissions based on a schedule of rates to enable a consistent and transparent evaluation.

6. Legal implications

6.1 Legal advice will be sought from Legal Services on the conditions of contract. The award of any contracts will be carried out in line with the requirements set out in the Procurement Act 2023.

7. Equalities implications

7.1 An Equality Impact Assessment (EqIA) has been completed and appended to this report.

7.2 The proposed decision relates to the procurement of specialist technical consultancy services and does not directly impact service delivery to residents. As such, no adverse impacts on protected groups have been identified.

7.3 The services supported by the framework contribute to the development and delivery of highway and transportation schemes across the County, which may provide wider benefits in terms of accessibility and inclusion.

8. Data Protection Implications

8.1 A DPIA is not required as the framework does not involve the processing or sharing of personal data.

8.2 No significant data protection risks have currently been identified as the services relate primarily to technical, commercial and programme management consultancy activities rather than the processing of personal data.

9. Other corporate implications

9.1 The decision to award this contract has no significant impact in other areas of the Council's work.

10. Governance

10.1 Subject to the Cabinet Member for Highways and Transport taking the proposed decision, authority will be delegated to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to take all necessary actions required to implement the decision. This will include undertaking and completing the procurement process, approving the outcome of the tender evaluation, awarding the Specialist Highway Support Services Framework, finalising the terms of and entering into all necessary contractual and associated legal agreements, and commissioning services through the framework as required. The Corporate Director of Growth, Environment and Transport will also be authorised to exercise any extension provisions contained within the framework agreement where this is considered necessary, represents value for money and funding is available.

11. Conclusions

11.1 The existing Independent Cost Consultancy contract will expire in March 2027 and requires replacement to ensure continuity of service.

11.2 The proposed Specialist Highway Support Services Framework will build upon the existing arrangements by expanding the scope of services available to include utility support and programme review alongside independent cost consultancy.

11.3 The framework will provide access to independent specialist expertise, improve cost certainty, strengthen programme assurance and support the effective delivery of highway and transportation schemes across Kent.

11.4 Approval of the proposed decision will ensure that appropriate specialist support arrangements are in place following the expiry of the existing contract.

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12. Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Highways and Transport in relation to the proposed decision as detailed in the attached Proposed Record of Decision document (Appendix A), to procure a Specialist Highway Support Services Framework.

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13. Background Documents

13.1 Equality Impact Assessment

14. Appendices

14.1 Appendix A – Proposed Record of Decision

14.2 Appendix B - Equality Impact Assessment

15. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NUMBER:
Cabinet Member for Highways and Transport	26/00046

Executive Decision – key

26/00046 – Procurement of Specialist Highway Support Services Framework

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Decision:
As Cabinet Member for Highways and Transport, I agree to:

APPROVE the procurement and **AWARD** of a Specialist Highway Support Services Framework to provide independent cost consultancy, specialist utility support and programme review services to support the delivery of highway and transportation schemes across Kent.

DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to take relevant actions necessary to implement the decision, including but not limited to undertaking the procurement process, awarding the framework agreements, finalising the terms of, and entering into the relevant contracts and any associated legal agreements

DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to exercise any extension option(s) provided for within the framework agreement.

Reasons for decision:

The existing Independent Cost Consultancy contract will expire in March 2027, and a replacement arrangement is required to ensure continuity of service.

The proposed framework will build upon the existing arrangements by expanding the scope of services available to support highway and transportation projects. The framework will provide access to specialist independent cost consultancy, utility support and programme review services, helping to improve cost certainty, strengthen programme assurance and support the effective delivery of infrastructure projects across Kent.

The proposed framework will also maintain the independence required to provide objective scrutiny of cost estimates and commercial matters associated with highway and transportation schemes.

Financial implications:

The framework will have a maximum value of £4,000,000 (excluding VAT) over the contractual period from 1 April 2027 to 1 April 2030, with the option to extend until 31 March 2031. This represents the maximum value available under the framework and does not constitute a commitment to spend.

There is no guaranteed level of spend under the framework and services will be commissioned on a call-off basis as required. Expenditure will be funded through approved capital project budgets and, where appropriate, revenue budgets.

Legal implications:

The procurement and award of contracts must be carried out in line with the requirements set out in the Procurement Act 2023.

Appropriate contractual arrangements will be established using the New Engineering Contract (NEC) suite of contracts.

Equalities implications:

An Equality Impact Assessment (EqIA) has been undertaken.

No adverse impacts on protected groups have been identified. As the procurement relates to specialist consultancy services, no direct impacts on service users are anticipated.

Data Protection implications:

A DPIA is not required as the framework does not involve the processing or sharing of personal data.

No significant data protection risks have currently been identified as the services relate primarily to technical and commercial consultancy activities.

Cabinet Committee recommendations and other consultation:

The proposed decision will be considered by the Environment and Transport Cabinet Committee on 9th September 2026 prior to the decision being taken.

This version of the Proposed Record of Decision is included within the Cabinet Committee papers for consideration and comment.

Any alternatives considered and rejected:

The use of the existing Professional Services Framework was considered but discounted as it was not designed for these specialist requirements and does not provide Specialist Utility Support or Programme Review services. In addition, it would not maintain the necessary independence between design consultants and cost assurance functions.

Alternative national and local authority frameworks were also considered but were not considered to provide the most suitable contractual arrangements for KCC's requirements.

A do-nothing option was rejected as the existing arrangements will expire in March 2027, resulting in the loss of critical specialist support services used to deliver the capital programme.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

………………………………………………..	………………………………………………
Signed	Date

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EQIA Submission – ID Number
Section A

EQIA Title
Specialist Highway Support Services Framework

Responsible Officer
Onyinye Omede - GT TRA

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Tim Read - GT TRA

Type of Activity

Service Change
No
Service Redesign
No
Project/Programme
Project/Programme
Commissioning/Procurement
No
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Growth Environment and Transport
Responsible Service
Highways and Transport
Responsible Head of Service
Tim Read - GT TRA
Responsible Director
Andrew Loosemore - GT TRA

Aims and Objectives

The purpose of this activity is to procure a Specialist Highway Support Services Framework to provide access to independent cost consultancy, specialist utility support and programme review services in support of the development and delivery of highway and transportation schemes across Kent.
The framework will provide specialist professional services which support project development, cost assurance, programme management and infrastructure delivery. Services will be commissioned on a call-off basis as required.
The framework itself does not directly affect residents, service users or protected characteristic groups. It is a procurement arrangement that provides technical and commercial support to officers managing highway and transportation projects.
No adverse equality impacts have been identified in relation to the procurement of the framework.
Individual projects supported through the framework will continue to be assessed separately and project-specific Equality Impact Assessments will be undertaken where appropriate.

Equality Recommendation: No major change. Continue to consider equality impacts at individual project level through existing project governance and equality assessment processes.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?
No
It is possible to get the data in a timely and cost effective way?
No
Is there national evidence/data that you can use?
Yes
Have you consulted with stakeholders?
Yes
Who have you involved, consulted and engaged with?
The procurement requirements have been developed through engagement with officers within the Major Capital Programme Team and relevant colleagues involved in procurement, governance and contract management. The proposed decision will also be subject to consideration through the Council's governance process, including consultation with the Environment and Transport Cabinet Committee prior to a decision being taken. No public consultation has been undertaken because the procurement relates to specialist consultancy services and does not directly alter services provided to residents.
Has there been a previous Equality Analysis (EQIA) in the last 3 years?
No
Do you have evidence that can help you understand the potential impact of your activity?
Yes

Section C – Impact

Who may be impacted by the activity?
Service Users/clients No
Staff Staff/Volunteers
Residents/Communities/Citizens No
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
The procurement itself does not directly impact protected groups. However, the framework will support the development and delivery of highway and transportation projects across Kent. By providing access to specialist professional advice, the framework may indirectly support the delivery of infrastructure projects that consider accessibility, inclusion and equality requirements where applicable. Individual infrastructure projects supported through the framework will be subject to separate equality assessments where required.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age

Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation

Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer’s responsibilities
Are there negative impacts for Carer’s responsibilities
No
Negative impacts for Carer’s responsibilities
Not Applicable
Mitigating actions for Carer’s responsibilities
Not Applicable
Responsible Officer for Carer’s responsibilities
Not Applicable

From: Peter Osborne – Cabinet Member for Highways and Transportation

Simon Jones – Corporate Director Growth, Environment and Transport

To: Growth, Environment and Transport Cabinet Committee – 9 September 2026

Subject: Chestfield Tunnel Ventilation Replacement

Decision no: *26/00051*

Key Decision: Expenditure over £1m

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division:
Electoral Division: Canterbury North
Local Member: Alex Ricketts

Is the decision eligible for call-in? Yes

Summary:
This report covers the background, need and renewal of the Chestfield Tunnel Ventilation system, which is a safety critical system that has reached the end of its serviceable life, with a history of failures causing significant disruption to the Thanet Way.

The report will provide a high-level outline of the scheme deliverables and costs to gain to approval to proceed.

Recommendation(s):
The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Cabinet member for Highways and Transport on the proposed decision as set out in Appendix A.

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1. Introduction

1.1 The Chestfield Tunnel is a Highways asset, managed by the Programme Manager for Tunnels, Barriers and Data; sitting within the Structures and Tunnels Team. The Tunnel ventilation system replacement scheme addresses a safety-critical asset that has reached the end of its serviceable life. Replacing the ventilation system is necessary to maintain safety standards, to discharge the authority's duties as tunnel operator and to ensure that there is a tunnel system in place to reliably move pollutants and toxic gasses from the confined environment of a tunnel.

1.2 The tunnel is a fixed and irreplaceable link on the Resilient Highway Network, and a prolonged loss of the ventilation function would have a disproportionate effect on the resilience of the A299 Thanet Way. The project is therefore driven primarily by statutory and safety obligations, with additional benefits in asset life extension and reduced maintenance liability.

1.3 The outline design of this scheme has commenced with Consultants WSP appointed via the Professional Services Framework Contract in H&T.

2. Key Considerations

2.1 The renewal of the tunnel ventilation system is required at this time to enable the Council to meet its responsibilities to maintain a safe and resilient highway network. The existing system has reached the end of its serviceable life and presents an increasing risk of failure, with implications for tunnel users, maintainers, network resilience and the authority's duties as highway authority and tunnel operator.

2.2 The preferred design option has been selected because it offers the best balance of safety, efficiency, future maintainability and value for money.

2.3 The works will restore assured smoke control and extend the operational life of the tunnel's safety provision, reducing risk in the event of a tunnel fire. They will also reduce the burden, cost and disruption associated with unplanned reactive maintenance and help avoid further unplanned closures on the A299 Thanet Way.

2.4 Option 2B (see Section 4) is therefore considered the preferred approach, as it improves safety and maintainability while avoiding the significantly higher cost, construction complexity and delivery risk associated with other options.

3. Background

3.1 Chestfield Tunnel forms part of the A299 Thanet Way, a key strategic route linking east Kent communities with the wider highway network. Any prolonged closure or reduced operation would increase journey times, place pressure on local routes and reduce network resilience. Maintaining the ventilation system is therefore important for tunnel safety and the continued reliability of this strategically important route.

3.2 The ventilation fans are one of the primary safety systems in the tunnel, and outages of 3 or more fans in a single tunnel bore require the closure of that bore in line with the Tunnel's Minimum Operating Requirements. In June 2024, a safety critical failure with the ventilation system fans was uncovered during a routine inspection. This led to the Coastbound closure of the Whitstable to Herne Bay section of the A299 Thanet Way, while emergency works were undertaken to repair some of the fans and for the 40mph contraflow traffic management provision to be put in place. The contraflow traffic arrangement allowed the London bound bore to reopen with two-way traffic.

3.4 The ventilation fans are specialist pieces of equipment which are manufactured and reconditioned to order, and specialist teams are required to deliver and install them. The contraflow remained in place for 5 months while the team searched to procure any compatible fans and to inspect the failed fans for any parts that could be salvaged to remake an operational fan.

3.5 Chestfield Tunnel relies on 32 jet fans (16 per bore), 5 of these were refurbished following the 2024 failures and of the remaining fans, 22 are 27 years old. While the aged system has an increased maintenance and testing regime, the fans have exceeded their service life are at risk of failure. This project will increase resilience to prevent another unplanned tunnel closure such as the event in 2024.

4. Options considered and dismissed, and associated risk

4.1 A longlist of 39 options was developed and evaluated in a scoring workshop, from which four were shortlisted for safety risk assessment by WSP (Designers). The shortlisted options were:

- Option 1 – like-for-like replacement. The 32 jet fans are replaced with units of the same size, thrust and rating on the existing mountings, in four banks of four. This is the do-minimum option. It offers no improvement in smoke control over the current situation, and the constraint on maintaining the lighting driver near Fan 2 persists.

- Option 2 – deflectors. As Option 1, but with angled louvre deflectors fitted to each fan to direct thrust away from the soffit, improve momentum transfer and increase the effectiveness of the airflow. This improves smoke control relative to the baseline and to Option 1, with minimal additional construction complexity.

- Option 2B – During design consultation, a hybrid of Option 2 was discussed and agreed, referred to as Option 2B. This comprises 32 jet fans of similar size, power and thrust to the existing units, arranged in four banks of four, each fitted with an angled louvre deflector. Fan 2 in each bank will be relocated to provide a minimum clearance of 400 mm between the lighting structure and the fan, recovering safe future maintenance access to both the lighting and the ventilation.

- Options 3 – larger fans. The 32 fans are replaced by 24 larger and heavier units, three per bank, with Fan 2 removed. These options resolve the lighting maintenance constraint but require significant electrical and control system redesign, structural works, and a long 24-hour bore closure of around 19 weeks.

- Option 4 – passive portal deflectors and wind walls. Like-for-like fans supplemented by passive deflectors and wind walls at the portals. This approach has no UK road tunnel precedent, is specifically discouraged by

CD 352, requires extensive computational fluid dynamics analysis with an uncertain outcome, and introduces new hazards.

4.2 During the construction activities for all options, a temporary increase in safety risk was expected for all population groups due to the presence of Temporary Traffic Management, contraflow operations, traffic diversions, and construction activities. However, with the implementation of safety risk mitigation measures, these risks can be managed by balancing the level of risk against the effort, time, and cost required to control them.

4.3 Post works, it was considered that options 2 and 3 manage risks to all populations in a balanced manner. Levels of safety risk for all populations are expected to see a slight positive change (improvement in system reliability and reduced unplanned maintenance activities) ensuring they are no worse than levels experienced prior to the works activities. Option 4 is the only option anticipated to introduce additional hazards to road users (e.g. visual flicker at the portal and the risk of falling ice from passive portal wind deflectors), making it less preferable. Conversely, Option 1 does not manage smoke as well as Options 2 and 3 and so cannot be considered to acceptably manage risk.

4.4 On this basis, Option 2B is preferred as it offers the best balance of safety, maintainability, deliverability, cost and low construction risk. It improves smoke control and resolves the Fan 2 maintenance access issue, while avoiding the limited benefits of Option 1 and the significantly higher cost, complexity and risks associated with Options 3 and 4.

5. Financial Implications

5.1 The estimated Capital cost for Option 2B arrangement is approximately £2.8M. The overall value will be refined as the design develops.

5.2 This estimated cost remains substantially below the larger fan options. Option 3 was costed at between £5.78M - £6.41M, and the portal deflector option was costed at £7.72M. Option 1, while costed at £2.31M, has limited enhancement to ventilation performance compared to the baseline. This option doesn't resolve the lighting driver maintenance issue caused by the proximity of Fan 2 to the lighting installation in each fan bank. Therefore, not proposed.

5.3 This decision will not impact financial requirements for maintenance of the new system going forward. As predefined scheduled maintenance rates are stipulated within the Highways Term Maintenance Contract.

5.4 The funding of the capital works is to be met from the annual grant that Highways & Transportation receive from the Department for Transport (DfT) and the Highways Maintenance Block allocation for asset management.

6. Legal implications

6.1 The A299 – Thanet Way is a highway maintainable at public expense, and KCC is the highway authority for the route. As such, KCC is subject to the section 41 duty under the Highways Act 1980 to maintain the highway and keep it reasonably safe for ordinary use.

6.2 KCC identify and comply with the legislation applicable to the ownership, operation, maintenance and management of tunnel assets. Relevant legislation applying directly to the Chestfield Tunnel Ventilation Scheme includes:

- Construction (Design and Management) Regulations
- Regulatory Reform (Fire Safety) Order 2005
- Civil Contingencies Act 2004
- Equality Act 2010
- Fire and Rescue Services Act
- Environmental and air quality legislation (including the Environmental Act, Clean Air Act and Air Quality Standards Regulations)

7. **Equalities implications**

7.1 The EQIA found no evidence that the scheme would result in a significant or disproportionate adverse impact on people sharing a protected characteristic.

7.2 The improvements to smoke control and system reliability benefit all tunnel users equally and represent a positive safety outcome. Construction-phase impacts are temporary and are managed through established traffic management practice, signed diversion routes and, where appropriate, additional temporary measures to protect vulnerable users on local roads.

7.3 No change to the scheme is required on equality grounds.

7.4 It is recommended that the mitigation measures identified in the safety risk assessment, including consideration of temporary provision for vulnerable users on diversion routes, are carried forward into delivery.

8. **Data Protection Implications**

8.1 A DPIA was submitted and confirmed as not required for this project.

9. Other corporate implications

9.1 It is not considered that this decision will have further corporate implications to other Directorates within KCC. .

10. Governance

10.1 Upon approval, delegated authority will sit with the Corporate Director of Growth, Environment and Transport.

10.2 Day-to-day delivery will continue to be led by the Programme Manager for Tunnels, Barriers and Data, supported by the relevant design, construction and highways teams.

11. **Conclusions**

11.1 The ventilation system at Chestfield Tunnel is a safety critical asset that has reached the end of its serviceable life and is presenting an increasing risk of failure.

11.2 The 2024 fan failures demonstrated the potential impact of further deterioration, including tunnel closures, disruption to the A299 Thanet Way and increased pressure on the wider highway network.

11.3 The recommended Option 2B provides the best balance of improved smoke control, future maintainability, deliverability, construction risk and value for money. It addresses the key safety and asset resilience issues while avoiding the significantly higher cost and complexity associated with the larger fan and portal deflector options.

11.4 Formal approval is therefore required to progress the scheme and authorise expenditure above £1m, enabling the Council to replace the ventilation system and maintain the safe and resilient operation of this strategically important route. There is a continuing need to address the degraded ventilation system at Chestfield Tunnel.

11.5 As the scheme moves into the design phase, formal governance approval is now required to spend above £1m of the council's money.

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12. Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER, ENDORSE** or make **RECOMMENDATIONS** to the Cabinet member for Highways and Transport on the proposed decision as set out in Appendix A.

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13. Background Documents

Chestfield Tunnel Ventilation System Replacement Definition of shortlisted options for safety risk assessment (revision 1)

14. Appendices

Appendix A Proposed Record of Decision
Appendix B Equality Impact Assessment

15. Contact details

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NUMBER:
Peter Osborne, Cabinet Member for Highways and Transport	26/00051

Executive Decision – Key

26/00051 - Chestfield Tunnel Ventilation Replacement

Decision:
As Cabinet Member for Highways and Transport, I agree to

PROCEED with the replacement of the Chestfield Tunnel Ventilation System.

AUTHORISE the associated financial commitment, subject to the completion and approval of a satisfactory commercial business case demonstrating affordability, value for money and compliance with KCC procurement requirements.

DELEGATE authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to take all necessary actions to implement the decision, including the procurement and award of contracts, subject to approval of the commercial business case.

Reasons for decision:
The existing ventilation system has reached the end of its serviceable life and presents an increasing risk of failure, with implications for tunnel users, maintainers, network resilience and the authority's duties as highway authority and tunnel operator.

Replacing the ventilation system is necessary to maintain safety standards, to discharge the authority's duties as tunnel operator and to maintain a safe and resilient highway network by ensuring that there is a tunnel system in place to reliably move pollutants and toxic gasses from the confined environment of a tunnel.

Financial implications:
The selected option is estimated to cost £2.789m capital, including design, labour, traffic management, supervision and a 30% contingency.

It is slightly higher than the original Option 2 estimate of £2.39m, because it includes relocating Fan 2 in each fan bank.

It remains significantly cheaper than the larger fan/portal deflector options, which were estimated at £5.78m–£7.72m.

Future maintenance costs are not expected to increase because scheduled maintenance rates are already covered through the Highways Term Maintenance Contract.

Legal implications:
Provision of the replacement ventilation system will support KCC in meeting its duty under Section 41 of the Highways Act 1980 to maintain the highway and keep it reasonably safe for ordinary use.

Equalities implications:
The EQIA found no evidence that the scheme would result in a significant or disproportionate adverse impact on people sharing a protected characteristic.

Data Protection implications:
A DPIA was submitted and confirmed as not required for this project.

Cabinet Committee recommendations and other consultation:
This version of the PROD is included in the agenda pack for committee members to review ahead of the meeting.

Any alternatives considered and rejected:
A longlist of 39 options was assessed and reduced to four shortlisted options for safety risk assessment. The options not taken forward were:

Option 1 – like-for-like replacement. Not taken forward because it would not improve smoke control and would leave the existing lighting maintenance constraint unresolved.
Option 2: retain 32 replacement jet fans of similar size, power and thrust. Not taken forward. Although this option improved smoke it did not resolve the safe maintenance access issue.
Option 3 – larger fans. Not taken forward because, while technically feasible, it would require significant electrical, control and structural works, a prolonged 24-hour bore closure, and substantially higher cost and construction risk.
Option 4 – passive portal deflectors and wind walls. Not taken forward because it has no UK road tunnel precedent, is discouraged by relevant design standards, would require extensive further analysis and could introduce additional hazards.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

……………………………………………..　　　　………………………………………………

Signed　　　　　　　　　　　　　　　　Date

EQIA Submission – ID Number
Section A

EQIA Title
Chestfield Tunnel Ventilation Replacement

Responsible Officer
Brian McKay - GT TRA

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Helen Rowe - GT TRA

Type of Activity

Service Change
No
Service Redesign
No
Project/Programme
Project/Programme
Commissioning/Procurement
No
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Growth Environment and Transport
Responsible Service
Highway Structures and Tunnels
Responsible Head of Service
Helen Rowe - GT TRA
Responsible Director
Andrew Loosemore - GT TRA

Aims and Objectives

Aims and objectives
The scheme replaces the ventilation system in Chestfield Tunnel, a twin-bore tunnel carrying the A299, a Strategic Route on Kent's Resilient Highway Network. The existing jet fan system is beyond its service life; there have been multiple reports that have found it cannot control smoke from fires as per its original design due to its age and lack of available spares. The purpose of the scheme is to restore and improve ventilation performance over the next financial year 2026-2027

The selected option (Option 2A) replaces the 32 existing jet fans with the same number of same-size fans fitted with angled louvre deflectors, with Fan 2 in each bank relocated to provide clearance to the lighting rig. This option was endorsed by the Tunnel Design and Safety Consultation Group (TDSCG). It was preferred because it improves smoke control while keeping construction complexity, duration and disruption low relative to the alternatives considered.

The objectives of the scheme are to restore ventilation performance and improve smoke control capability; improve system reliability and reduce the frequency of unplanned maintenance; resolve the maintenance access constraint affecting the lighting installation; and deliver the works with the least practicable disruption to road users, local communities and those maintaining the asset.

Context
This EQIA has been prepared to satisfy the Public Sector Equality Duty under section 149 of the Equality Act 2010, and to inform both the option selection and the delivery approach. Non-motorised users (pedestrians, cyclists and horse-riders) are not permitted within Chestfield Tunnel, so the scheme has no direct effect on those groups within the tunnel itself. The principal equality considerations arise during construction, when traffic management, contraflow operation and, on occasion, full closure require traffic to be diverted onto the local road network, which may affect residents, businesses and vulnerable road users along the diversion routes.

The selected option is delivered predominantly through night-time single-bore closures over approximately 40 nights, with the adjacent bore operating under contraflow. This is materially less disruptive than the larger-fan or portal-based alternatives, which would have required continuous 24/7 closures over an extended period or full closure of the A299. The choice of option therefore reduces the extent and duration of diversion-related impacts on all affected populations.

Post construction, it is considered that options 2a manages risks to all populations SFAIRP. Levels of safety risk for all populations are expected to see a slight positive change (improvement in system reliability and reduced unplanned maintenance activities) ensuring they are no worse than levels experienced prior to the construction activities. Option 2a provides the most balanced solution. It delivers an improvement in ventilation performance while maintaining relatively low construction complexity and associated risks.

Outcome of the analysis
The analysis found no evidence that the scheme would result in a significant or disproportionate adverse impact on people sharing a protected characteristic. The improvements to smoke control and system reliability benefit all tunnel users equally and represent a positive safety outcome. Construction-phase impacts are temporary and are managed through established traffic management practice, signed diversion routes and, where appropriate, additional temporary measures to protect vulnerable users on local roads. No change to the scheme is required on equality grounds. It is recommended that the mitigation measures identified in the safety risk assessment, including consideration of temporary provision for vulnerable users on diversion routes, are carried forward into delivery.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

No

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Tunnel Design and Safety Consultation Group (TDSCG)
- Kent County Council (KCC) - CDM Client
- Ringway HTMC- CDM Principle Contractor
- William Sale Partnership(WSP)- CDM Principle Designer
- Kent Fire and Rescue Service (KFRS)
- Kent Police
- SECamb
- Canterbury City Council

Has there been a previous Equality Analysis (EQIA) in the last 3 years?
No
Do you have evidence that can help you understand the potential impact of your activity?
Yes
Section C – Impact
Who may be impacted by the activity?
Service Users/clients No
Staff Staff/Volunteers
Residents/Communities/Citizens Residents/communities/citizens
Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?
Yes
Details of Positive Impacts
Improved safety for all tunnel users: better smoke control in a fire gives more tenable conditions for evacuation. This benefits every user equally, regardless of any protected characteristic. More reliable ventilation system: the new equipment is expected to fail less often than the current end-of-life system. Fewer unplanned closures and diversions: because the replacement system is more reliable, there will be less need for unplanned closures caused by fan faults. This means fewer occasions when traffic is diverted onto local roads, reducing the impact on local road users and vulnerable users along the diversion routes over the life of the asset. Better maintenance access: relocating Fan 2 by 400mm in each bank clears access to the lighting drivers and adjacent fans, shortening routine maintenance and reducing the number and length of future planned closures and diversions. Reduced risk to maintenance workers: easier access means less time working at height and in constrained positions, and fan removal is no longer needed to reach the lighting system. Low construction disruption: delivered mainly through night-time single-bore closures with contraflow, avoiding the extended 24/7 and full-road closures that other options would have required, minimising diversion impacts on local communities. Maintained network resilience: keeps the A299, a Strategic Route, open and safe for the next 20 to 25 years, supporting community access to services, employment and emergency response. Support for emergency response: improved smoke control and retained CCTV monitoring assist Kent Fire and Rescue Service and other responders. No new hazards introduced: unlike the portal-deflector option, the hybrid adds no visual flicker, falling-ice risk or full-road closure.
Negative impacts and Mitigating Actions
19.Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No
Details of negative impacts for Age

Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable

25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer’s responsibilities
Are there negative impacts for Carer’s responsibilities
No
Negative impacts for Carer’s responsibilities
Not Applicable
Mitigating actions for Carer’s responsibilities
Not Applicable
Responsible Officer for Carer’s responsibilities
Not Applicable

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From: Jamie Henderson, Cabinet member for Environment, Coastal Regeneration and Public Health

Simon Jones, Corporate Director, Growth, Environment and Transport

To: Growth, Environment and Transport Cabinet Committee

Subject: National Waste Reforms and Financial Implications Update Briefing

Non-Key Decision

Classification: Unrestricted

Past Pathway of report: Briefing on Waste – Environment and Transport Cabinet Committee, 4th November 2025

Future Pathway of report: N/A

Electoral Division: County-wide

Summary: This report provides Members with an update on the national waste reforms previously reported to the Environment and Transport Cabinet Committee in November 2025, focusing on the implications of Packaging Extended Producer Responsibility, the Deposit Return Scheme and the Emissions Trading Scheme for KCC's Waste Disposal function. The reforms collectively represent significant change to waste funding, material flows and disposal costs.

The Introduction of packaging extended producer responsibility has already begun to provide a substantial new source of external funding towards the costs of managing household packaging waste, although future allocations remain subject to ongoing methodology development and scheme refinement. The forthcoming introduction of the Deposit Return Stream is expected to alter the composition of Kent's household waste stream and reduce the quantity of valuable drinks containers managed through local authority services. At the same time the Emission Trading Schemes continues to represent a potentially significant future cross pressure for KCC through increased Energy from Waste disposal costs and associated carbon pricing exposure. However, on 26 August 2026 the UK ETS authority confirmed that the planned inclusion of waste incineration from 1 January 2028 will no longer proceed on that timetable, with a revised implementation date and final policy yet to be announced.

Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to note and comment on the report.

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1. Introduction

1.1 This paper builds on the update presented to the Environment and Transport Cabinet Committee in the November 2025 'Briefing on Waste.

1.2 It provides Members with the latest understanding of financial exposure, opportunities and risks associated with Packaging Extended Producer Responsibility funding; the Deposit Return Scheme and the Emissions Trading Scheme.

2. Packaging Extended Producer Responsibility (pEPR)

What is pEPR and why has it been introduced?

2.1 Packaging Extended Producer Responsibility (pEPR) requires producers to fund the efficient and effective management of household packaging waste, transferring a significant proportion of costs previously borne by local authorities and council taxpayers. The scheme supports wider government objectives to increase recycling, improve packaging design and reduce residual waste.

Methodology for collecting funds from producers

2.2 Funding is collected from obligated packaging producers through fees paid under the Producer Responsibility Obligations (Packaging and Packaging Waste) Regulations 2024. Large producers are required to report the quantity and type of packaging they place onto the UK market and subsequently pay fees based on those materials.

2.3 Producer fees are calculated according to factors including:

- The quantity of packaging supplied.
- The material type - plastic, aluminium, glass, paper/card, steel, fibre-based composites, etc.
- In future years, the recyclability of packaging through modulated fees.
- Scheme administration costs.
- Local authority packaging waste management costs.

2.4 The intention is that producers collectively fund the costs of managing packaging waste arising from households across the UK and that local authorities receive the funding to recompense their costs in relation to the collection and disposal of this packaging.

How the national scheme is administered

2.5 The national scheme is administered by PackUK, which has been established by Defra as the Scheme Administrator. PackUK is responsible for:

- Calculating fees payable by producers.
- Collecting payments from producers.
- Managing and validating data.
- Determining local authority payment calculations.

- Distributing funding to local authorities.
- Developing future payment methodologies.
- Managing complaints, appeals and recalculations.

2.6 Local authorities do not apply for pEPR funding. Instead, PackUK calculates an annual payment entitlement based on a nationally approved methodology and issues a Notice of Assessment confirming the anticipated funding allocation for the following financial year. Payments are then made to the local authority quarterly.

National calculation methodology and KCC's allocation

a) National methodology

2.7 Local authority payments are determined by PackUK using the Local Authority Packaging Cost and Performance Model (LAPCAP), which assesses the estimated efficient cost of managing household packaging waste using waste composition, tonnage, demographic, property and service data. Funding is based on modelled costs rather than actual expenditure incurred by authorities.

b) KCC-specific calculation

2.8 For KCC as the Waste Disposal Authority, the allocation is based upon:

- Packaging waste contained within kerbside collected materials.
- Packaging waste managed through household waste recycling centres.
- Packaging contained within residual waste requiring treatment or disposal.
- Waste flow and composition information submitted through national data returns.
- Packaging-related disposal and treatment costs attributable to Kent's waste system.

2.9 The KCC allocation is not simply a reimbursement of actual expenditure but a modelled assessment of the authority's packaging waste management costs under the nationally prescribed methodology. As a result the amount received by KCC does not represent the full cost of providing the waste disposal service for packaging.

Funding: current and future

2.10 KCC has already received pEPR funding as part of the first year of the pEPR implementation. The first year of national allocations in 2025/26 saw English local authorities collectively receive approximately £1.1 billion in payments funded by packaging producers.

2.11 Future funding allocations are communicated through annual Notices of Assessment issued by PackUK. The notice provides the authority with its anticipated annual allocation, the expected quarterly payment profiles, the basis for calculation and the process for appeals and recalculations.

2.12 KCC has also received notification of anticipated future payments through the Notice of Assessment process for 26/27. However, future payments remain subject to final producer fee collection rates, appeals and recalculations, refinements to methodology and updated waste data and modelling and therefore whilst indicative the future payments are not confirmed until receipt of the quarterly settlement.

Table 1: pEPR Funding Expected and Received by KCC

Financial Year	Funding Expected	Funding Received
2025 / 26	£13,288,000.00	£13,288,000.00
2026 / 27	£11,615,212.48	£ 2,912,803.12 (Qtr 1)

Future changes to the scheme

2.13 Several important developments to the pEPR scheme are expected over the next few years.

i). PackUK has confirmed that payment methodologies will continue to evolve as additional data becomes available and modelling techniques improve. Local authorities are therefore expecting annual adjustments to allocations and potentially greater scrutiny of cost assumptions that will have an impact on the level of funding received.

ii). The fundamental principle of pEPR is reimbursement of efficient and effective costs rather than actual expenditure. Future methodology reviews may therefore place greater emphasis on performance benchmarking and service efficiency. This could create both opportunities and risks for future allocations and will be a key feature of discussions with new unitary authorities during the lead up to LGR.

iii). The scheme is intended to increasingly incentivise recyclable packaging through differential fee structures. As packaging design evolves it is likely that recyclable packaging should increase and the inclusion of difficult-to-recycle materials will reduce. This will have an impact on the composition of materials within Kent's waste streams and ultimately future disposal costs may reduce. There is also an expected interaction with the Deposit Return Scheme and the overall Simpler Recycling reforms that are discussed in more detail below.

2.14 Overall pEPR represents a significant financial opportunity for KCC and should provide substantial funding towards packaging waste management costs. However, the scheme remains in its early years and future allocations are likely to evolve as PackUK refines its methodology, introduces additional efficiency measures and responds to the wider waste policy reforms.

3. Deposit Return Scheme

What is the Deposit Return Scheme and why is it being Introduced?

3.1 The Deposit Return Scheme (DRS) is a UK-wide producer responsibility measure designed to increase the collection and recycling of drinks containers by introducing a refundable deposit on eligible containers. Consumers pay a small deposit when purchasing a drink and receive that deposit back when the empty container is returned through an approved collection point.

3.2 The primary objectives of the DRS are to:

- Increase capture rates for drinks containers.
- Improve the quality of recycled materials.
- Reduce littering.
- Reduce carbon emissions associated with virgin material production.
- Support the transition to a circular economy.
- Shift costs from taxpayers to producers and consumers of packaging.

3.2 The current planned implementation date for the UK Deposit Return Scheme is 1 October 2027 for England, Northern Ireland and Scotland. Wales is pursuing a separate approach. The period between now and implementation is focused on scheme mobilisation, infrastructure delivery, retailer preparation and producer registration.

3.3 The scheme is expected to include PET plastic drinks bottles and both steel and aluminium drinks cans. Current proposals are focused on containers between 150ml and 3 litres in volume.

3.4 The target capture rate for the DRS is 90% of in-scope containers with the deposit / return value confirmed as 20p per container.

3.5 For KCC, DRS represents one of the most significant forthcoming changes to the municipal waste system. Many of the materials captured by the scheme are currently among the most commonly recycled household waste items. These materials retain a market value and generate income through KCC's disposal and treatment contracts that is used to subsidise the disposal service as a whole. Consequently, while DRS may reduce disposal costs by diverting material from the municipal waste stream, it may also reduce income currently received from the sale and recovery of valuable recyclable materials.

Expected methodology and infrastructure

3.6 Consumers will purchase drinks and at the point of purchase will be charged an additional deposit value. Upon returning the empty container, the deposit is refunded.

3.7 Returns will be made through collection points at supermarkets and convenience retailers, through reverse vending machines (RVMs), manual take-back locations and possibly additional points at transport hubs and public buildings.

3.8 Returned containers will be separately collected and processed through dedicated DRS logistics networks rather than entering local authority waste streams. The objective is to achieve very high capture rates and produce cleaner material streams than those currently collected through household recycling systems.

3.9 Nationally, the scheme will be delivered through a producer-funded network of return points, reverse vending machines and supporting logistics infrastructure. KCC is not expected to contribute directly to infrastructure costs but will need to understand the impact of material diversion on waste contracts, waste flows and income streams.

How the national scheme is administered

3.10 The DRS will operate nationally through a centrally managed Deposit Management Organisation (DMO), which will oversee the operation of the scheme on behalf of producers and regulators. This includes managing deposits and refunds, co-ordinating the collection of containers and ensuring the scheme operates consistently across the country.

3.11 The administration model is therefore similar to pEPR in that producers fund the system, but DRS creates a physical collection network separate from local authority recycling collections and disposal.

Implications for KCC

3.12 DRS specifically targets plastic drinks bottles and metal beverage cans, which currently form a significant proportion of household recycling collected across Kent and contribute to the material processed through KCC's disposal arrangements. As the scheme becomes established, a substantial proportion of these materials are expected to be diverted from household recycling and residual waste streams into dedicated DRS collection networks. Whilst this should reduce waste disposal and treatment costs, it will also reduce the quantity of valuable recyclable materials managed through existing contracts and may therefore reduce income currently received from their onward sale and recovery.

3.13 The overall financial impact on KCC remains uncertain and will depend on actual participation rates, material capture rates and the balance between reduced disposal costs and lost income.

Interaction between DRS and pEPR

3.14 The interaction between DRS and pEPR is a further consideration. A key implication for KCC is that if large quantities of plastic bottles and drinks cans are removed through the DRS then the packaging tonnes and associated disposal costs managed by KCC will reduce. However this will also reduce the income received by KCC through the disposal contracts for these materials as well as the pEPR funding that KCC receives for managing those containers. The critical question will be whether the reduction in costs exceeds the reduction in income and funding associated with the material.

4. Emissions Trading Scheme

What is the Emissions Trading Scheme and why is it being introduced?

4.1 The Emissions Trading Scheme (ETS) is a carbon pricing mechanism designed to reduce greenhouse gas emissions by requiring organisations to pay for the carbon dioxide they emit. The principle is that activities with higher carbon emissions become more expensive over time, creating a financial incentive to reduce emissions and invest in lower-carbon alternatives.

4.2 While the UK ETS currently applies to sectors such as power generation, aviation and energy-intensive industries, both the UK and EU have been considering the inclusion of Energy from Waste (EfW) facilities because residual waste contains significant quantities of fossil-derived materials, particularly plastics. As a result, the combustion of residual waste generates substantial carbon emissions.

4.3 Whilst the UK Government has yet to confirm the final implementation arrangements, previous policy development had been based on implementation from 1 January 2028. However, on 26 August 2026 the UK ETS Authority confirmed waste incineration will not enter the scheme in 2028 and that a revised implementation timetable will be announced in due course.

4.4 The UK ETS Authority has stated that uncertainty regarding implementation has created challenges for both local authorities and industry in planning and budgeting. The Authority has therefore delayed implementation whilst continuing policy development and stakeholder engagement

4.5 It should be noted that the European Commission announced in July 2026 that it was delaying the introduction of municipal waste incineration into the EU ETS from 2028 to 2031, with liabilities phased in between 2031 and 2034. The change in implementation date was intended to give local authorities and operators additional time to prepare for the policy's introduction.

Expected methodology for calculating costs

4.6 Under an ETS regime, operators must purchase carbon allowances equivalent to the emissions generated from their facilities.

4.7 For EfW facilities, the calculation is typically based on:

- Total tonnes of residual waste processed.
- The fossil carbon content of the waste stream.
- Measured CO_2 emissions.
- The prevailing carbon allowance price.

4.8 The largest contributor to emissions is generally fossil-based plastic within residual waste. Consequently, authorities with higher residual waste volumes typically face greater ETS exposure.

4.9 KCC manages significant volumes of residual household waste through EfW facilities and will therefore be liable for these increased costs.

4.10 Whilst the eventual cost to KCC will depend on a number of factors that include the final UK ETS policy and future carbon prices. The table below provides an illustrative estimate of KCC's potential exposure under a future ETS regime based on current assumptions regarding residual waste volumes, fossil carbon content and carbon allowance prices. Following the UK ETS

Authority announcement of 26 August 2026, these figures should now be regarded as scenario modelling only rather than estimates of costs expected to arise in a specific financial year.

Residual tonnage	Estimated fossilised proportion (%)	Estimated fossilised proportion (tonnes)	Estimated carbon cost per tonne	Potential annual ETS cost exposure
400,062	45%	180,028	£75	£13,502,903

How the national scheme is administered

4.10 The UK ETS scheme operates a carbon allowance market in which regulated operators are required to monitor emissions, report emissions and surrender carbon allowances accordingly.

4.11 Should EfW facilities become fully included within the scheme, the obligation to purchase allowances would fall primarily upon facility operators. However, local authority waste disposal contracts will allow operators to recover some or all of these costs from disposal authorities. Consequently, the financial burden will ultimately transfer to councils even though they are not direct participants in the carbon market.

4.12 The introduction of carbon costs could fundamentally alter the economics of residual waste treatment. Historically, EfW has been viewed as a relatively stable disposal route. Under ETS, treating residual waste is likely to become progressively more expensive, reinforcing the importance of waste prevention and recycling across the county. Consequently, reducing residual waste and increasing recycling should be increasingly regarded as a financial mitigation strategy.

Current position

4.13 On 26 August 2026 the UK ETS Authority confirmed that waste incineration will not be brought within the scheme in 2028 as previously proposed. No replacement implementation date has yet been announced.

4.14 Whilst this removes the immediate risk of ETS-related disposal cost increases from KCC's current medium-term financial planning assumptions, the policy has not been cancelled. The Government has stated that a revised timetable and final scheme design will be published in due course.

4.15 KCC will therefore continue to monitor policy development, participate in sector discussions and maintain financial modelling to understand future exposure under a range of implementation scenarios.

5. Interaction between pEPR, DRS and ETS

5.1 These three reforms are closely interconnected and should not be considered in isolation. In summary:

pEPR → provides funding for managing packaging waste and improving recycling.

DRS → removes drinks containers from the waste stream.

ETS → increases the cost of treating remaining residual waste.

5.2 Together, these reforms fundamentally change how waste services are funded and managed. pEPR creates a new income stream linked to packaging waste, DRS removes valuable recyclable material from the municipal waste stream and ETS increases the cost of disposing of residual waste. Collectively they reinforce the financial and environmental importance of reducing residual waste and increasing recycling performance across Kent.

5.3 Whilst pEPR and DRS implementation dates are now largely established, ETS now remains the least certain of the three reforms and therefore represents the largest area of future financial uncertainty.

6. What action is KCC taking already?

6.1 Aligned with the priorities set out in the Environment Plan the Resource Management and Circular Economy team are already working collaboratively with district and borough councils though the Kent Resource Partnership and with the waste system as a whole to increase recycling, increase food waste capture and reduce overall residual waste tonnages.

6.2 Full details of the actions taken during 25/26 can be found in the Environment Plan Annual Report 2025/26 but a summary of these key actions include:

- Managing over 675,000 tonnes of household waste annually through a network of waste transfer stations, treatment facilities and Household Waste Recycling Centres
- Driving improvements in recycling and landfill diversion, with Kent's recycling, reuse and composting rate increasing to 43% and 99.6% of municipal waste diverted from landfill during 2025/26.
- Expanding reuse and circular economy initiatives, including 2 new reuse shops at HWRCs, dedicated reuse collection points at 15 sites and support for repair and reuse projects.
- Leading countywide behaviour change campaigns to increase food waste recycling, improve recycling quality and reduce contamination, resulting in an additional 5,292 tonnes of food waste being recycled during 2025/26.
- Strengthening partnership working through the Kent Resource Partnership, including the publication of the Kent Joint Municipal Waste Management Strategy 2026-2031, countywide waste composition analysis and coordinated waste enforcement activity.
- Monitoring UK ETS policy development and maintaining financial modelling of potential future carbon pricing scenarios for Energy from Waste facilities**.**
- Financial modelling, contract reviews, service planning and collaborative work with collection authorities in response to and in preparation for the waste reforms outlined.

6.3 Over the next year, KCC will continue to focus on increasing recycling performance, improving resource efficiency, expanding reuse opportunities, reducing waste crime and ensuring that Kent's waste services remain effective, compliant and financially sustainable as national waste reforms are implemented.

7. Conclusions

7.1 Additional waste reform continues to present both opportunities and risks for KCC. While pEPR provides a welcome mechanism for transferring a proportion of waste management costs from council taxpayers to packaging producers DRS creates uncertainty around future waste flows and income streams, whilst the future inclusion of Energy from Waste within the UK ETS remains a significant longer term financial risk.

7.2 The interaction between these reforms reinforces the importance of reducing residual waste, increasing recycling performance and strengthening partnership working across Kent through the Kent Resource Partnership and future LGR arrangements. Successful delivery of these objectives will help maximise the financial benefits arising from reform while mitigating future cost pressures associated with carbon pricing and changes to material markets.

7.3 KCC will continue to monitor policy developments refine its financial modelling and work with collection authorities, government and industry partners to ensure that Kent is well positioned to respond to the evolving national waste policy landscape. Members will continue to receive updates as further guidance, funding allocations and implementation arrangements are confirmed with particular reference to the now delayed ETS implementation timeline.

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8. Recommendation(s):

The Growth, Environment and Transport Cabinet Committee is asked to note and comment on the report.

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9. Contact details

Report Author: Helen Shulver Job title: Assistant Director Resource Management and Circular Economy Telephone number: 03000 417711 Email: helen.shulver@kent.gov.uk	Director: Matt Smyth Job title: Director Environment and Circular Economy Telephone number: 03000 416676 Email: matthew.smyth@kent.gov.uk

From: Jamie Henderson, Cabinet Member for Environment, Coastal Regeneration and Public Health

Simon Jones, Corporate Director, Growth, Environment and Transport

To: Growth, Environment and Transport Cabinet Committee – 9 September 2026

Subject: To commence procurement for Waste Transfer Services Contract - Folkestone & Hythe - CN260748

Key Decision Number: 26/00054

Key decision: Yes

Classification: Unrestricted

Past Pathway of report: Key Decision 25/00068 – Growth Environment and Transport Cabinet Committee – Tuesday 9th September 2025

Future Pathway of report: Cabinet Member Decision

Electoral Division: Folkestone and Hythe

Summary:
Kent County Council has a legal duty under section 45 of the Environmental Protection Act (1990), as the waste disposal authority, to dispose of the waste collected at kerbside by the waste collection authorities (the districts) within their administrative boundaries. KCC does this by accepting the waste at a site known as a waste transfer station facility.

KCC currently has a temporary arrangement with a contractor (Veolia) at Ross Way, Folkestone, to provide an interim waste transfer facility until 2028. This facility cannot accommodate all the waste streams collected at the kerbside and, therefore, cannot meet the needs of Folkestone and Hythe District Council as the waste collection authority or KCC as the waste disposal authority. A more sustainable provision is therefore required.

This update and replacement to the previous key decision 25/00068 taken in October 2025 reflects material changes in the viability and deliverability of the Junction 11 scheme that had previously been the preferred capital design, build and operate solution identified in the original options assessment.

Recommendations:
The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Environment, Coastal Regeneration and Public Health on the proposed decision as set out in Appendix A.

1. Introduction

1.1 KCC as the Waste Disposal Authority, has a statutory duty under the Environmental Protection Act 1990 to arrange for the disposal of household waste collected at kerbside by district councils.

1.2 KCC discharges this duty through a network of waste transfer stations, where waste is received, bulked and transported to final treatment or disposal facilities.

1.3 Existing infrastructure within Folkestone and Hythe is insufficient to accommodate both current and forecast future waste volumes, a situation that will be further exacerbated by planned housing growth targets within the Local Plan, including, but not exclusively, the substantial development at Otterpool Garden Town.

1.4 At present, KCC operates interim arrangements to manage approximately 40,000 tonnes of waste per annum arising from the district. The primary local facility at Ross Way, operated by Veolia, is constrained in both capacity and capability and can only accept dry mixed recycling and street cleansing arisings waste streams.

1.5 Residual (black bag) and food waste must therefore be transported out of the district to KCC's transfer station in Ashford. This fragmented arrangement is inefficient, increasing haulage distances and creating additional environmental impacts from longer journeys. Transporting waste out of the borough also adds pressure to the local road network and is vulnerable to disruption, particularly on the M20 where traffic can be affected by issues at the Port of Dover and related traffic management measures. In addition, this incurs tipping-away charges - mandatory fees paid to the collection authority to cover the cost of transporting and disposing of waste outside their administrative boundary.

1.6 The temporary contractual arrangement at Ross Way is due to expire in 2028 with no further extension permissible, meaning it cannot provide a long-term solution for the district.

1.7 Accordingly, a sustainable long-term solution is required to ensure sufficient transfer station capacity, improve operational efficiency, reduce costs and enable KCC to continue to meet its statutory obligations while supporting future growth and maintaining service resilience in Folkestone and Hythe in the longer term.

1.8 In light of these pressures KCC has previously explored the delivery of a new transfer station within the district, however, the viability of this approach has materially changed as set out in section 2 of this report.

1.9 Under Local Government Reorganisation, KCC's current waste disposal responsibilities are expected to transfer to the relevant successor authority or authorities. The procurement therefore needs to secure continuity of statutory service while retaining sufficient flexibility for future governance arrangements, service requirements and operating models to be considered by successor bodies. This is particularly relevant as Folkestone & Hythe and Ashford are expected to form part of the same future unitary authority, which may create a different operating environment from the one that exists today.

2. Changes in Deliverability

2.1 A previous Key Decision (25/00068) approved the capital funding and delivery of a KCC owned and operated waste transfer facility at Junction 11 of the M20 and committed the relevant capital funding to this.

2.2 Since the Cabinet Committee considered this matter in September 2025, there have been material changes to the viability of the Junction 11 scheme and the availability of alternative delivery options requiring a reassessment of the preferred approach.

2.3 Key changes include:

Land acquisition risks

- KCC has secured the land parcel required for the development of the waste transfer facility under an options agreement.
- During the planning process an additional strip of land (the 'northern strip') was identified as being required in order to provide an area for screening and reptile relocation, both requirements formed conditions of the planning permission granted.
- Folkestone and Hythe DC hold an options arrangement for a larger land parcel that included the northern strip and were to secure this with support from Homes England and transfer it to KCC to enable the planning conditions to be discharged.
- In order for the scheme to continue within required timescales and for planning conditions to be discharged the northern strip needed to be available to KCC by the 31st March 2026.
- The northern strip has not been secured and alternative approaches by KCC to secure the northern strip independently of the larger land parcel have also failed and therefore the planning conditions are unable to be discharged meaning the scheme cannot be delivered in its current form.

Programme and contractual risk.

- Progression to RIBA Stage 4 would trigger a requirement to purchase the main site within 6 months or risk losing the land option.
- Proceeding without certainty on the northern strip would expose KCC to significant financial risk without securing a deliverable scheme.

Market and procurement position

- At least one operational commercial facility now exists within the district with planning permission for residual and recycling waste streams (although subject to further planning variation for food waste)
- A compliant procurement route has been identified to secure transfer station services from the market.
- A direct award is not permissible; however, a competitive procurement process can be undertaken within the required timeframe.

- Minor infrastructure changes at an existing KCC facility could be made if the market is unable to deliver a commercial contractual arrangement for the disposal of food waste but this would incur additional costs and not negate the tipping away fees albeit for smaller volumes of waste.
- A contractual arrangement could provide a medium to long-term solution, depending on the length and terms of the agreement. However, it would not entirely remove future risk, as a facility may still be required in the future if access to the contracted site changes or becomes unavailable. There is also a degree of market risk, as constraints on competition could limit the ability to secure best value over time.

2.4 Collectively these changes materially increase the delivery risk associated with the Junction 11 scheme and, in contrast, demonstrate that, while not without its own risks, a procured commercial solution now represents a viable and deliverable alternative within the timeframe required.

3. Market Engagement

3.1 Market engagement has been undertaken to explore the potential for a commercially delivered transfer solution within the district.

3.2 The market engagement exercise was designed to allow the Council to test market interest, assess commercial readiness and determine whether a viable contracted service within the district boundary could be commissioned to meet future operational needs.

3.3 The market engagement commenced on 27th May 2026. This engagement has indicated that a procured service is now possible and currently represents the most viable route to securing a medium to long term provision. The decision sought at this stage is to commence a procurement process. The final route to market, procurement structure, lotting approach, pricing mechanism and commercial model will be confirmed through the Commercial Strategy and considered through the Council's commercial governance process before procurement documents are finalised.

3.4 Using the Market Engagement feedback to shape the commission, and through robust and legally compliant procurement activities, KCC will ensure that:

- The contract is structured in two lots to provide flexibility in how materials are managed. This approach allows KCC to consider different delivery options and operational arrangements, ensuring that services can be adapted to meet future requirements and changing circumstances where appropriate.
- The pricing mechanism will be developed and reviewed with Finance, Commercial and Procurement colleagues as part of the Commercial Strategy. It will seek to produce the most efficient outcome possible and considers the payload, mileage and type of material.
- Districts' tipping-away costs to the transfer station will be included in the economic evaluation (i.e. whole-life cost assessment) to ensure a full comparison of options. However, they will not form part of the contract value itself, as these costs sit outside the scope of the procured service. Instead,

any reduction in tipping-away costs is reflected indirectly in the financial modelling, where the avoided expenditure is used to inform the MTFP pressure associated with the new contract.

- Traffic movements will be assessed as part of provider proposals and planning requirements to ensure that vehicle routing is appropriate and minimises impact on local communities.
- Operational efficiency is expected to reduce unnecessary vehicle movements compared to the current split site arrangement
- There will be no guaranteed minimum tonnage, safeguarding KCC of any claims for less loads than expected.
- Seasonal fluctuations will be accounted for within the contract expectations, with a guaranteed turnaround time for vehicles, to maintain service for the district.
- The contract mandates providers to comply with all relevant environmental permitting and planning requirements.
- The inclusion of innovations and technologies to improve bulking efficiency or reduce haulage costs will be highly scored in the evaluation.
- Social value commitments from providers are included and evaluated, including initiatives that support local employment, education, and community engagement. These commitments will be monitored throughout the contract to ensure meaningful delivery.
- No waste managed under this contract will be permitted to be disposed of at landfill. All material must be managed so that it is accepted at the final disposal outlets with minimal rejections.
- The contract term will consider the life cycle and investment in vehicles and plant, local government reform and continuity of service.
- Any extension will be considered based on provider performance and value for money. It is intended that a benchmarking exercise would be conducted 18 months prior to any extension to assess ongoing competitiveness and service quality.
- The contract will include key performance indicators (KPIs) to monitor service quality, contamination management, and turnaround times. Performance against these KPIs will be reviewed regularly and published annually in accordance with the Procurement Act 2023.
- There will be no change to kerbside collections, as services provided to residents by the Waste Collection Authority will remain unchanged.
- Local Government Reorganisation has been considered, and contract clauses will be inserted into the contract to address the potential novation of the contract to Unitary Authorities.

4. Options

4.1 In light of the changes set out in section 2 the following options have been reviewed to identify a deliverable and compliant medium to long-term solution for waste transfer services in Folkestone and Hythe.

4.2 **Option 1 Do nothing / continue current arrangements** – (discarded).

This option would retain or extend the current interim arrangements at Ross Way and Ashford without securing a long-term solution. This is not viable because:

- Existing facilities are already operating under capacity constraints and present operational inefficiencies. Continued reliance on the infrastructure at Ashford, particularly to accommodate waste from multiple boroughs, introduces a risk that available capacity could be exceeded, a pressure likely to be exacerbated by planned growth in the Ashford area alone.
- The Ross Way site is subject to time limited contractual arrangements that end in January 2028 and cannot be extended. Significant capital improvements would be required at the site to renew the aging infrastructure to remain safe, legal and compliant should any future contractual arrangement even be considered.
- Failure to act would result in inability to meet statutory duties under the Environmental Protection Act 1990

4.3 **Options 2 and 3 Extend the developer contribution collection periods to 2045 (option 2) or 2040 (option 3) to close funding gap to develop the J11 scheme (discarded)**

These options relate to the previously approved Junction 11 scheme under Key Decision 25/0068 with the only differing factor the timescale for recovery of the forward funded developer contributions. As set out in section 2, this option is no longer considered deliverable because:

- it is dependent on acquisition of additional land which has not been secured.
- without this land, the scheme cannot satisfy planning conditions.
- progression would introduce additional cost exposure and risk through RIBA Stage 4 and potential land purchase triggers.
- the scheme cannot now be delivered within the required timeframe ahead of January 2028.

4.4 More broadly development of any new alternative local authority owned facility would require significant capital investment, including the acquisition of a suitably located site of sufficient size with appropriate land use permissions, as well as planning approval and environmental permitting. Multiple land reviews were undertaken prior to identifying Junction 11 as the preferred site, including collaboration with district partners, but all potential sites were either unavailable, sold for development, or unable to secure planning consent. This demonstrates that viable land options have been comprehensively exhausted This and the timescales associated with securing an additional site including relevant approvals, combined with construction and mobilisation, mean that this option could not be delivered before the expiry of current arrangements in January 2028.

These factors mean this option is no longer considered deliverable within the required timeframe.

4.5 **Option 4 - Change to a design, build, finance, operate model** (discarded).

This option would require a long-term contractual arrangement with a private sector organisation who would be responsible for designing, constructing, financing and operating a facility or service on behalf of KCC. This is not viable because:

- An alternative site would need to be identified and secured given the planning restrictions relating to the Junction 11 site as identified above
- the project in its current form is too developed and any private sector organisation would want to be involved much earlier in the design process

- Both of these factors mean that this option is not considered deliverable within the required timeframe.

4.6 **Option 5 – Commence procurement of a commercial waste transfer service with a suitably qualified provider to receive, bulk and haul Folkestone and Hythe's waste to designated disposal locations** (recommended).

This option involves undertaking a compliant procurement process to appoint a suitably qualified provider to receive, bulk and haul waste arising from Folkestone and Hythe. This option is considered the most viable because it:

- provides a deliverable solution within the required timeframe ahead of January 2028.
- enables a competitive procurement process, supporting value for money and compliance with procurement legislation, although there remains a risk that limited market capacity could constrain competition.
- offers flexibility to structure services across different waste streams, however, current market engagement indicates that not all providers are able to accept food waste which may require alternative arrangements.
- supports operational efficiency and improved service resilience.
- avoids the delivery risks associated with land acquisition and capital development.
- Enables the contract term to balance market attractiveness, investment recovery and the need for flexibility in light of Local Government Reorganisation.

4.7 In summary this is the recommended option. However, this option does not remove all longer-term risks. In particular, the limited availability of food waste treatment solutions and potential market constraints mean that a separate facility or alternative provision may still be required in the future.

5. Issues, Options and Analysis of Options

5.1 KCC is required to secure a long-term, compliant waste transfer solution for Folkestone and Hythe ahead of the expiry of current arrangements in January 2028. Failure to do so would present significant risks to service continuity and statutory compliance.

5.2 As set out in Sections 2 and 4, previously considered options have been reassessed in light of changes to deliverability, particularly the constraints associated with the Junction 11 scheme. This has resulted in a narrowing of viable options to a single deliverable solution through procurement.

5.3 If approval to proceed with procurement is not granted at this stage, the Council may be unable to secure a compliant long-term solution within the required timeframe. This would increase the risk of:

- Service failure, where sufficient transfer capacity is not available to manage kerbside waste collected.
- Increased financial pressure, arising from reliance on short-term or interim arrangements, which are typically higher cost.
- Operational inefficiencies, including longer haulage distances and negative impacts on Waste Collection Authority collection rounds.
- Inability to meet statutory duties under the Environmental Protection Act 1990; and
- Reputational risk, associated with disruption to a critical frontline service.

5.4 In contrast, proceeding with a competitive procurement process enables the Council to:

- secure a deliverable and compliant medium to long-term solution noting that food waste may or may not be included due to planning constraints and may require a further alternative approach.
- ensure consideration of best value for money through market competition.
- introduce clear performance and service standards through contractual arrangements.
- provide operational flexibility, including the ability to manage different waste streams; and
- maintain service continuity beyond January 2028.

5.5 Based on this analysis, procurement of a commercial waste transfer service represents the most robust and deliverable option, balancing cost, risk and operational requirements.

6. Risks of the Recommended Option

.6.1 The commissioning of a new contract for transfer services carries several risks, due to geographical requirements and available infrastructure. While a competitive process will be undertaken there remains a risk that market capacity and competition may be constrained which could impact pricing and overall value for money. In addition, inflationary pressures within the haulage and bulking industry exist as a result of global unrest and remain a key concern in managing budgetary expectations. These factors could affect competition, pricing and the financial viability of the final contract.

6.2 Market engagement has identified factors that could influence the final service delivery model. As procurement progresses, consideration may need to be given to alternative arrangements and any associated infrastructure requirements to ensure the statutory service obligations can be achieved.

6.3 Existing waste management infrastructure within and beyond the local area is already subject to capacity pressures. Ongoing reliance on third-party facilities, particularly where these serve multiple authority areas or commercial interests, introduces a risk that capacity constraints could tighten further, especially in light of planned growth and increased waste arisings. This could affect both service resilience and long-term availability of outlets.

6.4 Providers must meet stringent environmental permitting and planning requirements, and the Council must ensure that all operations remain compliant with relevant legislation, presenting an ongoing compliance risk. In addition, contamination within waste streams continues to be a persistent challenge, particularly where receiving facilities impose strict acceptance criteria, potentially leading to rejected loads or additional costs.

6.5 Local Government Reorganisation (LGR) introduces a degree of strategic uncertainty and will require careful consideration of the emerging governance arrangements and decision-making processes associated with the transition. The contract award is currently anticipated in June/July 2027 and therefore the power to award the final contract may not rest with KCC irrespective of the delegations set out in this paper and any subsequent key decision. This decision is likely to require specific consent from the shadow unitary executives under the Section 24 Directions. KCC's priority remains the continuity of statutory services throughout the reorganisation period. Any procurement activity, contract award, or subsequent contractual arrangements will therefore need to have due regard to the changed governance requirements, approvals framework and organisational changes arising from LGR and therefore engagement with this will be applied at the earliest opportunity.

6.6 Whilst future service arrangements under LGR remain uncertain, delaying procurement would create a material risk to statutory service continuity given existing contractual arrangements expire in January 2028. There is a strategic risk that procurement activity could commence but not ultimately receive the necessary approvals from shadow or successor authorities.

6.7 These risks can be mostly mitigated through a robust procurement process, careful contract design (including flexibility where appropriate), proactive contract performance management and early engagements with emerging LGR governance arrangements.

7. Consultation

7.1 A market engagement questionnaire was posted to the Kent Business Portal with responses received on the 18th June 2026. Response levels were modest but provided sufficient insight to inform the proposed commissioning approach.

7.2 The engagement exercise sought information and clarity on a range of subjects including location, facility type and capacity, delivery constraints, contract term, lotting, changes in legislation, innovation, environmental impact, social value and price, all of which has shaped the recommendation, specification and proposed route to market.

7.3 Key learning from the market engagement has been considered in the procurement documentation and is listed in section 3.

7.4 The commissioning approach will be subject to internal governance and assurance processes and the Commercial and Procurement Oversight Board is due to convene on 16th September 2026 to consider the final commercial strategy.

8. Financial Implications

8.1 Costs and funding for Option 2 were previously approved through Key Decision 25/00068 with a total lifetime cost of the scheme estimated at £41,488,736[1].

8.2 Based on current modelling the now recommended option 5 contract procurement approach has a total lifetime cost of £44,237,173[2].

8.3 The procurement option results in higher ongoing annual revenue costs compared to a Council-owned facility. However, this reflects the shift from a capital delivery model to a fully revenue-funded service, removing the requirement for significant upfront capital investment and associated delivery risks. Given that the risks associated with delivering the Junction 11 scheme have increased, the financial comparison must be considered in the context of risk, certainty and deliverability, rather than cost alone.

8.4 Should the Junction 11 scheme not proceed, approximately £722k of previously incurred development costs will become abortive. These costs have already been incurred as part of the development process and represent a sunk cost. Avoiding further escalation of this exposure is a key consideration in the recommended approach.

8.5 Ceasing the progression of the Junction 11 scheme would save the capital investment and associated interest on capital borrowing but also risks the ability to fully utilise the developer contributions ringfenced for the scheme. There is a potential requirement to return up to £1.5m of banked CIL contributions if an alternative compliant use cannot be identified. Work is ongoing to explore mitigation options to minimise this risk.

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[1] The costs presented in both 1 and 2 above are presented over a 25-year period solely to enable a like-for-like comparison of the long-term costs associated with the two options; they do not imply that a 25-year contract term is being proposed. The costs for Option 5 are based on market intelligence and therefore are subject to change through the formal procurement process.

8.6 Proceeding with contract procurement will save the capital costs but will likely incur an increased annual operational revenue cost placing a pressure on the revenue budget. Annual operational costs have been calculated using the market engagement activity but are not confirmed until procurement is complete and there is a risk they could rise further during this process.

8.7 Additionally, the proposed procurement route may require an estimated £250,000 investment in infrastructure upgrades if food waste is excluded from the contractual arrangement. These upgrades are proposed at an alternative existing KCC site to enable food waste to be transported there and will attract tipping away charges albeit at a lower rate than currently due to the smaller volumes. It is intended that this cost will be met in full from the waste reserve, thereby avoiding any direct impact on the Council's revenue budget.

8.8 If the recommended action to commence procurement and award a contract to a suitably qualified provider to receive, bulk and haul Folkestone and Hythe's waste proceeds, then it is likely that overall annual revenue costs will exceed currently forecast operating costs of a KCC owned facility.

8.9 In summary, while the procurement option results in a higher ongoing annual revenue cost compared to a Council owned facility, it represents the only deliverable option within the required timeframe and avoids significant upfront capital investment.

9. Legal implications

9.1 A competitive procurement process will be carried out under the Procurement Act 2023, which meets the obligations on transparency, fair treatment and best value.

9.2 The Council's standard terms and conditions will be utilised, and legal advice will be sought where required.

9.3 A key function of the Waste Disposal Authority operating under the Environmental Protection Act 1990, Section 51 states that it shall be the duty of each Waste Disposal Authority to arrange:

a) for the disposal of the controlled waste collected in its area by the Waste Collection Authorities.
b) for places to be provided at which persons resident in its area may deposit their household waste and for the disposal of waste so deposited.

9.4 The contract will include provisions to ensure compliance with environmental permitting, planning requirements and future Local Government Reorganisation arrangements including novation clauses to the successor authority or authorities as required

10. Equalities implications

10.1 The Equality Impact Assessment undertaken concluded that no protected characteristics will be impacted upon negatively as a result of this contract award.

10.2 The contract relates to a business-to-business service and does not directly affect residents' access to services. Customer services are conducted at the kerbside by the Waste Collection Authority or at the Household Waste Recycling Centres.

11. Other Corporate implications

11.1 A Data Protection Impact Assessment (DPIA) screening was undertaken, and it concluded that due to the fact that no personal data is handled or stored, (employee or service user), no further assessment is required.

11.2 Environmental Impact - Recent guidance from Kent County Council's Sustainable Procurement Toolkit has emphasised the importance of embedding environmental quality into waste service contracts.

11.3 The Toolkit outlines a framework for considering interconnected environmental topics—such as air quality, energy use, water management, and flood risk—within procurement specifications. It also encourages the use of targeted Key Performance Indicators (KPIs) to monitor environmental outcomes and community wellbeing.

12. Governance

12.1 The Director of Environment and Circular Economy will inherit the main delegations via the Officer Scheme of Delegation due to the potential financial value of this contract. Notwithstanding the LGR implications outlined in 6.5 above.

13. Conclusions

13.1 The Council is required to secure a sustainable, compliant and deliverable waste transfer solution for Folkestone and Hythe ahead of the expiry of existing arrangements in January 2028.

13.2 The previously approved Junction 11 scheme is no longer considered deliverable due to unresolved land acquisition constraints and increased programme risk, which prevent the scheme from being completed within the required timeframe.

13.3 A procurement-led approach now represents the most viable and robust option, providing a deliverable solution that ensures compliance with statutory duties, supports service continuity, and enables value for money principles to be achieved through market competition.

13.4 Proceeding with procurement will enable the Council to secure a modern, efficient and resilient transfer service, capable of accommodating future growth and maintaining operational performance for residents and the Waste Collection Authority.

14. Recommendations

The Growth, Environment and Transport Cabinet Committee is asked to **CONSIDER** and **ENDORSE** or make **RECOMMENDATIONS** to the Cabinet Member for Environment, Coastal Regeneration and Public Health on the proposed decision as set out in Appendix A.

15. Background Documents

- Proposed Record of Decision – Appendix A
- Equality Impact Assessment – Appendix B

16. Contact details

Report Author: Helen Shulver
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Director for Environment and Circular Economy
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Email: matthew.smyth@kent.gov.uk

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KENT COUNTY COUNCIL – PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:	DECISION NUMBER:
Jamie Henderson, Cabinet Member for Environment, Coastal Regeneration and Public Health	26/00054

Executive Decision – key

26/00054 - Procurement for Waste Transfer Services Contract - Folkestone & Hythe - CN260748

Decision:
As Cabinet Member for Environment, Coastal Regeneration and Public Health, I agree to

CEASE activity related to key decision 25/00068 and halt the continuation of development of the Junction 11 waste transfer station scheme

APPROVE the procurement and award of a Transfer Services contract to secure a commercial waste transfer solution through a compliant competitive process.

DELEGATE authority to the Director of Environment and Circular Economy to undertake all relevant actions to facilitate the procurement process.

DELEGATE authority to the Director of Environment and Circular Economy in consultation with the Cabinet Member for Environment, Coastal Regeneration and Public Health, to take relevant actions, including but not limited to, awarding, finalising the terms of and entering into the relevant contracts or other legal agreements, as necessary, to implement the decision: and

DELEGATE authority to the Director of Environment and Circular Economy, in consultation with the Cabinet Member for Environment, to award extensions of the contract in accordance with the relevant clauses within the contract.

Reasons for decision:
KCC needs to secure a compliant, deliverable waste transfer solution for Folkestone and Hythe before the current temporary arrangements expire in January 2028.

The previously approved Junction 11 scheme is no longer considered deliverable because of unresolved land acquisition issues, planning conditions that cannot be discharged, increased programme and financial risk, and the likelihood that it cannot be delivered in time. Current arrangements are also insufficient and cannot provide a long-term solution.

The recommended decision is therefore to proceed with a competitive procurement for a commercial waste transfer service, as this is now considered the most viable way to maintain service continuity, meet KCC's statutory waste disposal duties, reduce delivery risk, and secure a medium to long-term solution within the required timeframe.

Financial implications:
The previous and current option have been assessed against cost, risk, deliverability and the need to secure a waste transfer solution before the current temporary arrangements end in January 2028.

Continuing with the Junction 11 scheme would require significant further capital investment and carries increased land, planning, cost and timescale risks. If the scheme stops, around £722k already spent would become abortive, with a further potential risk that up to £1.5m of CIL funding may need to be returned if an alternative use is not agreed.

The preferred procurement option is expected to cost more each year than operating a Council-owned facility but avoids further capital exposure on Junction 11 and offers the most realistic route to securing a compliant service in time. The contract is currently estimated at around £12.1m over a possible seven-year period, with a forecast annual budget of £1.729m for 2027/28. Final costs will be confirmed through procurement.

A further estimated £250k may be needed for infrastructure works at an existing KCC site if food waste is managed outside the contract. This would be funded from the waste reserve, avoiding a direct pressure on the revenue budget.

Legal implications:
KCC, as the Waste Disposal Authority, has a statutory duty under Section 51 of the Environmental Protection Act 1990 to arrange for the disposal of controlled waste collected in its area and to provide places where residents may deposit household waste for disposal.

Equalities implications:
The Equality Impact Assessment undertaken concluded that no protected characteristics will be impacted upon negatively as a result of this contract award.

Data Protection implications:
A Data Protection Impact Assessment (DPIA) screening was undertaken, and it concluded that due to the fact that no personal data is handled or stored, (employee or service user), no further assessment is required.

Cabinet Committee recommendations and other consultation:
This version of the PROD is included in the agenda pack for committee members to review ahead of the meeting.

Any alternatives considered and rejected:

Do nothing / continue current arrangements

- Current arrangements are not viable as existing sites face capacity and operational constraints, Ross Way cannot be extended beyond January 2028 without significant investment, and failure to act would risk KCC's ability to meet its statutory waste disposal duties**.**

Extend the developer contribution collection periods to 2045 or to 2040 to close funding gap to develop the J11 scheme

- This option is not deliverable because the additional land required has not been secured, planning conditions cannot be satisfied without it, and further progress would increase cost and delivery risk without meeting the January 2028 deadline.
- A new local authority-owned facility is not deliverable within the required timeframe because suitable alternative sites have been exhausted and securing land, permissions, construction and mobilisation would take too long.

Change to a design, build, finance, operate model (discarded).

- A design, build, finance and operate model is not considered deliverable because an alternative site would still need to be secured, the project is already too developed for early private sector input, and this would delay delivery beyond the required timeframe.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

……………………………………………..   ………………………………………………

Signed   Date

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EQIA Submission – ID Number
Section A

EQIA Title
Commissioning of Transfer Services for Folkestone and Hythe

Responsible Officer
Kay Groves - GT ECE

Approved by (Note: approval of this EqIA must be completed within the EqIA App)
Helen Shulver - GT ECE

Type of Activity

Service Change
No
Service Redesign
No
Project/Programme
No
Commissioning/Procurement
Commissioning/Procurement
Strategy/Policy
No
Details of other Service Activity
No

Accountability and Responsibility

Directorate
Growth Environment and Transport
Responsible Service
RMCE - Service Delivery
Responsible Head of Service
Helen Shulver - GT ECE
Responsible Director
Matthew Smyth - GT ECE

Aims and Objectives

Kent County Council is seeking to commission a contract for transfer services, which includes the receipt, bulking and haulage of 40,000 tonnes of waste collected at kerbside by Folkestone & Hythe.

As the Waste Disposal Authority (WDA), the provision of such waste processing services is a statutory obligation under the Environmental Protection Act (1990).

Aims and Objectives:

No later than the 1st January 2028, Kent County Council will:

- Provide a transfer service by contracting with a Provider to manage waste streams collected at kerbside

Beneficiaries:

This EQIA supports the commission and its intended beneficiaries, being Folkestone & Hythe District council as the Waste Collection Authority (WCA), and ultimately the residents of Folkestone & Hythe.

As the WDA, KCC is responsible for ensuring that all waste collected in Kent is disposed of correctly, in the most financially efficient way. The disposal of this waste is a back-office procedure, with all customer-facing elements of this process the responsibility of the WCA.

Outcome of Analysis - No impact, either positively or negatively, on protected characteristics for residents - no change.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

No

Is there national evidence/data that you can use?

No

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

A market engagement questionnaire has gone out to potential Providers asking for their feedback on the service scope
internal staff members
commissioning colleagues

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

No

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

No

Staff

Staff/Volunteers

Residents/Communities/Citizens

No

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

No

Details of Positive Impacts

Not Applicable

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No

Details of negative impacts for Age

Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable

25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer’s responsibilities
Are there negative impacts for Carer’s responsibilities
No
Negative impacts for Carer’s responsibilities
Not Applicable
Mitigating actions for Carer’s responsibilities
Not Applicable
Responsible Officer for Carer’s responsibilities
Not Applicable

From: *Jamie Henderson, Cabinet Member for Environment, Coastal Regeneration and Public Health*

Simon Jones, Corporate Director for Growth Environment and Transport

To: *Growth Environment and Transport Cabinet Committee – 9th September 2026*

Subject: *Kent Environment Plan Annual Report 2025-26*

Classification: *Unrestricted*

Past Pathway of report: *Environment Plan CPMG 11th August 2026*

Future Pathway of report: *Publication online*

Electoral Division: *County-wide*

Summary: In 2025, Kent County Council published the Environment Plan which outlined the authority's commitment to protecting and enhancing Kent's unique and diverse environment, ensuring sustainable economic and social growth, and improving the health and wellbeing of our residents. The plan established six environmental goals to be embedded into our business, whilst enabling and inspiring all parts of our community to work together to deliver environmental step change.

The Plan committed to an annual report, setting out what had been achieved against these six goals during the 12 month period. This is the first annual report, covering April 2025 to March 2026. The report also details the environmental work priorities for the year ahead.

This report to Cabinet Committee also notes some changes to be made to the published Environment Plan to align it with the authority's 2026 Energy Efficiency Plan.

Recommendation(s):

The Growth Environment and Transport Cabinet Committee is asked to NOTE the annual report and the priorities for the current year.

The Growth Environment and Transport Cabinet Committee is asked to NOTE the changes to be made to the published Environment Plan.

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1. Introduction

1.1 The 2025 Environment Plan outlines Kent County Council's commitment to protecting and enhancing Kent's unique and diverse environment, ensuring sustainable economic and social growth, and improving the health and wellbeing of our residents. The plan established six environmental goals to be embedded into our business, whilst enabling and inspiring all parts of our community to work together to deliver environmental step change.

- **Goal 1: Deliver green energy and reduce carbon emissions** - Enable the delivery of green energy infrastructure in the county, reduce greenhouse gas emissions across KCC's estate and operations and collaborate with partners to achieve countywide net zero emissions.

- **Goal 2: Adapt to our changing climate** - Assess the risks and impacts of climate change and reduce the impact on our residents by adapting to Kent's future climate and more frequent severe weather.

- **Goal 3: Reduce flood risk and manage water resources effectively** - Mitigate flood risk and contribute to improving community flood resilience, sustainable drainage and water efficiency across the county.

- **Goal 4: Protect and improve the natural and built environment** - Drive nature protection and recovery across the county, reduce air pollution, ensure that our habitats are abundant with wildlife and plants and drive environmentally sustainable development.

- **Goal 5: Manage resources through a circular economy** - Manage materials more efficiently by minimising waste and reusing and recycling materials, enabling the development of a circular economy in Kent.

- **Goal 6: Conserve and promote Kent's natural beauty and heritage** - Ensure that Kent's historical environment is sustained for future generations and promote public engagement with our unique countryside and natural beauty.

1.2 The Environment Plan goals are supported by improved and considered decision-making, commissioning and education and delivered via partnership, green investment, strategic planning, KCC buildings and assets and social value.

1.3 The Plan committed to an annual report, setting out what had been achieved against these six goals during the 12 month period. This is the first annual report, covering April 2025 to March 2026. The report also details the environmental work priorities for the year ahead. The annual report can be found in Appendix 1.

2. Delivery of the Environment Plan

2.1 The delivery of the Environment Plan is the responsibility of the whole authority and every service has an important role to play in this. Actions across the authority include the installation of infrastructure to reduce energy and water use, planning for the delivery of services so they are not hampered by a changing climate, changing land management to increase the availability of wildlife-friendly habitats, reducing the level of waste to landfill across our estate and advocating the value of the natural environment for well-being.

2.2 Such action requires the support, advice and expertise provided by the services of the Environment and Circular Economy division in Growth, Environment and Transport, who also act as delivery leads for the goals.

2.3 Additional support is provided by a network of individuals throughout the authority, which include Sustainability Leads and Environmental Champions. Senior Officer input and oversight is provided by the KCC Environment Board.

2.4 The Environment Plan delivery is the responsibility of the Cabinet Member for Environment, Coastal Regeneration and Public Health and falls under the Growth, Environment and Transport Cabinet Committee. The Kent County Council Environment Plan Cross Party Members Group provides additional strategic, political and local insight into the delivery of key services and initiatives working towards the plan's six goals.

2.5 The Environment Plan also requires county-wide, strategic attention and collaborative working with partners external to the authority. Much of the work delivered for the county is underpinned by long-established partnerships. There are also two strategic groups – the Kent and Medway Environment Group (officer-led) and the Kent and Medway Environment Members Board (member-led).

2.6 Chapter 2 of the report provides specific detail on the roles of key KCC services in delivering the six Environment Plan goals, and the county-wide partnerships offering broader support of these.

3. Delivery against the Environment Plan goals in 2025/26

3.1 The report presents the full breadth of achievements in 20205/26 – see chapter three. Highlights include:

- LED lighting upgrades in two KCC-owned buildings, saving £20,000 per year.
- 1.02 million kWh of solar energy generated from panels on KCC buildings – enough to bring over 5.1 million full kettles to the boil.
- Secured £170k in funding from the EU Pathways2Resilience project to develop improved planning for the county's future water resilience in a changing climate.
- Severe Weather Impact Monitoring System (SWIMS) brought in-house, saving the county council £9,000 per year.
- £4.5 million from the government's Local Nutrient Mitigation Fund grant invested to offset nutrient neutrality impacts of new housing and development in the Stodmarsh Catchment and unlock stalled housing in the area
- Improved over three kilometres of ditches across the county, to improve water flow and connectivity with main rivers and to improve drainage and reducing flood risk to highways and properties.
- The Local Nature Recovery Strategy was published in November 2025, the 18th to be published of total 48 strategies being developed nationally. The Strategy, which sets the priorities for nature recovery and frames these spatially in county-wide maps, was developed with input from over 1,000

people representing a board range of stakeholders, delivery partners and interested parties.

- Plan Bee surveys discovered England's rarest bumblebee, the Shrill-carder, on KCC managed roadside verges. At our country parks we found three other rare bumblebees – the Brown-banded Carder, Red-shanked Carder and Ruderal.
- Managed the disposal of 675,077 tonnes of waste collected across Kent at Household Waste Recycling Centres and by the Waste Collection Authorities, with only 0.36% of waste sent to landfill and 41.5% of waste recycled, composted and reused.
- Launched a new food waste recycling campaign across Kent leading to an additional 5,292 tonnes of food waste being recycled and , increasing volumes on average by 18.1% compared to the previous period.
- Promotion of the King Charles III England Coast Path South East section, including 10 inclusive presenter-led short films visually showcasing the accessibility of the routes.
- Two new Changing Places, at Trosley and Brockhill Country parks.
- Major restoration completed at Meopham Windmill.
- 3,000 hours of community archaeology volunteering over the past year.

3.2 The report also includes measures of success in the form of key performance indicators – see table overleaf.

3.3 The indicators demonstrate the reliance of some of our environmental ambitions on external funding and the impact that loss of grants can have. Kent Plan Tree has seen a notable decline in tree planting in 2025/26 due to the end of the Local Authority Treescape Fund, Urban Tree Challenge Fund and a reduction in Tree Council grants, which have previously supported tree establishment within the county. Despite this slowing of planting, Kent Plan Tree has delivered 388,055 trees since 2021/22, with over £1 million of external funding secured to enable this. The team continue to seek new funding opportunities and have maximised available income from the remaining external grants in 2025/26 to continue this success.

3.4 The reduction in Explore Kent's digital reach in 2025/26 is primarily attributable to a decrease in recorded website users following the introduction of cookie consent measures, which reduced the number of users captured through website analytics. Despite this, visits to Explore Kent's social media channels saw a 154% increase. This social media growth reflects increased focus on expanding and engaging Explore Kent's digital audience, helping to connect more people with Kent's outdoor spaces, events and opportunities to enjoy the natural environment.

Goal	Key performance indicator	2024/25	2025/26
1 - Deliver green energy and reduce carbon emissions	Greenhouse Gas emissions (KCC estate/services and traded companies)	10,388 tonnes	9,227 tonnes
2 - Adapt to our changing climate	Number of climate change risks assessments completed	Not measured – new KPI for 2025	8
3 - Reduce flood risk and manage water resources effectively	Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (flood & water management)	92%	92%
4 - Protect and improve the natural and built environment	Percentage of local planning authority requests for advice from the Ecological Advice Service responded to within 21 days	Not measured – new KPI for 2026	
	Number of trees planted	149,945	11,942
5 - Manage resources through a circular economy	Municipal waste recycled, re-used and composted	42%	43%
	Municipal waste diverted from landfill	99.2%	99.6%
	Percentage of waste recycled, reused and composted at Household Waste Recycling Centres	49%	53%
	Mystery Shopping at Household Waste Recycling Centre Services	97%	97%
	Customer satisfaction with Household Waste Recycling Centres	97%	96%
6 - Conserve and promote Kent's natural beauty and heritage	Annual visits across KCC country parks	1.16 million	1.18 million
	Explore Kent digital reach	197,800 users	126,800 users
	Percentage of local planning authority requests for advice from the Heritage Service responded to within 21 days	Not measured – new KPI for 2026	

3.5 In addition to specific action against the six goals, work was also undertaken to support embedding the environment into how KCC delivers its functions. This included:

- Development of an Environmental Impact Assessment tool, piloted across a range of different KCC services. Work is currently underway to refine and finalise the assessment approach.
- Development of a Sustainability Toolkit, that integrates environmental considerations throughout the commissioning cycle, including among commissioners, procurement specialists, and contract managers.
- Strengthening the articulation of environmental requirements within high-profile procurement specifications, ensuring suppliers are given clear expectations regarding environmental performance and outcomes.
- Continued efforts to increase environmental awareness, understanding and capability across the organisation and wider county through a coordinated programme of governance, communications, engagement and training activity.
- Successful ISO 140001 recertification.

4. Priorities for Environment Plan delivery in 2026-27

4.1 The report presents a number of priorities to be taken forward across 2026/27 – these can be found in chapter 5. Examples of work for the year ahead include:

- Create a detailed Solar Strategy for the KCC estate, including funding options and ways to integrate community energy models.
- Commence development of a Kent and Medway Adaptation Framework to inform and align climate resilience across Kent and Medway.
- Draft the Kent 25-year Water Strategy and undertake a public consultation, prior to adoption in early 2027/28.
- Commence work to develop an action plan for the recovery of grassland habitats across Kent.
- Prepare Kent's waste services for major legislative changes, including Simpler Recycling, the Deposit Return Scheme and the UK Emissions Trading Scheme, ensuring services remain effective, compliant and financially sustainable.
- Expand and strengthen health and nature interventions to meet growing demand, with a particular focus on the Marmot Coastal Region. Evaluation of the 23 currently funded interventions will be completed by December 2026.
- Establish the country parks as recognised gateways to the North Downs & Woods National Nature Reserve, the Kent Downs National Landscape and the proposed UNESCO Global Geopark. Promote access and learning of the habitats and landscapes.
- Deliver the community archaeology and heritage interpretation activities for the Whose Hoo landscape partnership NLHF project, with partners.
- Implement the Environmental Impact Assessment process, to strengthen consideration of the environment role in KCC decision-making.
- Implement the refined processes to strengthen consideration of the environment role in KCC commissioning.

- Introduce a training plan promote understanding of KCC Environment Plan.
- Continue to promote sustainable behaviours and raise environmental awareness through targeted campaigns, engagement activities and partnership working.
- Develop a green finance strategy to secure investment for our environmental actions.

5. Changes to the Environment Plan

5.1 The Energy Efficiency Plan (2026) moves the focus from achieving net zero to improving energy efficiency across our buildings, fleet and operations, in order to deliver financial savings and reduce emissions. It is therefore necessary to amend some elements of the published Environment Plan[1], to bring it in line with the Council's new policy position.

5.2 The following changes will be made:

Section	Original	Amended
Goal 1	Deliver green energy and reduce carbon emissions.	Deliver energy efficiency and savings.
What we will do (goal 1)	Enable the delivery of green energy infrastructure in the county, reduce greenhouse gas emissions across KCC's estate and operations and collaborate with partners to achieve countywide net zero emissions.	Improve the energy efficiency of our buildings, fleet and operations, enable the delivery of green energy, reduce emissions and work collaboratively with partners on place-based energy projects.
Environmental outcomes	Achieving net zero greenhouse gas emissions, significantly reducing the county's carbon footprint and improving air quality.	Changes in our energy consumption, supply and emissions that deliver improvements in our estate's efficiency, performance and resilience and contribute to air quality improvements.
	Facilitating green energy infrastructure, promoting the use of renewable energy sources and reducing reliance on fossil fuels.	
Growth outcomes	Investing in green energy and climate-resilient infrastructure, creating jobs in the county, stimulating economic growth.	Investing in energy efficiency, green energy sources and climate-resilient infrastructure, creating jobs in the county, stimulating economic growth.
	Successfully implementing green energy strategies, positioning KCC as a sustainability leader and attracting recognition and investment in future projects.	Successfully implementing energy plans and strategies that position KCC as a sustainability leader and attract recognition and investment in future projects

[1] Kent County Council Environment Plan 2025

5.3 These changes are made under the provisions included in key decision 24/00094 - Adoption of the Kent County Council Environment Plan , which delegates authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Environment to refresh and/or make revisions to the Strategy as appropriate during the lifetime of the strategy.

6. Financial Implications

6.1 Staff time will be the main resource required to for delivery of the priorities outlined in section 4.1 and will be undertaken by base funded staff from all services involved. Any revenue spend, will be found within existing budgets or from external grants – work does not place any new or unfunded spending burdens on the authority.

6.2 The amendments to the Environment Plan have no financial implications.

7. Legal implications

7.1 There are no legal or LGR implications of the work priorities for 2026/27 nor the amendments to the Environment Plan.

8. Equalities implications

8.1 An Equality Impact Assessment (EqIA) was completed and published at the time of the Environment Plans adoption. The amendments to the Environment Plan do not require any changes to be made to the assessment. The original assessment can be viewed at Environment Plan EqIA.

9. Data Protection and other corporate implications

9.1 There are no data or other corporate implications of the work priorities for 2026/27 nor the amendments to the Environment Plan.

10. Governance

10.1 The Environment Plan Cross Party Members Group will continue to provide strategic, political and local insight to the Environment Plan. The Environment Board will continue to provide the senior officer input and oversight of the Plan's delivery.

10.2 A second annual report will be provided to the cabinet committee in September 2027.

11. Conclusions

11.1 The annual report demonstrates the breadth of achievements across the Environment Plan's six goals since its publication in 2025, and the importance of the environment services within the Growth, Environment and Transport Directorate in enabling their delivery.

11.2 The report shows that delivery against our environmental goals also delivers financial savings and generates income for the authority.

11.3 Whilst progress has been made, there is a reliance on the buy-in and support of all services across the authority if real gains are to be achieved. And security of grants and external funding does pose a risk to future delivery – the development of a green finance strategy over the coming year will aim to address this risk.

11.4 Changes need to be made to the published Environment Plan to align it to the 2026 KCC Energy Efficiency Plan. However, these amendments do not pose fundamental changes to the goals and intended outcomes of the Plan.

Recommendation(s):

The Growth Environment and Transport Cabinet Committee is asked to NOTE the annual report and the priorities for the current year.

The Growth Environment and Transport Cabinet Committee is asked to NOTE the changes to be made to the published Environment Plan.

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12. Background Documents

12.1 The published Environment Plan can be found online at https://www.kent.gov.uk/__data/assets/pdf_file/0006/214944/Environment-Plan.pdf

13. Appendices

The full Environment Plan Annual Report 2025/26 is appended.

14. Contact details *(please insert details below)*

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Kent County Council

Environment Plan 2025

Annual report 2025-2026 (draft)

greenerkent

Kent County Council
kent.gov.uk

Executive summary

<to be completed prior to publication>

1. Kent County Council's Environment Plan

The 2025 Environment Plan outlines Kent County Council's commitment to protecting and enhancing Kent's unique and diverse environment, ensuring sustainable economic and social growth, and improving the health and wellbeing of our residents.

The plan established six environmental goals to be embedded into our business, whilst enabling and inspiring all parts of our community to work together to deliver environmental step change.

Goal	What we set out to do in 2025
Goal 1: Deliver green energy and reduce carbon emissions	Enable the delivery of green energy infrastructure in the county, reduce greenhouse gas emissions across KCC's estate and operations and collaborate with partners to achieve countywide net zero emissions.
Goal 2: Adapt to our changing climate	Assess the risks and impacts of climate change and reduce the impact on our residents by adapting to Kent's future climate and more frequent severe weather.
Goal 3: Reduce flood risk and manage water resources effectively	Mitigate flood risk and contribute to improving community flood resilience, sustainable drainage and water efficiency across the county.
Goal 4: Protect and improve the natural and built environment	Drive nature protection and recovery across the county, reduce air pollution, ensure that our habitats are abundant with wildlife and plants and drive environmentally sustainable development.
Goal 5: Manage resources through a circular economy.	Manage materials more efficiently by minimising waste and reusing and recycling materials, enabling the development of a circular economy in Kent.
Goal 6: Conserve and promote Kent's natural beauty and heritage.	Ensure that Kent's historical environment is sustained for future generations and promote public engagement with our unique countryside and natural beauty.

Rescindment of the KCC net zero targets changes the context for our actions under goal 1. The Energy Efficiency Plan (2026) moves the focus from achieving net zero to improving energy efficiency across our buildings, fleet and operations, in order to deliver financial savings and reducing emissions.

The Environment Plan goals are supported by improved and considered decision-making, commissioning and education and delivered via partnership, green investment, strategic planning, KCC buildings and assets and social value.

The Plan committed to an annual report, setting out what had been achieved against these six goals during the 12 month period. This is the first annual report, covering April 2025 to March 2026.

2. Services delivering Kent County Council's Environment Plan

The delivery of the Environment Plan is the responsibility of the whole authority, and every service has an important role to play in this. Actions across the authority include the installation of infrastructure to reduce energy and water use, planning for the delivery of services so they are not hampered by a changing climate, changing land management to increase the availability of wildlife-friendly habitats, reducing the level of waste to landfill across our estate and advocating the value of the natural environment for well-being.

Such action requires the support, advice and expertise provided by the services of the Environment and Circular Economy division in Growth, Environment and Transport.

Additional support is provided by a network of individuals throughout the authority. Sustainability Leads are responsible for the development, coordination and delivery of environmental and sustainability actions within their own directorate or service area. They play a key role in identifying and managing environmental opportunities and risks, driving continuous improvement and monitoring progress to achieve environmental improvement. In addition, there is a growing number of Environmental Champions who advocate for environmental sustainability and promote awareness of environmental initiatives, campaigns, and volunteering opportunities. Senior Officer input and oversight is provided by the KCC Environment Board.

The Environment Plan delivery is the responsibility of the Cabinet Member for Environment, Coastal Regeneration and Public Health and falls under the Growth, Environment and Transport Cabinet Committee. The Kent County Council Environment Plan Cross Party Members Group provides additional strategic, political and local insight into the delivery of key services and initiatives working towards the plan's six goals.

The Environment Plan also requires county-wide, strategic attention and collaborative working with partners external to the authority. Much of the work delivered for the county is underpinned by long-established partnerships. Environmental improvement in Kent is overseen by two strategic groups – the Kent and Medway Environment Members Board (member-led) and the Kent and Medway Environment Group (officer-led). Sitting under this umbrella are a number of specific delivery partnerships – those relevant to each goal are detailed below.

2.1 Goal 1: Deliver green energy and reduce carbon emissions.

The **Energy and Adaptation** team reduces consumption, costs and environmental impacts by utilising external funding and grants to enable and support the delivery of sustainable energy infrastructure in the county and improve the energy efficiency of our buildings, fleet and operations – as set out in KCC's energy efficiency plan. The team collaborates with partners across the county to respond to statutory UK climate legislation and drive clean, resilient economic growth under the framework of the partnership-led Kent and Medway

Energy and Low Emissions Strategy. More broadly the team supports efforts to reduce KCC's environmental impact, and build in improved environmental resilience, through decision making and sustainable procurement.

Infrastructure is a key service in the delivery of goal one – the majority of our opportunities to secure a climate resilient and energy efficient future reside with KCC's facilities and wider estate.

Partnership work is delivered through the Kent and Medway Climate Change Network and Kent Sustainable Communities Network.

2.2 Goal 2: Adapt to our changing climate.

The **Energy and Adaptation** team works across the authority to support all services in assessing and understanding the risks and impacts of climate change, delivering against the council's Climate Change Adaptation Plan. They also support the development of climate adaptation plans, in order to reduce the impact of Kent's future climate and more frequent severe weather on our residents. Supporting this is the Severe Weather Impacts Monitoring System (SWIMS), a data collecting tool managed by KCC which allows us to collect data about how services are affected by severe weather events and enables us to understand the impact of weather events and to plan better for the future.

Goal 2 is relevant to all services in KCC – the changing climate has the potential to present notable challenges for our service demands, buildings and other asset management, staff, supply chains and finance.

Partnership work is delivered through the Kent and Medway Climate Change Network.

2.3 Goal 3: Reduce flood risk and manage water resources effectively.

The **Flood and Water Management** team assesses and manages local flood risks from surface water, ground water and ordinary (small) watercourses. They reduce the risk of flooding to people and businesses through the delivery of flood risk management projects and programmes. This Lead Local Flood Authority Role is defined in the Kent local flood risk management strategy. The team is a statutory consultee for planning, providing sustainable drainage and flooding responses to the county's local planning authorities. The land drainage responsibility is delivered by the team providing consenting of works to ordinary watercourse and ensuring ditches and watercourses are maintained appropriately to manage water flows and protect the environment. The team oversees a water resources programme, aiming to ensure long-term water resilience and support sustainable water usage for residents and businesses, and manages and coordinates the delivery of nutrient neutrality in the Stodmarsh Catchment Strategy.

The use and promotion of nature-based solutions in flood risk and water management is central to the team's work, offering opportunities to also maximise benefits for other Environment Plan goals – in particular, nature restoration, protection and improvement of the natural and built environment.

Infrastructure, Highways, Public Health and Strategic Planning are key services in the delivery of goal 3. KCC is able to delivery flood risk management and water resilience within its own estates and influence betterment through partnership working, helping to deliver benefits to residents and businesses across the county.

Action is delivered through collaboration with the Environment Agency, Internal Drainage Boards and Water Companies, as the key risk management authorities to coordinate and manage flood risk and water resilience. The team also engages with environmental non-government organisations, including South East Rivers Trust and Kent Wildlife Trust, to build partnerships with wider stakeholders and deliver nature based solutions for water management and quality improvements.

2.4 Goal 4: Protect and improve the natural and built environment.

The **Natural Environment and Coast** team facilitates collaborative, stakeholder-led action that delivers better, bigger, more and joined up habitats under the framework of the county-owned Kent and Medway Local Nature Recovery Strategy. It also provides expert ecological advice to the county's planning authorities. The team works with internal partners so that a wide range of opportunities to conserve and enhance biodiversity are identified, committed to and delivered in order for the authority to fully meets its requirements under the 2021 Biodiversity Duty and specifically deliver against the aims of Plan Bee (reverse the decline of Kent's pollinators) and Plan Tree (to extend tree cover by 1.5 million trees and attain 19% canopy cover) across the KCC estate. The team also provide a strategic focus for the county's coastline and marine habitats and is currently developing Plan Sea, a strategic framework for joined up action.

Partnership work is delivered through the Kent Nature Partnership.

The **Country Parks** team's management of the parks presents one of the greatest direct opportunities to deliver on goal 4 and, through the Country Parks, they provide a network of well connected, high quality and biodiverse greenspace across Kent. The team manage 534 hectares of land, over half of which is protected as Sites of Special Scientific Interest and three of the sites are within National Nature Reserves.

The KCC-hosted **Countryside Management Partnerships and Kent Downs National Landscape Unit** work in partnership to conserve and enhance Kent's landscape, countryside and coast through advice provision, project delivery and direct countryside management.

There are many services across the authority that make a significant contribution to this goal in the nature-positive way they manage the estate including **Kent highways, Public Rights of Way, waste facilities, libraries, schools, public health and infrastructure.**

Planning Applications Group and **Strategic Planning** also use the planning process to protect and improve the natural environment.

2.5 Goal 5: Manage resources through a circular economy.

The **Resource Management and Circular Economy** team delivers Kent County Council's statutory responsibilities as the Waste Disposal Authority, with the Kent Waste Disposal Strategy providing the long-term framework for delivering sustainable waste management services. Working closely with the county's district and borough councils, who collect the waste, the service manages the receipt, transfer, treatment, recovery and disposal of Kent's household waste through a network of eight Waste Transfer Stations.

The service plays a critical role in delivering sustainable resource management across Kent, ensuring that waste is managed in accordance with the waste hierarchy, prioritising waste prevention, reuse, recycling and recovery wherever possible. Through a strong focus on resource efficiency and circular economy principles, the team works to reduce reliance on disposal and maximise the value of materials that would otherwise be lost from the economy. A complex portfolio of more than 40 operational contracts cover waste transfer, treatment, recycling, recovery and disposal services. The service has been instrumental in supporting Kent's transition away from landfill and continues to pursue a zero-landfill approach for municipal waste wherever technically, environmentally and economically feasible.

A key statutory function of the service is the provision of Kent's Household Waste Recycling Centre network, with 19 sites across the county. The team is also responsible for the management and environmental stewardship of a network of historic closed landfill sites across Kent.

The Kent Resource Partnership leads and facilitates collaborative working across the entire municipal waste system, bringing together Kent County Council and all 12 district and borough councils. The Kent Joint Municipal Waste Management Strategy 2026-2031, provides a shared vision and strategic framework for managing household waste across the county, improving environmental outcomes and delivering high-quality, efficient services for Kent residents.

2.6 Goal 6: Conserve and promote Kent's natural beauty and heritage.

Promote public engagement with our unique countryside and natural beauty

Kent County Council's **Country Parks** provide the county's residents and visitors with opportunities to explore and experience some of the best natural habitats and landscapes that Kent has to offer. Kent's Country Parks are 83% self-financing, with all income generated invested back into the maintenance and running of the Country Parks. The service maintains and improves the parks and associated facilities, to provide equity of access to quality greenspace and support good quality of life, health and well-being. They also provide high quality environmental education, events and volunteering opportunities that promote engagement with the natural world and connect with local communities.

Explore Kent works to encourage more people to walk, wheel, cycle and connect with nature. By reducing barriers and improving accessibility, a wider range of residents have been able to use and benefit from Kent's natural spaces. Explore Kent is operated on a full-cost recovery commissioned model, generating £430k of external and commissioned income covering the entire cost of the service and projects. Explore Kent's health and nature work is strengthening links between nature and community wellbeing. This includes the Health and Nature Network of more than 250 partner organisations, specific health and nature projects in the Marmot Coastal Region, building environmental stewardship and upskilling organisations through nature-based practice training.

Public Health is a key service partner in this work with Explore Kent, acting as a conduit to health and well-being providers and linking potential clients back to the services promoted and supported by Explore Kent.

The KCC-hosted **Countryside Management Partnerships** and **Kent Downs National Landscape Unit** undertake collaborative projects and programmes of work that improve accessibility and develop/promote sustainable countryside recreation. They also provide opportunities for greater enjoyment, engagement and understanding of Kent's countryside, towns and coasts through volunteering, training placements, event and education programmes.

Kent's historical environment is sustained for future generations

The **Heritage Conservation** team works across the county with different partners to ensure that KCC's historic assets are conserved, enhanced, enjoyed and valued by Kent's residents and visitors. The team helps communities access and enjoy Kent's heritage through a range of community-based initiatives, which raise awareness and understanding, and provide opportunities for involvement in their local heritage. The service delivers statutory and advisory functions including the management of the Historic Environment Record, provision of archaeological and built heritage advice, and support for planning and development processes. It also oversees the long-term care, storage and accessibility of KCC owned archaeological archives and heritage assets and manages community heritage projects. The team also hosts the county's Finds Liaison Officer and manages the Portable Antiquities Scheme and Treasure process for Kent

Infrastructure and **Highways and Transport** have key roles in delivering the county council's commitment to conserve the heritage assets that the authority owns. **Planning Applications Group** and **Strategic Planning** also use the planning process to conserve and promote heritage assets.

The service collaborates and works with a wide range of partners including local authorities, developers and communities to deliver the conservation of archaeological sites, historic buildings, and landscapes.

3. Delivery against the Environment Plan goals in 2025/26

The below report sets out delivery against the key performance indicator(s) for each goal, outlines what work has taken place and notes the key achievement during 2025/26.

The report also details what has been achieved through partnership working during the past 12 months.

3.1 Goal 1 report: Deliver green energy and reduce carbon emissions

Enable the delivery of green energy infrastructure in the county, deliver net zero greenhouse gas emissions across KCC's estate and operations and collaborate with partners to achieve countywide net zero emissions.

Key performance indicator: **Greenhouse Gas emissions (KCC estate/services and traded companies)**	
2024/25	**2025/26**
10,388 tonnes	9,227 tonnes

The reduction in emissions across KCC's estate continue. Compared to the 2019 baseline (23,098tCO_2), KCC's emissions have reduced by 60%. Energy efficiency and replacement projects across the estate continue, as teams explore new opportunities and technologies. However funding for public sector decarbonisation is increasingly challenging to access, limiting the opportunities to build on the gains already achieved.

3.1.1 Key achievements in 2025/26

- LED lighting upgrades in two KCC-owned buildings, which will save £20,000 per year.
- Four additional EV charger bays installed at Oakwood House in Maidstone in September, bringing the total to 26 bays across 7 KCC sites.
- Generated 1.02 million kWh[1] of solar energy from panels on KCC buildings.
- KCC's solar parks continued to generate significant renewable energy with 27.5 million kWh[2] generated at Kings Hill Solar Park and Bowerhouse II.
- Switch Together Solar (formerly Solar Together), Kent's group solar PV and battery group-buying scheme, supported 498 Solar PV system installations on homes and small businesses, totalling 2.4 MW of installed capacity.
- Switch Together Solar enabled 36 retrofit batteries on residential and small businesses.
- KCC's Energy Efficiency Plan published in January 2026.

[1] Enough to bring over 5.1 million full kettles to the boil.
[2] The equivalent of over 8,000 households' typical annual electricity consumption.

3.1.2 Partnership working for countywide delivery in 20256/26

The Kent and Medway Energy and Low Emissions Strategy (ELES) sets out how we, in partnership with Medway Council and the Kent district councils, will respond to national targets and policies to drive a clean, resilient economy across the county.

In February 2025, partners agreed to refine the actions within the Energy and Low Emissions Strategy Implementation Plan with a focus on deliverability, measurability and relevance. This renewed plan for 2026/27 was published in February 2026. Achievements against the Energy and Low Emissions Strategy five target areas are presented in the table below.

ELES target areas	Progress in 2025/26
Carbon reduction	Local authorities across Kent and Medway continue to make strong progress in reducing operational emissions through renewable energy generation, building retrofit programmes, energy efficiency improvements and lower-carbon fleet technologies. Significant reductions have been achieved since the 2019/20 baseline, with several authorities reporting reductions of more than 30–60%.
Delivery and investment	Kent and Medway authorities secured and delivered over £34 million of identified investment and grant funding supporting retrofit, renewable energy, fleet decarbonisation, biodiversity and business programmes. Key milestones included progress on the Homes Retrofit Action Plan, expansion of Solar Together, delivery of grant-funded energy projects, and development of the Kent and Medway Local Area Energy Plan.
Residents and communities	Councils have continued to support residents through energy advice, fuel poverty interventions, home retrofit schemes and community engagement activities. Community participation in renewable energy, sustainability initiatives and climate action has grown, supported by programmes such as Solar Together, the Sustainable Communities Network and local community energy projects.
Governance and planning	Partnership working across the 14 local authorities remains strong, with progress on strategic initiatives including the Sustainable Procurement Toolkit, Environmental Impact Assessment, Kent Design Guide refresh and Local Nature Recovery Strategy. These initiatives are helping embed climate and environmental considerations into decision-making, procurement and future development.
Data and reporting	Work is now increasingly focused on developing a consistent approach to Scope 3 emissions reporting, recognising that supply chain and indirect emissions represent the largest remaining challenge for many authorities.

3.2 Goal 2 report: Adapt to our changing climate

Assess the risks and impacts of climate change and reduce the impact on our residents by adapting to Kent's future climate and more frequent severe weather.

Key performance indicator: **Number of climate change risks assessments completed**	
2024/25	**2025/26**
(not measured – new KPI for report)	8

Work against the Climate Change Adaptation Plan objectives has focussed on assessing climate risks and impacts for KCC services, securing external funding and encouraging adaptation throughout Kent, with the development of the Kent and Medway Adaptation Framework commencing towards the end of the year. Assessments have identified risks in relation to assets, staff, service delivery and supply chain, leading to the development of action plans that work towards the mitigation of these risks. It is anticipated that action plans will be built into service delivery and added to team risk registers.

3.2.1 Key achievements in 2025/26

- Following adoption in November 2024, KCC's Climate Change Adaptation Plan was published in early 2025/26.
- Completed 8 climate change risk assessments, with a further 8 risk assessments in progress.
- Completed 6 climate adaptation action plans, with a further 2 in progress.
- Secured £170k in funding from the EU Pathways2Resilience project to develop improved planning for the county's future water resilience in a changing climate.
- Severe Weather Impact Monitoring System (SWIMS) brought in-house, saving the county council £9,000 per year.

3.2.2 Partnership working for countywide delivery in 2025/26

- Developed a pioneering new method with the Canadian University of Waterloo to assess the impacts of climate change on heritage assets.

3.3. Goal 3 report: Reduce flood risk and manage water resources effectively

Mitigate flood risk and contribute to improving community flood resilience, sustainable drainage and water efficiency across the county.

Key performance indicator: **Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (flood & water management)**	
2024/25	**2025/26**
92%	92%

The *National Planning Policy Framework* has strengthened planning policy for sustainable drainage, removing the previous size restrictions on developments and expanding sustainable drainage systems expectations to projects of all scales. It requires applications to control flow rates, reduce runoff volumes, and deliver multifunctional environmental benefits. This new policy helps to underpin the planning responses from the authority and ensure betterment across new development.

The *Cunliffe Report* and *A new vision for water* white paper will see a major overhaul of the water sector and is welcomed as opportunity to shape a more sustainable and resilient future for water stressed areas such as Kent. In response, KCC continues to develop the Kent 25 year water strategy, which will identify how these changes will be implemented against the challenges the county faces.

3.3.1 Key achievements in 2025/26

- £4.5 million from the government's Local Nutrient Mitigation Fund grant has been invested to offset the nutrient neutrality impacts of new housing and development in the Stodmarsh Catchment and unlock stalled housing in the area.
- Secured £100k of external funding to deliver surface water flood risk management projects delivering improved protection in Tunbridge Wells, Sittingbourne and Folkestone from frequent flooding.
- The Flood and Water team consented to 31 land drainage projects and answered 73 land drainage enquiries.
- Investigated options for flood risk management and sustainable drainage schemes across catchments to inform future delivery programmes in Gravesend, Folkestone, Snodland, Swanley and Ulcombe to better protect over 100 properties.
- Improved over three kilometres of ditches across the county, to improve water flow and connectivity with main rivers and to improve drainage and reducing flood risk to highways and properties.

3.3.2 Partnership working for countywide delivery in 2025/26

- Working in partnership with the Environment Agency, KCC are jointly delivering property flood resilience in Westerham, Ulcombe and Headcorn which will better protect over 40 homes from internal flooding.
- KCC continues to support the Southern Water Clean Rivers and Seas Taskforce, removing surface water from the combined sewer network helping to reduce combined storm overflows and improving water quality.
- Liaison with the water companies continues to support water resilience including water audits in schools and KCC estates and installation of water saving devices.
- The Nutrient Neutrality stakeholder group was launched in 2025/26 bringing together multiple partners to address the challenges and opportunities within the Stodmarsh Catchment for tackling Nutrient Neutrality.

3.4 Goal 4 report: Protect and improve the natural and built environment

Drive nature protection and recovery across the county, reduce air pollution, ensure that our habitats are abundant with wildlife and plants and drive environmentally sustainable development.

Key performance indicator: **Percentage of local planning authority requests for advice from the Ecological Advice Service responded to within 21 days**	
2024/25	**2025/26**
(not measured – new KPI for 2026)	

Key performance indicator: **Number of trees planted**	
2024/25	**2025/26**
149,945	11,942

Teams across KCC continue to deliver for Kent's high-quality environment and landscapes and the extensive engagement with the development of the Local Nature Recovery Strategy has highlighted just concerned partners, communities and residents are with protecting and recovering the natural environment.

However, this work does not come without its challenges, with the most significant being the financial resource to deliver projects. Kent Plan Tree has seen a significant decline in tree planting in 2025/26 due to the end of the Local Authority Treescape Fund, Urban Tree Challenge Fund and a reduction in Tree Council grants, which have previously supported tree establishment within the county. Despite this, Kent Plan Tree has delivered 388,055 trees since 2021/22, with over £1 million of external funding secured to enable this. The team continue to seek new funding opportunities and have maximised available income from the remaining external grants to continue this success.

Plan Bee surveys have discovered England's rarest bumblebee, the Shrill-carder on Kent County Council managed roadside verges. At our country parks we have also found three other rare bumblebees – the Brown-banded Carder, Red-shanked Carder and Ruderal. These survey findings help to demonstrate the importance of managing our assets in a way sensitive to the wildlife they may support.

3.4.1 Key achievements in 2025/26

- The Local Nature Recovery Strategy was published in November 2025, the 18th to be published of total 48 strategies being developed nationally. The Strategy, which sets the priorities for nature recovery and frames these spatially in county-wide maps, was developed with input from over 1,000 people representing a board range of stakeholders, delivery partners and interested parties.
- Over 7,000 responses provided on planning applications in the county, advising on flood management, biodiversity and archaeological matters.

- Plan Tree continued to expand tree cover across Kent with 11,942 new trees planted as mini forests, hedgerows, community orchards and parkland trees, including 299 Dutch Elm Disease resistant elms and 90 fruit trees.
- Kent's Plan Bee commenced surveys across the estate to better understand and improve how we support pollinators and their habitats, with 100 wildflower surveys at our Country Parks and nature reserves, 84 pollinator surveys on the road network with support from Highways teams and 6 site assessments undertaken for our household waste recycling centres
- Publication of Pollinators of Kent and the Community Pollinator Toolkit.
- Plan Bee directly engaged with 950 members of the public across 16 public events, and held 6 survey and identification training sessions.
- 1800 trees planted at Shorne Woods, as part of a wider biodiversity enhancement project on site supported by National Highways.
- With volunteer support from the Gravesham Friendly Soeicty, carried out essential management of the veteran and ancient trees at Shorne Wood.
- Implemented a bespoke land management plan at Shaw Grange Closed Landfill site, designed to encourage biodiversity and increase social value.

In March 2026 we published our first Kent County Council Biodiversity Duty Report The biodiversity duty is a legal requirement for public authorities to actively consider, conserve, and enhance biodiversity when exercising their functions. The 2021 Environment Act strengthened this duty and required public authorities to publish a biodiversity report at the end of 2025 (and every five years). The purpose of the biodiversity report is to help everyone understand how we are collectively meeting shared goals to conserve and enhance biodiversity and showcase the action we're taking. The report essentially acts as a five year summary of what has been achieved against goal 4 of the Environment Plan and more. The report not only reflects on the past five years but also looks at the priorities for the next period.

3.4.2 Partnership working for countywide delivery in 2025/26

- The Kent Nature Partnership has been re-established to provide strategic oversight of the Local Nature Recovery Strategy and champion its delivery.
- The Nature Recovery Team are working closely with partners including the National Landscape Units, South East Rivers Trust, Kent Wildlife Trust, Farm Clusters and Countryside Management Partnerships to support the development and delivery of projects (including securing funding) in line with the Local Nature Recovery Strategy priorities.

The KCC managed Countryside Management Partnerships have secured more than £1 million in external funding to deliver local action working in collaboration with a breadth of partners for nature and communities, some of this work includes:

- Supporting 62 community groups across Kent by delivering nature restoration and habitat management work with volunteers, writing plans and providing funding.
- Engaged 79 schools and colleges, reaching hundreds of young people either through environmental education during visits to the parks or outreach events at the schools.

- Created or restored 44 ponds for wildlife and completed 252 biodiversity surveys for great crested newts across 237 ponds.
- Ongoing monitoring of 75 barn owl boxes helping to conserve population numbers which had been declining due to loss of nesting sites from old buildings.
- Delivered 3,179 volunteer days to support local environments.
- Removed 1,210 bags of litter and 88 large items from rivers.
- Engaged more than 1,000 people through events, plus 218 through community talks.
- Supported 440 people through nature-based wellbeing programmes.
- Delivered 19 training sessions to develop skills such as running forest school programmes.

The Kent Downs National Landscape unit, hosted by KCC, carried out a number of projects to conserve and enhance the natural environment, including:

- The Heritage Ponds project worked with 55 volunteers, recording over 1,600 “ghost” ponds; archaeological surveys were carried out and 6 ponds restored.
- The ‘Making Trapping Happen’ project addressed the issue of the invasive Asian Hornet, setting up hubs for partners to access traps and information.
- The ‘Viticulture Health’ project investigated best practice methods of practicing viticulture for landscape and biodiversity.
- The North Kent Woods and Downs National Nature Reserve was launched, creating a network of over 800 hectares of protected sites, managed for wildlife, conservation, and people.

3.5 Goal 5 report: Manage resources through a circular economy

Manage materials more efficiently by minimising waste and reusing and recycling materials, enabling the development of a circular economy in Kent.

Key performance indicator: **Municipal waste recycled, re-used and composted**	
2024/25	**2025/26**
42%	43%

Key performance indicator: **Municipal waste diverted from landfill**	
2024/25	**2025/26**
99.2%	99.6%

Key performance indicator: **Percentage of waste recycled, reused and composted at HWRCs**	
2024/25	**2025/26**
49%	53%

Key performance indicator: **Mystery Shopping at Household Waste Recycling Centre Services**	
2024/25	**2025/26**
97%	97%

Key performance indicator: **Customer satisfaction with HWRCs**	
2024/25	**2025/26**
97%	96%

During 2025/26, the Resource Management and Circular Economy service continued to deliver strong environmental and customer outcomes, supporting Kent's transition towards a more circular economy and reinforcing its commitment to the waste hierarchy and zero-landfill approach.

Municipal recycling, reuse and composting increased from 42% to 43%, whilst waste diverted from landfill improved from 99.2% to 99.6%, demonstrating the effectiveness of Kent's waste management infrastructure and treatment arrangements. Performance at Household Waste Recycling Centres also improved significantly, with recycling, reuse and composting increasing from 49% to 53%, reflecting continued efforts to maximise resource recovery and keep materials in productive use.

Customer service standards remained exceptionally high, with mystery shopping performance maintained at 97% and resident satisfaction remaining strong at 96%, demonstrating the service's ability to deliver environmental improvements while continuing to provide a high-quality service for Kent residents.

3.5.1 Key achievements in 2025/26

- Managed the disposal of 675,077 tonnes of waste collected across Kent at Household Waste Recycling Centres and by the Waste Collection Authorities, with only 0.36% of waste sent to landfill and 41.5% of waste recycled, composted and reused.
- Launched a new food waste recycling campaign across Kent leading to an additional 5,292 tonnes of food waste being recycled and, increasing volumes on average by 18.1% compared to the previous period.
- Opened a container reuse shop at New Romney in July 2025, followed by a purpose-built reuse shop at Allington Household Waste Recycling Centre in September 2025. Combined the shops divert around 17 tonnes of reuseable items from disposal each month, putting them back into use. They also generate funds to expand reuse initiatives and support Kent charities with £2,000 donated to date.
- 15 household waste recycling centres now have dedicated containers to collect reusable items for resale through the reuse shops or auction houses or donating to charities.
- The e-Waste Warriors project worked with 36 schools across 6 districts and engaged 21,324 children and their families in responsible electrical recycling messaging; and trained 3,633 students in repair skills using Team Repair kits.
- The e-Waste Warriors project collected more than 5 tonnes of e-waste for recycling and repaired 190 items (366kg of electricals), equating to £13,077 of savings for community repair café users.
- Trained 43 food, drink and horticultural businesses in sustainability and supported them with £179k of external regional funding for water, energy and resource-saving investments.
- Recycled 4,600 Christmas trees, raising £84,000 for Pilgrim's Hospice.
- Installed an improved gas extraction system at Tovil Closed Landfill site.

3.5.2 Partnership working for countywide delivery in 2025/26

In January 2025, the appointment of a new strategic lead for the Kent Resource Partnership led to a complete refresh of the partnership approach. New officer networks and delivery structures were established, including two dedicated sub-groups focused on communications and waste enforcement. Achievements of the Partnership over the past year include:

- Refresh and publication of the Kent Joint Municipal Waste Management Strategy 2026-2031, with five authorities endorsing it by March 2026.
- Specialist support was commissioned from WRAP, ReLondon and AH Knight, bringing external expertise into Kent to support evidence-based decision making and officer development on areas such as behaviour change, recycling at flats and best-practice service improvements.
- Waste composition analysis across all districts established an important baseline and showed that 37% of residual waste could still be recycled, highlighting future opportunities for improvement.
- A countywide food waste recycling project involving all ten districts with food waste collections delivered outstanding results:
    - 5,292 tonnes of additional food waste collected

- Nearly 20% increase overall in food waste recycling
- Significant increases in participation

- The "Shake it Out" campaign was launched to encourage residents to present recycling clean, dry and loose.
- A contamination reduction pilot with Swale Borough Council began in March 2026 and reported encouraging early results.
- A dedicated communications officer was recruited through joint funding from KRP and KCC, strengthening communication capacity across the partnership.

The KRP-funded Intelligence Analyst continued to support all district and borough enforcement teams through intelligence-led working. Key outputs included:

- 448 information requests fulfilled
- 16 intelligence checks supporting multi-agency operations
- 34 intelligence reports processed and shared
- Six enforcement partnership meetings held to coordinate action against cross-border waste crime.
- Practical on-site support helped authorities assess communal recycling facilities and identify improvement opportunities.

Co-founded Circular South East, a collective of physical and digital hubs to make better use of materials and resources across the region. This includes promoting reuse, repair and remanufacturing, and developing the skills and markets needed to support the transition to a circular economy.

3.6 Goal 6 report: Conserve and promote Kent's natural beauty and heritage

Ensure that Kent's historical environment is sustained for future generations and promote public engagement with our unique countryside and natural beauty.

Key performance indicator: **Annual visits across KCC country parks**	
2024/25	**2025/26**
1.16 million	1.18 million

Kent Country Parks were 83% self-financing in 2025/26 with a record high number of visits generating income that was invested back into the maintenance and running of the Country Parks.

Shorne Woods, Lullingstone, Brockhill, Grove Ferry, Pegwell Bay and Trosley were all awarded gold in the South & Southeast in Bloom Country Park award and Grove Ferry was crowned Park of the Year by the same awards.

Key performance indicator: **Explore Kent digital reach**	
2024/25	**2025/26**
197,800 users	126,800 users

Digital Reach measures engagement with Explore Kent's digital channels, through new website users and visitors to social media profiles. In 2025/26, Explore Kent achieved a Digital Reach of 126,829, comprising 107,000 new website users, 15,100 Facebook profile visits, 4,300 Instagram profile visits and 429 LinkedIn profile visits. The reduction from 2024/25 is primarily attributable to a decrease in recorded website users following the introduction of cookie consent measures, which reduced the number of users captured through website analytics.

Despite this, visits to Explore Kent's social media channels increased from 7,800 in 2024/25 to 19,829 in 2025/26, representing a 154% increase. This social media growth reflects increased focus on expanding and engaging Explore Kent's digital audience, helping to connect more people with Kent's outdoor spaces, events and opportunities to enjoy the natural environment.

Key performance indicator: **Percentage of local planning authority requests for advice from the Heritage Service responded to within 21 days**	
2024/25	**2025/26**
(not measured – new KPI for 2026)	

3.6.1 Key achievements in 2025/26

Promote public engagement with our unique countryside and natural beauty

- Promotion of the King Charles III England Coast Path South East section, including 10 inclusive presenter-led short films visually showcasing the accessibility of the routes.
- A countywide public rights of way engagement campaign, including 8 new leisure walking guides bringing the collection to over 215 across the county and an expanded travel offer of 16 active travel guides and 10 walking and cycling itineraries.
- Over 300,000 website views, 42,000 walking and wheeling guide downloads and over 940,000 people engaged through social media.
- 1.18 million visits across the nine KCC Country Parks.
- Retention of green flags at 8 KCC Country Parks[3].
- 3,051 pupils from 118 schools benefiting from outdoor learning at KCC Country Parks.
- 12,459 attendees of Kent Country Park events.
- 1,747 volunteer days and 10,485 hours of their time.
- Two new Changing Places, at Trosley and Brockhill Country parks.

Kent's historical environment is sustained for future generations

- 2,600 new records added to the Historic Environment Record.
- Major restoration completed at Meopham Windmill.
- 3,000 hours of community archaeology volunteering over the past year.
- The Hoo Peninsula project launched 4 community archaeology projects, completed LiDAR mapping across the entire peninsula, and undertook 4 archaeological surveys to help communities explore local heritage and archaeology.
- In Thanet, 9 public talks have promoted local heritage and archaeology.
- The Chilmington community heritage project has also engaged 800+ local people, helping them discover the history and heritage of the new development.
- The Bridging the North Sea project produced a resource assessment and interpretation plan to help secure our coastal Roman heritage.
- 85 cases of Treasure reported in Kent in 2025/26.

3.6.2 Partnership working for countywide delivery in 2025/26

In partnership with Mencap and Active Communities Thanet, Explore Kent pioneered new ways to make accessible routes with a co-design workshop with 7 adults with learning disabilities and a further 7 walk champions in-training.

Explore Kent's Health and Nature work is strengthening links between nature, wellbeing and communities, with the expansion of the Health and Nature Network to now 250+ partner organisations. The work has included:

[3] Shorne Woods, Lullingstone, Trosley, Manor Park, Teston Bridge, Grove Ferry, Brockhill and Pegwell Bay

- Providing funding for 24 projects in the Marmot Coastal region to help residents stay both physically and mentally healthy by getting them out into nature, helping to build stewardship for the environment.
- Securing 16 places on a Level 3 nature-based practice course to upskill organisations working in this area.

The Heritage Conservation team assisted Thanet District Council to successfully protect from development the setting of St Augustine's Cross and the traditional site of the historic meeting of King Ethelbert and Augustine. Supplementary Planning Guidance for the archaeology of Dover town has been developed by KCC and Dover District Council and has now been adopted by the planning authority. The team also recorded or amended more than 2,000 cropmark features for Thanet in partnership with Historic England to help conserve Kent's rich heritage.

Kent Downs National Landscape unit, hosted by KCC, administered and supported projects worth over £775k with outcomes for people, place, climate and nature via the DEFRA Farming in Protected Landscapes scheme.

The Kent Downs National Landscape unit and Cross-Channel Geopark submitted their application to UNESCO for Global Geopark status in recognition of its internationally significant chalk geology and landscapes.

4. Action to underpin delivery against the Environment Plan goals

4.1 Increasing consideration of the environment in our decision-making

To embed KCC's Environment Plan effectively, environmental considerations need to be integrated into organisational decision-making processes. To support this objective, an Environmental Impact Assessment (EnvIA) tool pilot was launched in early 2025 to ensure that decisions not only comply with, but also actively contribute to, the delivery of KCC's environmental strategies.

The pilot was trialled across 12 diverse activities, ranging from internally focused projects to externally commissioned services. The results demonstrated the tool's ability to identify environmental risks and opportunities that may otherwise have gone unnoticed, while also embedding environmental considerations as a routine part of decision-making.

Following review of the pilot outcomes, KCC's Environment Board concluded that the concept had been successfully proven. The Board subsequently commissioned the development of a refined process, including a screening tool designed to rapidly identify and exclude activities with no material environmental impact, enabling resources to be focused where assessment adds greatest value.

Work continues to further refine and finalise the assessment approach, with the intention that is will be ready for roll out in late 2026/27.

4.2 More sustainable commissioning

KCC's Environment Plan relies on commissioning activity to drive environmental improvements while also enhancing efficiency and resilience across the supplier base. During the reporting period, progress was achieved through three key initiatives:

1. Development and pilot testing of a **Sustainability Toolkit** that integrates environmental considerations throughout the commissioning cycle, including among commissioners, procurement specialists, and contract managers. Kent's local authorities played an active role in development, collaborating on consistent sustainable procurement practices across local government.

2. Partnership working with 20 KCC commissioning teams to **strengthen the articulation of environmental requirements** within high-profile procurement specifications, ensuring suppliers are given clear expectations regarding environmental performance and outcomes.

3. Publication of KCC's first **environmental market benchmarking survey** as part of a care sector procurement. Developed and delivered in partnership with the commissioning

team, the survey provided valuable insight into supplier environmental maturity and market capability, helping to inform future procurement activity.

4.3 Increasing awareness and understanding

KCC continued to increase environmental awareness, understanding and capability across the organisation and wider county during 2025/26 through a coordinated programme of governance, communications, engagement and training activity. Through the ongoing delivery of its ISO 14001-certified Environmental Management System, environmental considerations continued to be embedded within services and decision-making processes across the council. This was supported by KCC's successful ISO 14001 recertification during the year. Work also commenced to refresh the Sustainability Leads and Environmental Champions networks, strengthening support arrangements, governance and links to the Environment Board to enhance their role in promoting environmental awareness and supporting delivery of Environment Plan objectives.

Internal communications helped improve understanding of KCC's environmental commitments, priorities and sources of support. Environmental content on KNet was reviewed and refreshed, resulting in the creation of a new *KCC and the Environment* page focused on the Environment Plan, alongside an updated *Environment and Circular Economy* page providing access to key strategies, guidance, contacts and resources.

Member and staff engagement was supported through five Environment and Circular Economy newsletters published during the year. Produced on behalf of the Cabinet Member and shared with elected members, staff and the Environmental Champions network, the newsletters raised awareness of environmental priorities, highlighted progress against the Environment Plan and supported informed decision-making. They also provided opportunities for projects and services to promote consultations, engagement activities and other calls to action to a wider audience.

Environmental literacy was further strengthened through a range of learning and development opportunities. KCC reviewed and updated its environmental training offer on Delta, including the environmental content within staff induction and the optional *Climate Change* and *Environmental Awareness* modules. This was complemented by the continued delivery of Carbon Literacy and ISEP-accredited training. During the year, KCC delivered its first Carbon Literacy course for elected members in partnership with Canterbury City Council and its first Community Leaders Carbon Literacy course through the Kent Sustainable Communities Network, helping to extend environmental knowledge beyond the council.

Partnership working also helped build environmental understanding across Kent and Medway. Through the Climate Change Network, climate and sustainability professionals from local authorities and partner organisations, including the NHS, Kent Police and Kent Fire and Rescue Service, shared learning, best practice and experience on common environmental challenges. The Kent Sustainable Communities Network launched and

similarly provided opportunities for grassroots organisations to collaborate, share knowledge and promote local environmental action.
Public awareness activity continued through the Greener Kent programme and its sister brands. Communications and campaigns focused on helping residents, businesses and communities understand practical actions they could take to support waste reduction, food waste recycling, repair, reuse, nature recovery and climate action. New communication channels, including Nextdoor, were introduced to broaden audience reach. During the year, the Kent and Medway Local Nature Recovery Strategy communications channels transitioned to *KCC Nature Recovery*, supporting the move from engagement and strategy development towards delivery and participation in nature recovery projects.

Environmental education remained an important part of this work through the Greener Kent Schools programme. By July 2025, 75% of participating schools had appointed a Sustainability Lead, 54% had developed or started implementing a Climate Action Plan, 172 schools had signed up to the national campaign for schools to reduce emissions and 157 schools had registered with the National Education Nature Park programme. The programme supported schools through training, resources, webinars and funded projects, including e-Waste Warriors, which helped pupils develop practical understanding of repair, reuse, recycling and circular economy principles. Following the initial delivery phase, resources continued to be made available through the Greener Kent YouTube channel, KELSI and CYPE networks.

5. Priorities for Environment Plan delivery in 2026-27

Over the coming year, the following priorities for delivery against the Environment Plan goals will be taken forward.

Goal	Work priority
Goal 1: Deliver green energy and reduce carbon emissions.	• Continue to lead on the development of the Kent & Medway Local Area Energy Plan to align goals and priorities regarding the energy system transformation across the region, with an investment-ready portfolio of projects. • Create a detailed Solar Strategy for the KCC estate, including funding options and ways to integrate community energy models. • Improve KCC's energy performance and contribute to lowering bills by delivering energy efficiency projects such as solar PV installation and LED upgrades to KCC's estate. • Publish the Kent and Medway Homes Retrofit Action Plan and deliver actions with relevant stakeholders.
Goal 2: Adapt to our changing climate.	• Continue to carry out Climate Change Risks Assessments to identify risks, improve resilience and develop mitigations with KCC's directorates and services as part of the KCC Climate Change Action Plan. • Commence development of a Kent and Medway Adaptation Framework to inform and align climate resilience across Kent and Medway. • Strengthen the evidence base for climate vulnerability across Kent services and organisations though the Severe Weather Impacts Monitoring System. • Make water resilience a strategic priority by developing an investment plan and adaptive pathways that strengthen Kent's ability to withstand and respond to future water stress.
Goal 3: Reduce flood risk and manage water resources effectively.	• Install Property Flood Resilience on properties across Westerham, Ulcombe and Headcorn. • Deliver phase 2 of the Romney Marsh Climate Change and Flood Risk Assessment. • Deliver the flood risk and water resilience project in Dymchurch. • Work with three schools to reduce surface water flood risk and build resilience within the school site. • Invest a minimum of £2million of Local Nutrient Mitigation Funding to deliver Nutrient Neutrality. • Draft the Kent 25-year Water Strategy and undertake a public consultation, prior to adoption in early 2027/28. • Establish the Kent Water Resilience Partnership, enabling a framework for collaboration and partnership work.

Goal 4: Protect and improve the natural and built environment.	• Plant an additional 10,000 trees within Kent, focussing efforts to where planting supports habitat and species recovery. • Embed the ambitions and priorities for action of the Local Nature Recovery Strategy in work across KCC and with stakeholders. • Work with partners, stakeholders and land managers to develop projects and secure funding to deliver Local Nature Recovery Strategy measures across the county. • Draft Kent Plan Sea and undertake a public consultation, prior to adoption in early 2027. • Commence work to develop an action plan for the recovery of grassland habitats across Kent. • Actively steer the delivery of biodiversity net gain to maximise investment in locations identified by the Local Nature Recovery Strategy as areas that could become of particular importance for biodiversity. • Refocus efforts of Plan Bee to support the recovery of pollinator species identified as priority for action under the Local Nature Recovery Strategy. • Deliver against Country Park management plans to maintain, protect and enhance the park's flora, fauna and habitats across 534ha. Maintain SSSIs in favourable condition and improve those sites in unfavourable condition. • Deliver year 6 of the Shorne Woods Biodiversity enhancement project. • UNESCO Global Geopark status. • Publish Kent Downs National Landscape Management Plan.
Goal 5: Manage resources through a circular economy.	• Increase food waste recycling across Kent to capture more recyclable material, reduce disposal costs and lower carbon emissions from residual waste. • Improve the quality and quantity of dry recycling, helping residents recycle more packaging materials correctly and reducing contamination. • Enhance recycling performance at flats and communal properties, targeting areas where recycling rates are traditionally lower and service improvements can deliver significant gains. • Prepare Kent's waste services for major legislative changes, including Simpler Recycling, the Deposit Return Scheme and the UK Emissions Trading Scheme, ensuring services remain effective, compliant and financially sustainable. • Reduce waste crime and fly-tipping through coordinated enforcement, intelligence sharing and public behaviour change campaigns. • Support waste reduction and reuse initiatives, including the launch of a community support fund focused on reducing waste and encouraging more sustainable resource use. • Drive behaviour change among residents, through targeted campaigns aimed at improving recycling, reducing littering, preventing battery fires and supporting the introduction of new recycling requirements.

Goal 6: Conserve and promote Kent's natural beauty and heritage.	***Promote public engagement with our unique countryside and natural beauty*** • Expand and strengthen health and nature interventions to meet growing demand, with a particular focus on the Marmot Coastal Region. Evaluation of the 23 currently funded interventions will be completed by December 2026. • Strengthen and drive forward the 250+ member Health and Nature Network, using the emerging Theory of Change to co-design priorities, shape future delivery and maximise collective impact across partners. • Build local capacity to deliver health and nature interventions by securing funding for additional Nature-Based Practice training. • Increase participation in walking, wheeling, cycling and nature-based activities through a range of initiatives delivered on a full cost recovery basis. • Broaden access to the health and wellbeing benefits of nature, particularly among underrepresented groups, while increasing environmental awareness and stewardship. • Maintain 8 Green Flags and South and South East in Bloom awards across our KCC Country Parks. • Establish the country parks as recognised gateways to the North Downs & Woods National Nature Reserve, the Kent Downs National Landscape and the proposed UNESCO Global Geopark. Promote access and learning of the habitats and landscapes. • Deliver interpretation projects at Lullingstone, Trosley and Brockhill. ***Kent's historical environment is sustained for future generations*** • Introduce a cost recovery charging schedule to enable an improved response time to developer pre-application queries and the provision of advice on archaeological matters to Kent local planning authorities. • Prepare a second phase of the Bridging the North Sea project. • Deliver the community archaeology and heritage interpretation activities for the Whose Hoo landscape partnership NLHF project, with partners.
Action to underpin delivery against the Environment Plan goals	• Implement the Environmental Impact Assessment process, to strengthen consideration of the environment role in KCC decision-making. • Implement the refined processes to strengthen consideration of the environment role in KCC commissioning. • Introduce a training plan promote understanding of KCC Environment Plan. • Continue to promote sustainable behaviours and raise environmental awareness through targeted campaigns, engagement activities and partnership working. • Develop a green finance strategy to secure investment for our environmental actions.

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Future	Tuesday, November 10, 2026	Winter Policy (Pre)	Report
Future	Tuesday, November 10, 2026	Draft Budget	Report
Future	Tuesday, November 10, 2026	**KD**-KCC Energy Plan	Key Decision
Future	Tuesday, November 10, 2026	**KD**-Dry Recycling Processing for SW and E Kent Procurement	Key Decision
Future	Tuesday, November 10, 2026	**KD-**Lower Thames Crossing Biodiversity Enhancement Project	Key Decision
Future	Tuesday, November 10, 2026	**KD**-Lower Thames Crossing Highways Mitigations	Key Decision
Future	Tuesday, November 10, 2026	**KD-**Highways Rural Swathe Visibilty Contract	Key Decision
Future	Tuesday, November 10, 2026	**KD**-Street Lighting Term Services Contract Extension	Key Decision
Future	Tuesday, November 10, 2026	**KD**-Fees for Pre-application Archaeological Advice	Key Decision
Future	TBC	Charging for Non-Statutory SUDS for Minor Applications	Report
Future	TBC	Otterpool Garden Town	Report
Future	TBC	Environment Agency:TBD	Report
Future	TBC	Consolidated Grant (inc BSIP and Active Travel)	Report
Future	TBC	Plan Sea Update (Pre-Consultation)	Report
Future		**KD-**Adoption of Kent & Medway Spatial Development Strategy	Key Decision
Future	TBC	**KD-**Southern Water Joint Working	Key Decision
Future	TBC	**KD-**Dry Recycling Processing for SW and E Kent Procurement	Key Decision
Future	TBC	**KD-**New Transfer Station at Ebbsfleet	Key Decision
Future	TBC	**KD-**Revision of Management Plan of Kent Downs National Landscape	Key Decision
Future	TBC	**KD-**Small Works at Waste Sites Commissioning Framework	Key Decision
Future	TBC	**KD-**HAMP (Highway Asset Management Plan)	Key Decision

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