

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 4th November, 2025

10.00 am

Council Chamber

AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 4 November 2025 at 10.00 am
Council Chamber, Sessions House, County Hall,
Maidstone.

Ask for: **James Willis**
Telephone: **03000 413007**

Membership (17)

Reform (12):	Mr J Defriend (Chairman), Mr P Chamberlain, Mr W Chapman Mr B Fryer, Mr J Henderson, Ms I Kemp, Mr R Palmer, Mr M Paul, Mrs B Porter, Mr R Waters and Vacancy x2 (RUK)
Labour (1):	Mr A Brady
Liberal Democrat (2):	Mr M Brice and Mr T Prater
Green (1):	Mr M Hood
Conservative (1):	Mrs S Hudson

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Nomination of Vice-Chair
- 3 Apologies and Substitutes
- 4 Declarations of Interest
- 5 Minutes of the meeting held on 09.09.2025 (Pages 1 - 22)
- 6 Southern Water Presentation
- 7 Verbal Updates by Cabinet Members and Corporate Directors
- 8 Briefing on Waste (Pages 23 - 34)
- 9 Performance Dashboard (Pages 35 - 44)
- 10 Briefing on Green Finance (Pages 45 - 54)
- 11 Water Supply and Sustainability Report (Pages 55 - 58)

- 12 25/00089 - Highways Emergency Tree Works Contract (Pages 59 - 74)
- 13 25/00090 - Procurement for the Receipt and Processing of Wood Waste Contract Countywide - CN260428 (Pages 75 - 90)
- 14 25/00091 - Energy Efficiency Plan (Pages 91 - 106)
- 15 Work Programme (Pages 107 - 108)

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 (Monitoring Officer)
03000 416814

Monday, 27 October 2025

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KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 9th September 2025.

PRESENT: Mr J Defriend (Chair), Mr P Thomas (Vice-Chair), Mr A Brady, Mr M Brice Mr W Chapman, Mr B Fryer, Mr M A J Hood, Mrs S Hudson, Mr T Prater Ms I Kemp, Mrs B Porter, Mr D Burns (Substitute for Mr Palmer), Mr Shonk (Substitute for Mr Waters) Mr Baker (Substitute for Mr Paul) and Mr Ford (Substitute for Mr Henderson)

ALSO PRESENT: Mr P Osborne (Cabinet Member for Transport) and Mr D Wimble (Cabinet Member for Environment)

IN ATTENDANCE: Chief Superintendent Simon Alland (Kent Police), Mr S Jones (Corporate Director for Growth Environment and Transport) Ms H Chughtai (Director of Highways and Transportation), Mr M Smyth (Director of Environment and Waste), Mr P Lightowler (Head of Public Transport), Ms H Shulver (Head of Environment) Mr A Loosemore (Head of Highways) Mr M Wagner (Chief Analyst) Richard Emmett (Senior Highways Manager) Nikola Floodgate (Road Safety & Active Travel Group Manager) Jamie Watson (Senior Schemes Programme Manager) Mark Bunting (Vision Strategy Programme manager) Louise Smith (Flood and Water Manager) Susan Reddick (Head of Resource and Circular Economy) Tara O'Shea (Safer Speed & Enforcement Team Leader) Elizabeth Milne (Natural Environment & Coast Manager) Shane Bushall (Head of Service: Public Transport) Tim Read (Head of Transportation) Joseph Ratcliffe (Transport Strategy Manager) Matthew Feekings (Operations Manager) and James Willis (Democratic Services Officer)

UNRESTRICTED ITEMS

1. Apologies and Substitutes (Item 2)

Apologies were received from Mr Palmer, Mr Henderson, Mr Waters and Mr Paul. Nominated substitutes were Mr Burns, Mr Shonk, Mr Baker and Mr Ford.

4. Declaration of Interest

(Item 3)

There were no declarations of interest.

5. Minutes of the Meeting Held on 17/07/25

(Item 4)

RESOLVED that the minutes of the meeting held on 17 July were a correct record and that they be signed by the Chair.

6. Performance Dashboard

(Item 5)

Mr M Wagner - Chief Analyst was in attendance

1. Mr Wagner presented the Performance Dashboard. The report represented the first report for the 2025/26 financial year. The cover paper was found on pages 17-18 of the reports pack followed by the detailed performance dashboard.
2. It was highlighted that by the end of June, 11 out of the 14 Key Performance Indicators (KPIs) were rated as green and had indicated a performance at or above the target level.
3. Two KPIs had not met the desired target but would remain above the floor standard and had been rated as amber. One KPI had not met the floor standard (HT02) and was rated as red. The noted red KPI was the '*faults reported by the public that are not completed in 28 days*' descriptor.
4. A backlog of works were identified following the heavy rainfall and storm events that occurred in May and continued into June 2025. Monthly performance meetings would be held in an effort to improve the performance across all areas.
5. Demand for the Highway Service, measured by new inquiries, was observed to be below expected levels during the three months leading up to June. The number of potholes scheduled for repair had slightly exceeded the anticipated range.
6. Waste delivered to Household Waste and Recycling Centres (HWRC) continued to rise. Total waste volumes collected from doorsteps and by district and borough councils had remained within expected levels.
5. Members asked a number of questions on the presentation which included:
 - a) In response to a question about July/August trends and potholes repaired within the 28-day period officers noted that the report had been drafted at a time when July's data had been not fully completed and available. KPIs tracked potholes

that were reported 28 calendar days prior to the current month, meaning their expected completion date had fallen within that month.

In June, 1,214 potholes were scheduled for completion, and 95% of them had been completed either during June or earlier. A data analysis tool to measure the pothole metric and aid in greater understanding of the scheduled works was discussed.

- b) It was highlighted that contractors would operate under a standard contract with a particular emphasis on the high-risk term maintenance agreement. All completed works would encompass a 12-month guarantee. If any defects arose within that period, the contractor would be required to rectify them at their own expense.
- c) The majority of KCC repairs had taken place during the summer months, when conditions were more favourable for first-time permanent repairs. Completed repairs were expected to last a decade or more.
- d) Members suggested a clearer and more concise signposting be added to reporting to indicate which repairs had been completed, as well as to identify any temporary repairs scheduled to become permanent to alleviate frustrations from the public and towards KCC. Officers noted the recommendation and highlighted the use of the highways publication media to convey an accurate message across.
- e) Questions directed at KPI EW2 '*Greenhouse gas emissions*' had demonstrated the success of how the KCC estate had been managed. Concerns were raised on the current administration's commitment on the decarbonisation strategy and a potential scrapping of Net Zero commitments. The Cabinet Member for Environment acknowledged the concern and responded that KCC would continue to pursue best practice.
- f) The impact of named storm events and subsequent floods in Dover and Canterbury were discussed. Members acknowledged the discussion and suggested some improvements were to be made to the data presented at future committees as to not be impacted by data 'lags' and look to show percentile impacts in a clear and concise manner.
- g) Members recognised a growing concern regarding the increased number of emergency road and footpath incidents reported across the county. It was suggested that a roundtable offline meeting occur with stakeholders take place to discuss the current impacts and bring back any findings to committee at a later date.
- h) Members returned to concerns on KPI HT02 and suggested that the current proactive drain management was insufficient. Members proposed an improved proactive schedule dedicated to drain clearing be explored. Officers acknowledged a need to change the current service standard to one that reflected the desired changes. Further conversations with the respective Cabinet

Member would need to occur to discuss the consequences of the any potential changes.

- i) Discussions emphasised concerns on the frequency of drain jetting and the removal of perennial weeds. Members asked that the frequency of these actions such as the twice-yearly removal of weeds be reviewed. Officers acknowledged the requests and suggested further discussions take place to encompass Members requests and review current policy.

RESOLVED to note the Performance Dashboard

7. Winter Service Policy (Item 6)

Mr P Osborne - Cabinet Member for Highways and Transport presented the item. Richard Emmett-Senior Highways Manager and Andrew Loosemore -Head of Highways were also in attendance.

- 1) Mr Loosemore highlighted that the attached paper provided a brief overview of the previous winter season (24/25). A total of 57 salting runs had been undertaken, compared with the budgeted 66. Notably, 99% of all gritting runs were completed on time.
- 2) The forthcoming budget was emphasised, with the full winter service allocation already secured. Route optimisation had been completed across the various gritting domains to ensure the most efficient coverage and deployment of resources.
- 3) Over 3,000 salt bins were now available across the county. While there were no current proposals to amend figures, location reviews had been conducted to assess their suitability.
- 4) Winter resilience data indicated that KCC currently held 23,000 tonnes of salt, exceeding the minimum requirement of 16,800 tonnes. It was stressed that the surplus had provided KCC with considerable resilience across the network.
- 5) No proposed changes were observed in the winter service policy.
- 6) Members asked a number of questions relating to the update:
 - a) Members asked for clarification on point 2.1 and asked if there had been a significant increase in the year's budget compared to the previous year. Mr Loosemore responded that the final figure between the years wasn't available in the report but would be made available to Members. It was also highlighted the costs would likely have gone up in line with price indexation and inflationary rates.

- b) In response to questions regarding the responsibility for salt bins—including ensuring they are topped up, secure, and their locations are known—officers discussed previous efforts to mark bins, and the challenges associated with maintaining accurate records on the Graphic Information system (GIS) system. Salt bins had been recorded on the KCC GIS mapping software and empty bins would be refilled when required. Restocking of salt bins were overseen by Highways Inspectors who patrol and respond to the current status of each bin.
- c) Members reported that salt bins had previously been subjected to break-ins and proposed that officers circulate a map of bin locations. This would enable Members to support efforts in monitoring and safeguarding the bins within their respective districts.
- d) Members inquired on KCC responsiveness to issues such as burst water mains, particularly during winter, and whether the Council had the authority to fine service providers responsible for such disruptions across the network. Officers explained that such incidents are typically identified by inspectors and drivers through routine monitoring. Any recharges to utility companies would be managed on a case-by-case basis, although such occurrences were noted to be relatively uncommon
- e) In response to cost-related queries, it was confirmed that salt prices had remained relatively stable over time. Contractors were responsible for purchasing salt directly, and it was not considered a significant expense within the overall budget.

RESOLVED to note the Winter Service Policy Update

**8. 2500062 – Active Travel Funding Grant (ATF5-Tranche 5)-
Capital and Revenue
(Item 7)**

*Mr P Osborne - Cabinet Member for Highways and Transport presented the item.
Nikola Floodgate-Road Safety & Active Travel Group Manager and Jamie
Watson-Senior Schemes Programme Manager were also in attendance.*

- 1) KCC had been awarded £1.86 Million from Active Travel England under the Active Travel Fund Tranche 5(ATF5) to develop and construct active travel schemes throughout the county.
- 2) Funding was based on £1.67 million in capital and £250,000 in revenue and was based on population and capability ratings. Schemes had been selected through consultation with districts and boroughs and had been reviewed by the Members Cycling and Walking groups (MCW) and would be overseen by the Cabinet Member for Highways and transport.

- 3) A cross-party working group, in collaboration with Highways and Transportation, would oversee the delivery of development schemes funded entirely by a designated grant. No additional Council funding would be required.
- 4) All development schemes would be completed by 31 March 2026, with construction targeted to be finalized by 31 March 2027. The Council would ensure full compliance with legal obligations, including procurement regulations, health and safety standards, and equality duties.
- 5) Members raised concerns that no borough Members had seen the schemes due to the recent Joint Transport Board being cancelled (JTB) or it not being included on the agenda. Mr Prater highlighted a lack of scrutiny around the programmes that had made the ATF list.
- 6) A significant number of applications had been submitted from across the county, and decisions would be made to fully fund, partially fund, or reject schemes. Members suggested that there had been a lack of visibility at certain points of the process.
- 7) The paper referenced a list of schemes submitted by districts and boroughs (Section 1.4), which Members had not seen. Section 1.5 stated that the list had been shared and that the officer's approach was endorsed at the 11 March meeting.
- 8) It was noted that several Members were absent from the meeting held on 11 March. Additionally, neither the list of schemes nor the proposed approach was presented at the recent MCW meeting.
- 9) Members raised queries regarding section 1.6, specifically the selection of tabled schemes and the exclusion criteria applied to others. Concerns were expressed that the prioritisation methodology had not been subject to adequate scrutiny, and that district travel teams were unaware of the schemes presented. Members indicated that there had been a lack of transparency and communication surrounding the item.
- 10) Officers responded to Members 'concerns raised at last week's MCW meeting. It was noted that an Officer had offered to arrange a follow-up session to guide Members through the background and decision-making process related to the discussed tranche of funding.
- 11) As outlined in the paper, many of the decisions and discussions occurred under the previous administration. Officers confirmed their willingness to attend any Joint Transportation Board (JTB) across the county to provide an overview of the Active Travel Programme. The offer has already been accepted by several districts and boroughs. Colleagues from Folkestone and Hythe had received a full briefing on the projects, and KCC would continue to maintain ongoing dialogue with district partners.

- 12) Officers indicated that they would be happy to have a detailed conversation with any Member regarding the schemes that were approved, those that were not, and the current status of each project within its design journey. These schemes had evolved from initial concept through various development stages, and officers welcomed Member input throughout the process.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

1. APPROVE the acceptance of the Active Travel Fund (ATF5) Grant award and the deployment of the grant funding in accordance with the grant conditions to take the ATF5 projects through their various stages of scheme development and delivery.
2. DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Highways and Transport and the S151 Officer to agree to enter into the necessary grant agreements.
3. DELEGATE authority to the Corporate Director of Growth, Environment and Transport to deploy and manage the grant allocation funding to take the ATF5 projects through their various stages of scheme development and delivery.
4. DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member and S151 Officer, to accept and deploy future years funding allocations of the grant, providing it is on similar terms.
5. DELEGATE authority to Director of Infrastructure to progress and complete all relevant construction property and Compulsory Purchase Orders as necessary to deliver the schemes
6. DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement the decision as shown at Appendix A.

9. 2500063 – National Driver Offender Retraining Scheme Courses (NDORS)
(Item 8)

Mr P Osborne - Cabinet Member for Highways and Transport presented the item. Mark Bunting-Vision Strategy Programme Manager was also in attendance.

1. The decision related to the continued delivery of the Endorsed National Driver Offender Retraining Scheme (NDORS) in strategic partnership with Kent Police. The Kent Driver Education Team was licensed by the national governing body to deliver behaviour-correcting courses for referred offenders. The team was regularly audited and had received excellent feedback for both the quality of its work and the robustness of its operational processes.
2. The NDORS programme would be delivered at zero cost to Kent County Council. Offenders would be referred via the Police and would be responsible for covering the full cost of the course, meaning no financial burden would be placed on the council.
3. The delivery of courses would play a vital role in KCC's broader Vision Zero Safe System-based road safety strategy, particularly under the "Safer Behaviours" pillar. The aim would be to address and correct unsafe driving behaviours in a constructive and educational manner.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

1. The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Highways & Transport to give approval to continue to operate NDORS in partnership with Kent Police to 31 March 2030 in line with the terms of the Memorandum of Understanding (MOU) as shown at Appendix A.

10. 2500064 – Consolidated Active Travel Grant (CATF-Tranche 6) -Capital and Revenue
(Item 9)

Mr P Osborne - Cabinet Member for Highways and Transport presented the item. Nikola Floodgate- Road Safety & Active Travel Group Manager and Jamie Watson- Senior Schemes Programme Manager were also in attendance.

1. KCC had been awarded £5.7 Million from the Consolidated Active Travel Fund (CATF) to aid in the construction of active travel schemes aimed at enhancing, walking and cycling infrastructures
2. The revenue grant must be committed by 31 March 2026 and delivered by September 2026. The capital grant would be committed by March 2026 and spent by March 2028. The Council would ensure all compliance with legal and statutory requirements including procurement and quality duties.
3. Members congratulated the Officers on the hard work that had been completed in bringing the CATF to fruition.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

1. APPROVE the acceptance of the Consolidated Active Travel Fund (CATF) Grant award and the deployment of the grant funding in accordance with the grant conditions to take the CATF activities and projects through their various stages of scheme development and delivery.
2. DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Highways and Transport and the S151 Officer to agree to enter into the necessary grant agreements.
3. DELEGATE authority to the Corporate Director of Growth, Environment and Transport to deploy and manage the grant allocation funding to take the CATF activities and projects through their various stages of scheme development and delivery
4. DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member and S151 Officer, to accept and deploy future years funding allocations of the grant, providing it is on similar terms.
5. DELEGATE authority to Director of Infrastructure to progress and complete all relevant construction property and Compulsory Purchase Orders as necessary to deliver the schemes.
6. DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement the decision as shown at Appendix A.

11. 2500066 – Internal Drainage Board

(Item 10)

Mr D Wimble - Cabinet Member for Environment presented the item. Louise Smith-Flood and Water Manager was also in attendance

- 1) Mr Wimble explained that Kent County Council in its position as both a stakeholder and a statutory consultee had been invited to support the expansion of the River Stour Internal Drainage Board (IDB) and the trial expansion of the Upper Medway Internal Drainage Board.

- 2) It was explained that Internal Drainage Boards were independent public bodies governed by a mix of elected and appointed members and included representatives from district councils and local landowners. The core responsibilities included the management of water levels, land drainage, and flood risk. They operated in close coordination with KCC—as the Lead Local Flood Authority—and the Environment Agency.
- 3) The geographic boundaries of each IDB had aligned with flood risk extents that were determined by Environment Agency modelling. Wider catchment areas outside the current IDB boundaries could significantly influence water level management and flood risks within the districts. Members discussed the need for a broader oversight and proactive maintenance support to aid in driving the request for expansion.
- 4) Expansion would enable IDBs to be better positioned to respond to planning consultations, deliver flood risk mitigation and water management projects, and undertake enforcement activities more effectively.
- 5) The River Stour IDB proposed a full expansion to cover the entire River Stour catchment. The Upper Medway IDB would seek a pilot expansion across selected sub-catchment areas by working in partnership with KCC under a Professional Services Corporation Agreement (PSCA). The partnership had enabled shared resources and a collaborative delivery of flood risk management initiatives, including natural flood management projects, aimed at enhancing protection for local communities.
- 6) Members raised concerns regarding the recent Water Summit held on 3 September, particularly its potential to duplicate work already underway within existing committees. Mr Wimble acknowledged these concerns and clarified that the summit was an exploratory session involving key stakeholders aimed at establishing a strategic pathway for water management across Kent. At the current stage the summit would not be open to the public as its current purpose was to define the scope and parameters of the overarching group
- 7) Members asked if the discussed decision would improve the resilience of surface water drainage, groundwater resources and aid in the reduction of flooding. Officers responded that it would be beneficial on all the points raised.
- 8) IDBs would be required to submit their proposals to the Department for Environment, Food and Rural affairs (DEFRA), which held the authority to approve any expansion plans. Any additional charges or financial implications that arose from the expansion would be reviewed and approved by DEFRA. Should further clarity be required Officers would look to engage directly with the IDBs to seek additional information and would report back to the committee with a detailed update.

- 9) Members raised concerns on the proposals potential extra cost to taxpayers across a number of the county's districts. Officers acknowledged the concerns and discussed that many of the areas proposed for expansion were already partially covered by the IDB. District councils would only experience a minimal additional financial impact.
- 10) Members asked if reassurance on how efficiencies would benefit KCC. Officers indicated that notable cost efficiencies could be achieved through staff resourcing, with personnel potentially redeployed to externally funded projects. The expansion would present a valuable opportunity to strengthen partnership working between the IDB and highways teams.
- 11) It was noted that Mr Prater abstained from the decision

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for (the Kent) Environment agree to:

1. ENDORSE the proposed expansion of the River Stour Internal Drainage Board District and
2. ENDORSE the trial expansion of the Upper Medway Internal Drainage Board and the joint working arrangement between the Upper Medway Internal Drainage Board and Kent County Council as Lead Local Flood Authority as shown at Appendix A.

12. 2500067 – Procurement for the Receipt and Processing of Paper and Card Waste
(Item 11)

Mr D Wimble - Cabinet Member for Environment presented the item. Matthew Smyth-Director for Environment and Circular Economy and Susan Reddick-Head of Resource Management and Circular Economy were in attendance

- 1) Kent County Council had prepared to launch a new countywide contract for the receipt and processing of paper and card waste scheduled to begin on 1 December 2026. The contract would replace the existing arrangements which were due to expire.
- 2) The proposed contract would run for five years, with an option to extend for a further two years. It would be income-generating and tendered as a single lot. The contract would incorporate social value commitments and include a

benchmarking pricing system to ensure optimal environmental outcomes aligned with Kent's sustainability goals.

- 3) Members requested greater clarity on the social value aspects of the proposed contract. Officers highlighted opportunities for local employment, particularly in areas with existing infrastructure such as Kent's paper mills. Officers referenced apprenticeship schemes aimed at supporting skills development and long-term career pathways. Additionally, emphasis was placed on supporting local environmental initiatives and ensured that community-led sustainability efforts were recognised and actively encouraged.
- 4) In response to Members questions, Officers clarified that dry paper was more economically viable than wet paper which had been difficult and sometimes impossible to recycle.
- 5) Officers had indicated their intention to return to a future committee to facilitate a broader discussion on the collaborative work currently underway with district and borough councils. Future engagement would provide an opportunity to review progress, share insights, and ensure that Kent County Council continued to deliver best value for the Kent taxpayer.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for (the Kent) Environment agree to:

- 1) APPROVE the procurement and contract award of a paper and card recycling contract for an initial 5 years (plus an extension of up to 2 years).
- 2) DELEGATE authority to the Director of Environment and Circular Economy to take relevant actions to facilitate the required procurement activity.
- 3) DELEGATE authority to the Director of Environment and Circular Economy, in consultation with the Cabinet Member for Environment, 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 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 as shown at Appendix A.

13. Kent and Medway Safety Camera Partnership Overview (Item 12)

Tara O'Shea-Safer Speed & Enforcement Team Leader presented the item – Chief Superintendent Simon Alland of Kent Police was also in attendance.

- 1) The report highlighted the 53 mobile cameras sites across all networks. These included speed cameras, red light cameras and average speed cameras.
- 2) One of the most significant achievements of the partnership had been a sustained and measurable improvement to road safety. Over the past 20 years camera-monitored locations had seen an average reduction of 48% in the most severe injury crashes. The observed reductions had reinforced the importance of continued investment into the systems.
- 3) In 2016 the partnership had initiated a programme to upgrade outdated wet film cameras to a modern digital enforcement camera system. The transition was aimed to improve reliability, data accuracy, and long-term operational efficiency. The upgraded process was successfully completed in 2023 and would ensure that all enforcement tools were now fit for purpose and had strengthened the overall enforcement strategy.
- 4) It was recognised that revenue generated from speeding fines was not retained by local authorities as all funds were directed to the treasury's consolidated fund. It was stated that there was limited financial incentive for enforcement at the local level. When new traffic camera sites were proposed, local authorities would be then required to self-fund both the capital investment and ongoing operational costs. Overall expenses would be typically covered through the authority's existing Local Transport Plan allocation (LTP).
- 5) Enforcement required the full support of Kent Police in terms of back-office processing. Maintenance responsibilities would be shared by the relevant highway authority. Cost would be offset through the NDORS scheme. Officers highlighted the ongoing efforts to support a data-driven, community-responsive approach focused on saving lives.
- 6) Members expressed concern over the recent rise in anti-social driving behaviours and the challenges faced when reporting problematic areas. Officers clarified that responsibility for the placement of traffic camera sites would rest with the local highway authorities.
- 7) Mr Prater proposed that an annual report be presented to the cabinet committee to review the number of traffic offences recorded across the county and would enable a clearer understanding of functioning and non-functioning cameras, as well as identify key traffic issue hotspots. The Member also highlighted the challenges encountered when requesting statistics for specific camera sites.
- 8) Officers acknowledged Members frustrations in regard to the availability of offence data and confirmed that the supporting Kent County Council website would soon be updated to include the required information. Chief Superintendent Alland also addressed Members' concerns, noting that police-related data for specific districts would be made available upon request.

- 9) The discussion explored proactive versus reactive approaches to preventing road traffic accidents. Members raised concerns regarding budget constraints, the process for reviewing camera placements, the volume of funds directed to central government from enforcement activities, and the financial implications of installing additional cameras.
- 10) Officers responded by emphasising the need for a more agile and targeted approach to road safety. Financial resources would be reviewed to support the development of a camera deployment programme. A collaborative review of crash sites and areas of concern would be undertaken jointly by Kent Police and KCC. It was clarified that decisions regarding camera placements rest with the local authority, subject to review by Kent Police and the Department for Transport. (DfT)
- 11) Members suggested that lobbying central government could help enable traffic cameras to become more self-funded. In response, Officers noted that a group of transport professionals had recently submitted a document to government that proposed that revenue from fines be redistributed in a way that more comprehensively supported both local authorities and the Police.

RESOLVED to note the Kent and Medway Safety Camera Partnership Overview

**14. 2500068 – Folkestone & Hythe Waste Transfer Station-
Delivery Options Report**
(Item 13)

*Mr D Wimble - Cabinet Member for Environment presented the item. Matthew Smyth-
Director for Environment and Circular Economy and Charlotte Smith were in
attendance*

- 1) The paper referenced a key decision to allocate capital budget for the construction of a new waste transfer station at Junction 11 on the M20. The current waste facilities in Folkestone and Hythe would be insufficient to manage the volume of waste generated by existing housing levels.
- 2) Funding had been supported through the KCC capital budget and alongside contributions from district partners. Planning permission for the site had been granted in August 2025.
- 3) A budget gap had been identified, which had presented a challenge to moving forward with construction. The paper presented a review of the available options to close the identified budget gap and enable delivery of the essential waste infrastructure.
- 4) Following a detailed options appraisal option three had been identified as the preferred approach. Option three proposed to extend the developer

contribution collection period from 2030 to 2040 and would align with Kent County Council's published housing-led forecasts.

- 5) Officers highlighted KCC's statutory responsibility to provide a suitable waste infrastructure for the district to deliver.
- 6) Members requested clarification regarding the £6 million borrowing referenced in the paper. Officers confirmed that the figure had related to existing, already-budgeted borrowing and did not represent any additional borrowing beyond what had previously been approved.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for (the Kent) Environment agree to:

- 1) PROCEED with option 3, which is to utilise waste reserve funds to close the budget gap and extend the developer contribution collection period to 2040, thus allowing the continuation of development of the site near junction 11 of the M20.
- 2) DELEGATE authority to the Cabinet Member for (the Kent) Environment to approve the capital funding for this project and to the Director of Infrastructure to approve the purchase of the land.
- 3) DELEGATE authority to the Director of Environment and Circular Economy in consultation with the Cabinet Member for Environment, 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 as shown at Appendix A.

15. 2500075 – Kent and Medway Local Nature Recovery Strategy
(Item 14)

Mr D Wimble - Cabinet Member for Environment presented the item. Matthew Smyth- Director for Environment and Circular Economy and Elizabeth Milne Natural Environment and Coast Manager- were in attendance

- 1) The strategy was part of a national initiative that would encompass 48 Local Nature Recovery Strategy (LNRSs) being developed across England. The discussed strategies would form the backbone of the National Nature Recovery Network.
- 2) The Nature Recovery Network would be a key mechanism for delivering on the Environment Act 2021 commitment to halt the decline of nature and work towards the targets that had been published in 2022. The development of the LNRS for Kent and Medway would be funded through a grant from DEFRA, which had formally appointed KCC as the responsible authority.

- 3) Development of the strategy would follow the statute guidance set by DEFRA. Strategies would align and create a wider network countrywide. Strategies would look to identify the priorities for nature recovery and the potential measures to be implemented.
- 4) Collaboration with stakeholders and delivery partners had ensured an opportunity to fully input the strategic development. The strategy had also identified a number of priority species that would need to be considered.
- 5) Over the course of the development of the work over 20 workshops had been held with over 900 individuals attending. Over 250 different organisations were also represented.
- 6) The discussed strategy was centred around ten key ambitions; each reflected the core priorities and outlined potential measures for exploration. A public consultation was held in January and had received 330 responses. It was suggested that this demonstrated a strong support for the proposed measures and confirmed alignment with stakeholder expectations.
- 7) While certain amendments had been made to the broader details of the strategy, it was noted that the core founding principles remained unchanged.
- 8) KCC was required to submit the final strategy to all planning authorities nationwide, as well as to Natural England, initiating a 28-day review period. The process provided an opportunity for issuing a public advisory notice. The review commenced on 1st September and was scheduled to conclude on 29th September. To date no major issues had been identified.
- 9) Officers responded to the members questions on returning wildlife species. It was indicated that 30 of the county wildlife recorders was to be used to identify the 141 species of taxa would be targeted. No invasive species was to be introduced.
- 10) Members raised concerns regarding the Council's capacity to implement the proposed strategies. Officers clarified that the strategy was led by DEFRA and not by Kent County Council. The responsibility for delivery laid with DEFRA, while KCC would hold a supporting role as the responsible authority. Officers recommended that progress updates be presented at future Committee meetings.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for (the Kent) Environment agree to

- 1) APPROVE and ADOPT the Kent and Medway Local Nature Recovery Strategy, developed by Kent County Council as the Responsible Authority under the Environment Act 2021, subject to the formal endorsement by relevant supporting authorities

- 2) DELEGATE authority to the Director for Environment and Circular Economy in conjunction with the Kent and Medway Local Nature Recovery Strategy Board to publish the strategy and take any necessary actions to support its implementation and associated monitoring functions.
- 3) DELEGATE authority to the Director for Environment and Circular Economy in conjunction with the Kent and Medway Local Nature Recovery Strategy Board in consultation with the Cabinet member for Environment to make non-substantive revisions or updates to the strategy as appropriate during its lifetime
- 4) DELEGATE authority to the Director for Environment and Circular Economy to take 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 as shown at Appendix A.

**16. 2500078 – To extend current DPS framework SS 15096
Supported Local Bus & Home to School Transport
(Item 15)**

*Mr P Osborne - Cabinet Member for Highways and Transport presented the item.
Philip Lightowler-Head of Public Transport and Shane Bushall-Head of Service:
Public Transport were also in attendance*

- 1) Mr Lightowler opened the discussion that would encompass decisions 2500078 and 79 respectively. The Dynamic Purchasing System (DPS) framework for procuring transport services had been in place since 2016. The DPS had allowed suppliers to register on a closed framework and be procured contractually.
- 2) The DPS systems allowed a 'procure compliant' ability to procure tenders in blocks. The DPS would accommodate larger tendering such as supportive bus services and also a more flexible response to individual requirements.
- 3) Procurement times using the DPS had facilitated a faster response which would be required in supporting functions such as adult's social care. Currently there were 400 active suppliers throughout Kent, with the local supportive bus mainstream homeschool transport having 40 providers currently.
- 4) As the 2026 extension point for the current procurement arrangements approached work had taken place with colleagues in Commissioning and Procurement to explore options for either extending or replacing the existing framework. The review had been shaped by the introduction of the Public Procurement Act 2023, which would bring significant changes to how the

public sector procurement would be structured. Notably, the Act would not provide a direct replacement of DPS frameworks.

- 5) The Dynamic Market option had been explored as an alternative but was deemed to lack the flexibility and scope to deliver services. The two DPS Frameworks (78 and 79) in line with received legal advice would look to be extended until February 2029.
- 6) The remarked extension would allow for the day to day running of services to remain intact and allow collaborative works to take place with Commissioning and Procurement colleagues to source an alternative commercial strategy.
- 7) Members highlighted concerns on inflated costs and asked Officers on how the council would combat the rising costs. Officers acknowledged the concern and the rising costs associated with Specialist and Complex Needs (SCN) transport. A substantial increase in demand had grown from 2,500 -3,000 clients to over 6,500.
- 8) The increased costs of contracts had been addressed and targeted works would be underway to review and address these pricing structures. It was discussed that the current frameworks in place would remain the most effective method for tendering transport services.
- 9) Over the past 12 to 18 months, KCC had undertaken a strategic project to address the growing challenges associated with Special Educational Needs (SEN) transport. A major advancement had been the introduction of a new scheduling package, which would help to streamline service planning and improve overall operational efficiency.
- 10) From 2017 onwards, the council had experienced a sharp and sustained increase in the demand for SEN transport. A positive aspect was that there had been early signs that demand may be beginning to plateau. If current measures continued to take effect there could be cautious optimism that demand could begin to stabilise or even decline over time.
- 11) Work would be focused on addressing cost pressures, particularly around high-cost contracts and unit pricing. Financial aspect would remain a priority, and the team would be actively engaged in identifying efficiencies and ensuring value for money.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

- 1) **EXTEND** the current DPS framework for SS15096 Supported Local Bus & Home to School Transport from its current expiry of 31st December 2026 to 23rd February 2029.

- 2) ENABLE the development of an appropriate commercial strategy, taking account of the procurement options available under Procurement Act 2023.
- 3) DELEGATE authority to the Director of Growth, Environment and Transport to approve the DPS extension report, as prepared by Commissioning and Procurement.
- 4) DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement the decision as shown at Appendix A

17. 2500079 – To extend current DPS framework SS15124 Home to School Transport (taxi)

(Item 16)

- 1) Items discussed in combination with Key Decision 2500078.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

- 1) EXTEND the current DPS framework for the Home to School Transport (taxi) SS 15124 from its current expiry of 31st October 2026 to 23rd February 2029.
- 2) ENABLE the development of an appropriate commercial strategy, taking account of the procurement options available under Procurement Act 2023.
- 3) DELEGATE authority to the Director of Growth, Environment and Transport to approve the DPS extension report, as prepared by Commissioning and Procurement.
- 4) DELEGATE authority to the Corporate Director of Growth, Environment and Transport to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement the decision as shown at Appendix A.

18. 2500080 – Transport for the South East - KCC endorsement of Transport Strategy for the South East

(Item 17)

*Mr P Osborne - Cabinet Member for Highways and Transport presented the item.
Tim Read-Head of Transportation and Joseph Ratcliffe-Transport Strategy Manager were also in attendance*

- 1) Mr Ratcliffe highlighted Kent County Council's involvement with Transport for the South East (TfSE), which commenced in 2017. Over the years, several key decisions have been made in relation to the partnership's strategies and policies.
- 2) In 2024, TfSE updated its transport strategy (Section 2) and carried out a public consultation from December 2024 to March 2025. The results of the consultation were presented in Section 3
- 3) Kent County Council responded to the consultation as a constituent member of the partnership and was satisfied that its comments had been addressed. KCC had recommended endorsing the new Transport Strategy of TfSE, as outlined in the proposed decision
- 4) Members queried on how KCC had benefited from the partnership with TfSE. Officers outlined that KCC had made a financial contribution to the partnership of £58,000 a year. The contribution would allow KCC continued access to ongoing research, information and intelligence and additionally access to regional transports models. It was also noted that if KCC choose not to participate in the TfSE partnership, it would be the only county in the country not represented within a sub-national transport body.
- 5) The integrity and credibility brought by the TFSE partnership had been instrumental in strengthening bids for external funding, including those submitted to the Department for Transport (DfT) and other national bodies. KCC would not have achieved the same level of success without the added weight and authority that the collaboration provided. The partnership lends substance and legitimacy to proposals and reinforced KCC's strategic intent and operational capability.
- 6) Members asked additional questions regarding if similar partnerships were available for Kent County Council (KCC) to explore. Officers indicated that previous suggestions that involved a network of the home counties around London had been considered but ultimately not pursued.
- 7) It was observed that the Cabinet Member for Highways and Transport would represent KCC at the upcoming TfSE Board meeting, scheduled for 27 October. The Board would vote on whether to endorse the proposed strategy.
- 8) The vote would be cast in accordance with the decision proposed by the leader of the Council, as outlined in the accompanying documentation. If the decision were not to endorse the strategy the position would then be reflected in KCC's vote capacity at the TfSE Board meeting.
- 9) Voting on the TfSE board was weighted by population and gave KCC the largest share of votes as the most populous county in the partnership. However, KCC does not hold a veto option and if KCC voted against the

strategy it may still be adopted if a majority of partner authorities were to vote in its favour.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

1. ENDORSE the new Transport Strategy for the South East prepared by Transport for the South East (TfSE) and support TfSE with its implementation; and
2. DELEGATE authority to the Corporate Director Growth, Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to take the actions required to support TfSE with the implementation of the strategy, subject to the Council's decision-making procedures.
3. DELEGATE authority to the Corporate Director Growth, Environment and Transport to take other necessary actions, including but not limited to entering into contracts or other legal agreements, as required to implement the decision

19. Work Programme

(Item 18)

RESOLVED to note the work programme

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From: David Wimble, Cabinet Member for (the Kent) Environment

Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 4 November 2025

Subject: Waste management in Kent

Key decision: No

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary:

This paper provides Members with an update on the national waste reforms and considers impacts to KCC performance and budgets, including the latest position regarding the funding from Extended Producer Responsibility.

The paper also explains that there is an overarching focus on reducing residual waste given the current and future cost associated with this material, through increasing recycling at kerbside.

This will require working in partnership with district and borough councils in new and innovative ways that share risk and reward. This approach views collection and disposal as a whole waste system and takes a Kent taxpayer view on opportunities for cost reduction and the introduction of a mechanism to fund this activity on an invest to save basis.

Recommendation:

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

1. Background

- 1.1 Although the current roles and responsibilities for managing household waste are changing, the current arrangements are set out in the 1990 Environmental Protection Act. In two tier local authority areas such as Kent, responsibility is divided between the county council who is the waste disposal authority and district and borough councils who are the waste collection authorities.
- 1.2 Kent County Council as the waste disposal authority is responsible for reprocessing the material collected by district and borough councils and

operating a number of sites for householders to dispose of their waste materials.

- 1.3 District, borough and city councils are responsible for collecting household waste (and waste of a similar nature to household) and must collect at least two types of recyclable material separately from the rest of the household waste.
- 1.4 Within this legislative framework, KCC operates 19 household waste recycling centres (HWRCs), which receive around 2 million visits per year.
- 1.5 KCC as the waste disposal authority disposes of c660,000 tonnes of material per year, which is managed through the HWRC and transfer station network and then processed via infrastructure within Kent and beyond.

Performance

- 1.6 Figures 1 and 2 below shows Kent's performance against the national and regional average for two performance indicators; waste sent to landfill and waste reused, recycled or composted.

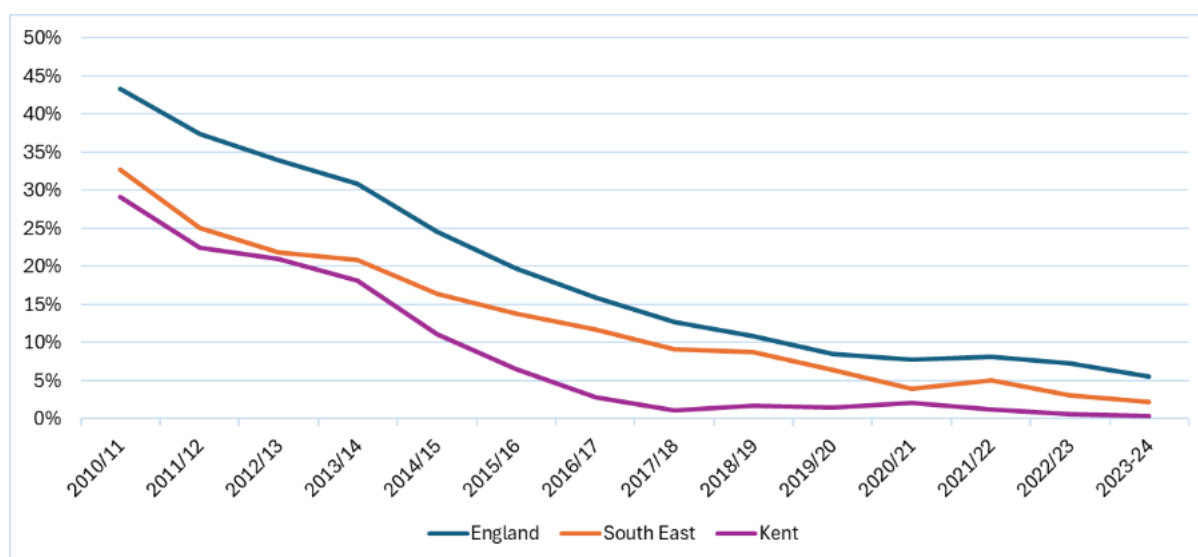


Figure 1: Percentage of municipal waste sent to landfill

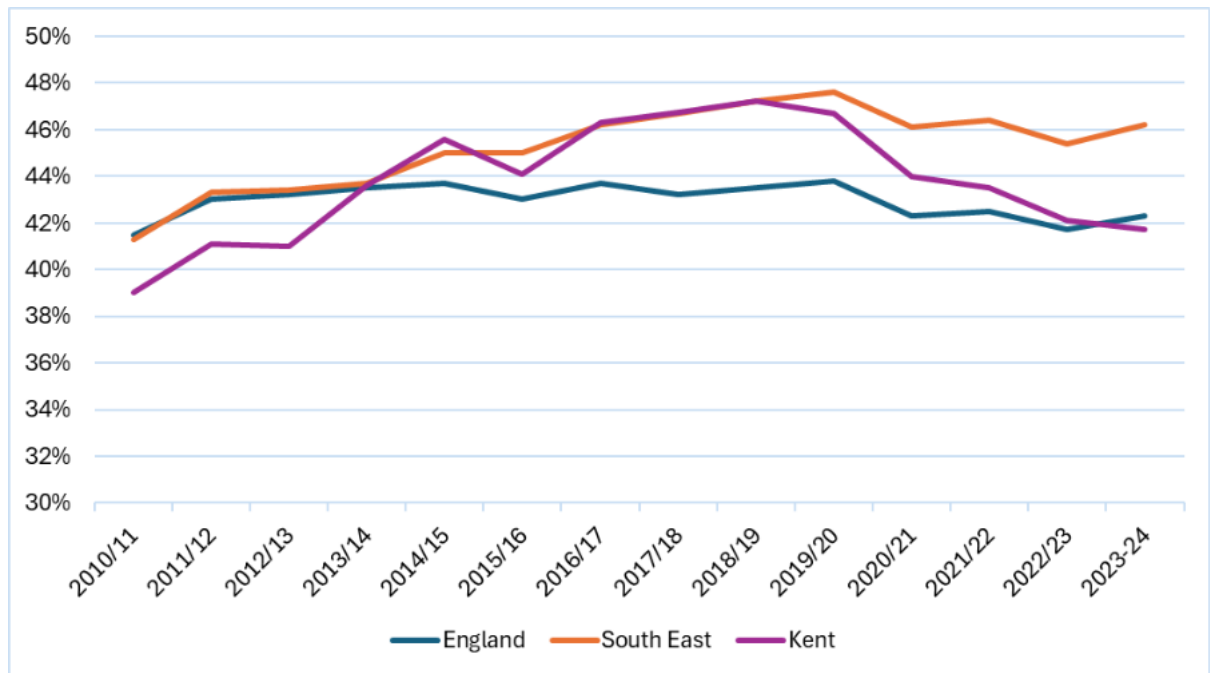


Figure 2: Percentage of household waste sent for reuse, recycling or composting

- 1.7 Figure 1 shows that KCC is landfilling less than 1% of the waste collected in Kent, which is outperforming the average across both England and the South East.
- 1.8 Figure 2 shows the average recycling rate for both waste collected at kerbside by district and borough councils and waste collected at HWRCs by KCC. It shows that Kent's recycling rate of 42% is now lagging behind the average across the South East and England. The best performing counties in the South East are Surrey and West Sussex where the recycling rates are 54.5% and 51% respectively.
- 1.9 Figure 3 below shows the difference between the waste collection authority with the highest recycling rate and lowest recycling rate in Kent each year since 2010/11. Over that period, the lowest performing authority has increased their recycling rate from 14% to 24%, whilst the best performer has increased from 46% to 52%. The difference has therefore closed, however there remains a 28-percentage point difference between the highest performing and lowest performing collection authority in the county.

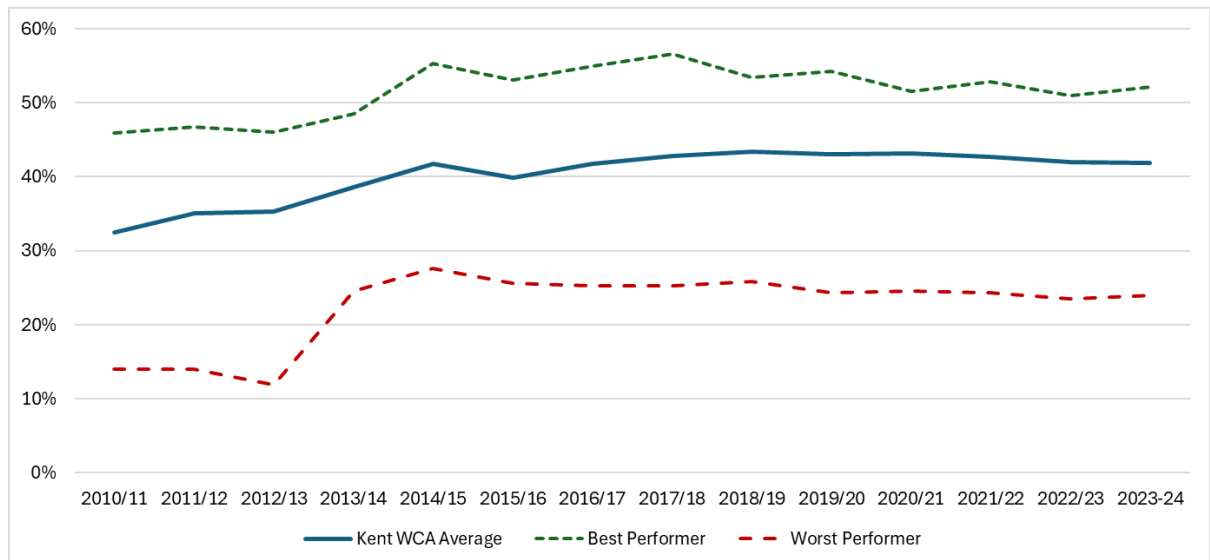


Figure 3: Kerbside recycling rates across Kent waste collection authorities

Budget

- 1.10 KCC's waste budget is shown in Table 1 below. You can see that this year, KCC is projected to spend £47.9m treating residual waste, £5.5m composting food and green waste and generate an income of £3.4m from reprocessing recyclables.

Budget area	2025/26 Budget
Treatment of residual waste	£47.93m
Composting food and green waste	£5.54m
Reprocessing recyclables	-£3.41m
Incentives to collection authorities to recycle more material	£3.51m
Operation of transfer stations and haulage of materials	£19.06m
Operation of HWRCs and haulage of materials	£12.16m
Management of closed landfills	£0.52m
Other	£3.17m

Table 1: 2025/26 budget spend areas

- 1.11 Figure 4 takes actual reprocessing costs from 2024/25 and divides them into the spend on materials that are taken to KCC's HWRCs and those materials collected at kerbside. The image shows that KCC spent £7m reprocessing materials collected at HWRCs and £53m on materials collected at kerbside. Of this £53m, £47.1m was spent on managing residual waste.

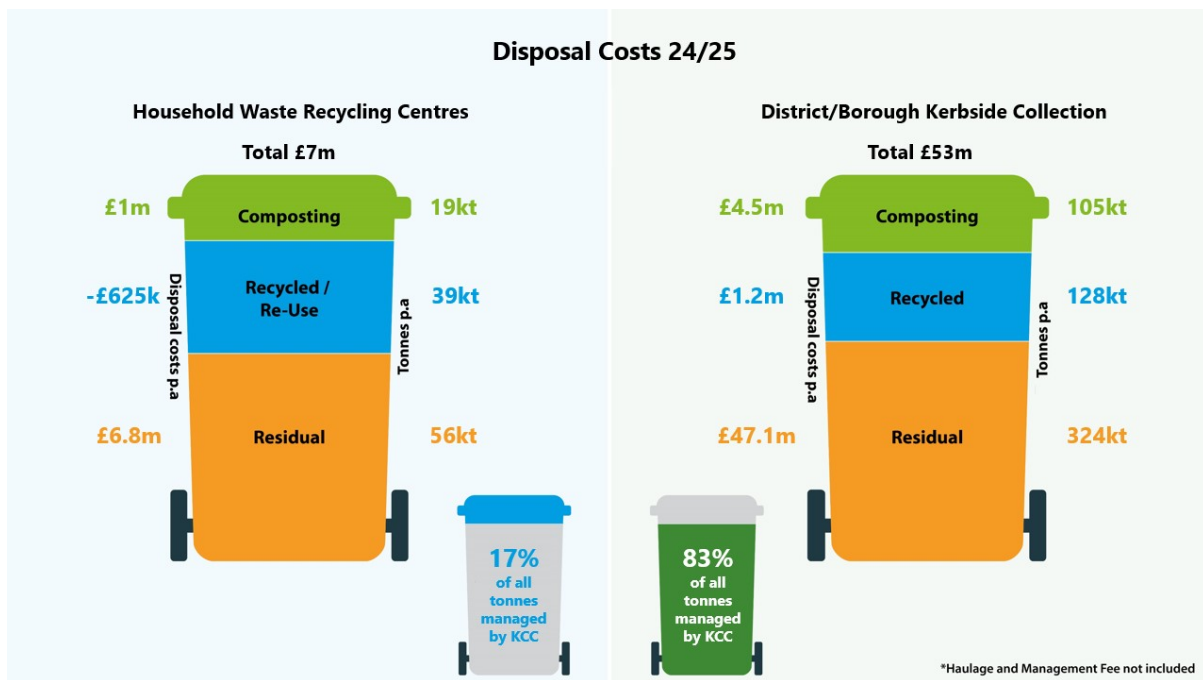


Figure 4: KCC disposal costs versus materials collected in 2024/25

- 1.12 Over the last few years, the increasing amounts of residual waste and stagnating recycling rates within Kent have put pressure on KCC's ability to deliver our statutory waste services within the available budget envelope.

2. Legislative changes

- 2.1 The Resources and Waste Strategy for England 2018, Greenhouse Gas Emissions Trading Scheme Order 2020 and Environment Act 2021 will see the largest changes to the waste and resources agenda for over 30 years. There are four key changes that will have the largest impact on KCC.

Simpler Recycling

- 2.2 This reform mandates that, by 31 March 2026, kerbside collections must include the collection of glass, metal, plastic, paper, card, food waste and garden waste for recycling or composting from households (businesses must comply by March 2025). Collection authorities will still be able to charge for green waste collections.
- 2.3 DEFRA recently issued an update to this reform, whereby collection authorities must provide containers for:
- residual (non-recyclable) waste
 - food waste (which can be mixed with garden waste)
 - paper and card
 - all other dry recyclable materials (plastic, metal and glass).
- 2.4 There are however exemptions that a collection authority can seek for collecting paper and card, which should be collected separately unless it:

- is not ‘technically practicable’
 - is not ‘economically practicable’
 - has ‘no significant environmental benefit’.
- 2.5 Collection authorities must prepare a written assessment to explain why one or more of these options apply.
- 2.6 Dartford Borough Council and Sevenoaks District Council will need to introduce food waste collections as a result of this legislation. It is estimated that this will save KCC in the region of £820,000 per year due to food waste moving from residual waste into composting.
- 2.7 In addition, Sevenoaks District Council will be introducing kerbside glass collections, and introducing fortnightly collections of residual waste.
- 2.8 To support collection authorities in Kent with the new collection requirements, KCC has carried out the following activities to increase capacity and ensure that we enable the disposal requirements associated with Simpler Recycling:
- Opened a new Waste Transfer Station in Sevenoaks
 - Secured planning permission for a Waste Transfer Station in Folkestone and Hythe as there is currently no facility within this district
 - Carried out a feasibility study to increase the operational capacity at Pepperhill Waste Transfer Station in collaboration with Ebbsfleet Development Corporation.

Extended Producer Responsibility

- 2.9 The Extended Producer Responsibility framework is based upon the ‘producer pays’ principal, whereby the producers of packaging waste will pay for the material to be managed once it has been discarded by the consumer. This should incentivise the producers of packaging to use the minimum amount of packaging required to protect the product and ensure that the materials used are recyclable as this will reduce their cost overhead.
- 2.10 Extended Producer Responsibility solely refers to packaging waste and currently includes paper, card, glass, plastics, wood and metal with other materials potentially being considered in the future.
- 2.11 Drinks containers made of any material other than glass and drinks containers made from polyethylene terephthalate (PET), steel, or aluminium between 150ml and 3l in size, are not included in the calculations.
- 2.12 However, all drinks containers will be in scope from 2028 if a Deposit Return Scheme is not in place by that time.
- 2.13 Binned waste and littered packaging waste, business waste and packaging collected within food and garden waste services are also currently not included.

- 2.14 For local authorities, the legislation says that they will receive the ‘full net cost recovery’ of the collection, haulage, recycling or disposal of these packaging wastes if there is an ‘efficient and effective’ waste management system in place. This would apply to an estimated 92,000 tonnes of materials managed by KCC.
- 2.15 From October 2024, waste transfer stations were required to sample and evaluate mixed recycling, in line with the amendments to the Environmental Permitting Regulations (2016). This will be part of the process to determine whether the management of these materials is ‘efficient and effective’ and adds an additional cost to KCC of £133k per year.
- 2.16 The diverse set up of local authority budgets present difficulties for DEFRA in applying calculations to determine ‘full net cost recovery’. As a result, to calculate this payment, all local authorities have been placed into predetermined family groups for the first year’s payment calculation. Calculations for subsequent years will differ as the system embeds. For the first year, it has not been possible to reconcile the Extended Producer Responsibility income with full net costs.
- 2.17 KCC has received confirmation that its Extended Producer Responsibility payment for 2025/26 is £12.272 million.
- 2.18 The initial estimate for this payment was £13.2 million. Following a reduction of £1.01 million, the Department for Levelling Up, Housing and Communities (DLUHC) provided a guarantee for the shortfall. As a result, the total amount received by KCC was £13.28 million and the resource management and circular economy net budget for 25/26 was updated accordingly to reflect the new income stream.
- 2.19 Future payments will be subject to further modelling by the Scheme Administrator. The draft MTFP for 26/27 has modelled a lower Extended Producer Responsibility income figure in lieu of confirmation of KCC’s allocation figure that is due before the end of the year.
- 2.20 Looking ahead, the requirement for services to be “efficient and effective” is expected to become increasingly important in determining future Extended Producer Responsibility payments. Local Authorities will be expected to demonstrate that funding is being used to meet these standards.

Repayment of misallocation of recycling credits within the Extended Producer Responsibility payment

- 2.21 The payment of the Extended Producer Responsibility money to KCC included a payment to KCC for the recycling credits that KCC has paid to Sevenoaks, Gravesham and Dartford Councils.
- 2.22 Subsequently, these councils had the same amount of money deducted from their Extended Producer Responsibility payments.

- 2.23 Recycling credit payments are made to waste collection authorities for recycling that they collect at bring banks that KCC does not manage, in line with legislative requirements. In 25/26 these payments totalled c.£395k.
- 2.24 The payment made to KCC was more than the money that we paid out, and subsequently the money deducted from Sevenoaks, Dartford, and Gravesham was more than they received. DEFRA asked that in two tier authorities, the parties reconcile the differences to ensure that no party is no better or worse off, hence why a reconciliation payment totalling c.£395k has been made to these authorities. No allowance has been made in the budget for future reconciliation payments as this was just a one-off payment for 25/26.
- 2.25 Going forward, all parties have agreed that we will no longer pay Recycling Credits to avoid this situation arising again.

Deposit Return Scheme

- 2.26 There has been a further delay to the Deposit Return Scheme until October 2027. This scheme will introduce a deposit on single use drinks containers (except for glass), which is refunded upon the return of the container.
- 2.27 A Deposit Return Scheme is likely to reduce the amount of these materials that are littered and will likely reduce the volume of waste collected at the kerbside.
- 2.28 However, the scheme will also change the composition of the materials within the kerbside collected materials and many of the valuable materials will be removed. This will likely negatively impact contract costs, as the value of the recycling basket will reduce with less valuable items in there, which would result in an increase to gate fees. Whilst the tonnage may be lower, the increase in costs may outweigh the reduction in tonnage.

Emissions Trading Scheme

- 2.29 The budgetary incentive for KCC to continue to increase recycling rates is further compounded by energy from waste plants being added to the Emissions Trading Scheme from January 2028.
- 2.30 This scheme is a cap-and-trade scheme designed to limit the total amount of greenhouse gases that certain industries can emit. Limits are set in line with the UK's net zero targets. This cap reduces year on year and consequently the cost of the permits required to emit will increase.
- 2.31 Any additional cost associated with this will be passed through to KCC.
- 2.32 The cap-and-trade scheme (and therefore charge) is based on the amount of fossilised carbon contained in the residual waste sent to energy from waste facilities.

- 2.24 KCC currently disposes of around 370,000 tonnes of residual waste per year. It is estimated that over 90,000 tonnes of the residual waste stream consists of fossilised carbon, in plastics, textiles, absorbent hygiene products and other similar materials.
- 2.25 Based on today's tonnages and UK Emissions Trading Scheme prices, the additional cost to KCC (in addition to EfW disposal fees) will be an estimated £16m per year.
- 2.26 By increasing recycling and diverting from EfW not only do we make savings on our existing budget but we also reduce the future unfunded liability of the UK Emissions Trading Scheme.

3. Current work to reduce waste

- 3.1 KCC's behaviour change programme aims to increase recycling rates across Kent and reduce the volume of waste sent to the Allington Energy from Waste (EfW) facility. This initiative is not only environmentally beneficial but also improves value for money and service efficiency.
- 3.2 Our key priorities include:
- **Boosting food waste recycling** - Food waste is the largest component of general household rubbish.
 - **Improving recycling in flats and communal properties** - These areas show low participation and high contamination.
 - **Enhancing dry mixed recycling** - Increasing the quantity and quality of plastics, glass, paper/card, and metals, while reducing costly contamination.
- 3.3 Since September 2024, a targeted food waste recycling campaign has been launched in six districts. This has involved placing 'no food waste' stickers on rubbish bins and providing information packs and free caddy liners to encourage participation. To date, the project has seen:
- Food waste collected year-on-year increase by 19.7%
 - Over 14,000 new caddies ordered
 - 1,200 tonnes of food waste recycled, saving £160,000 in disposal costs
 - Projected annual savings of £440,000 if the current trends continue.
- 3.4 The campaign is being expanded and will include two additional districts launching this month and another launching in January. The remaining district that currently collects food waste is currently finalising their launch date.
- 3.5 The remaining two districts that do not currently offer food waste collections will launch services next year, with KCC support to maximise impact.

4. Further development of the work programme

- 4.1 In July 2025, in partnership with the waste collection authorities, the latest waste composition analysis of kerbside residual (black bag) bins took place.
- 4.2 Figure 5 shows that with the current recycling systems in place at kerbside, over 37% of black bag waste is recyclable. Of this recyclable material, around half is food waste, c35% is dry missed recyclables and c13% is garden waste.

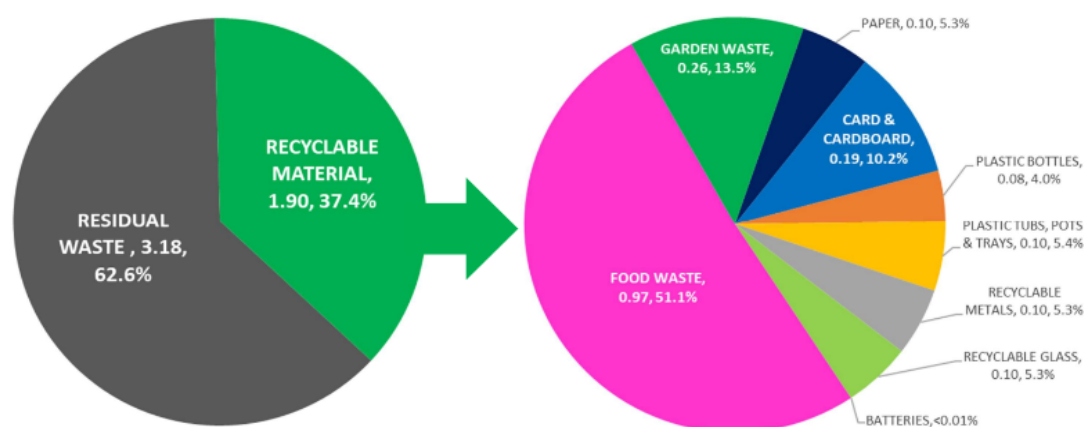


Figure 5 Average recyclable content of Kent residual waste (kg/hh/week and %)

- 4.3 Under the new Simpler Recycling legislation, 52% of the residual waste stream will become potentially recyclable, with waste collection authorities obligated to provide a collection service for these materials, however this legislation does not currently incentivise collecting more of these materials.
- 4.4 KCC is working with district and borough colleagues through the Kent Resource Partnership to review the whole waste management system, focusing on what is most cost effective for the Kent taxpayer. Work has been carried out to ascertain:
- The full cost of waste collection and disposal
 - The likely impact of legislative changes on the materials in the waste stream
 - Potential savings from increasing recycling rates
 - Where costs and opportunities sit across waste collection and disposal
 - The carbon reduction opportunity from delivering system improvements.
- 4.5 This work will lead to the development of a model to incentivise continuous improvement aimed at ensuring both collection and disposal systems are efficient and effective from both a financial and carbon perspective. It will also enable officers to develop a mechanism for incentivising continuous improvement and best practice for waste collection authorities that shares risk and reward and delivers performance improvement and financial savings.
- 4.6 Proposals for this scheme will be brought back to Environment and Transport Cabinet Committee in early 2026.

5. Financial Implications

- 5.1 In 2024/25, the waste budget was £93m, of which £52.4m was spent on reprocessing residual waste through energy from waste and £5.9m on recycling and composting.
- 5.2 In 2025/26, Extended Producer Responsibility brings a cost recovery income of £13.2m to KCC and Simpler Recycling an estimated £818k cost saving through the additional residual waste diversion.
- 5.3 The key risk is from the Emissions Trading Scheme of an estimated £16m per year. This begins in January 2028, which has been included as a pressure in the MTFP.
- 5.4 The receipt of the Extended Producer Responsibility money is an opportunity for KCC to increase performance, which will not only have subsequent budget reductions, but will also help to limit the financial liabilities in 2028 from the Emissions Trading Scheme.
- 5.5 As described within this paper, the opportunities for the service to impact both performance and the budget position positively come from working in partnership with district, borough and city councils and encouraging the public to think about waste differently and reduce, reuse and recycle.

6. Legal implications

- 6.1 There are no legal implications of this briefing note.

7. Equalities implications

- 7.1 There are no equalities implications of this briefing note.

8. Governance

- 8.1 This paper builds on a paper presented to the Environment and Transport Cabinet Committee prior to the May 2025 election and is informed by requests from the committee.

9. Conclusions

- 9.1 The reforms and funding shifts that are currently taking place in waste management as outlined in this paper are monumental, and a massive shift for local authorities. The reforms have complex interactions with each other and as a result, the end-to-end impacts are not yet fully understood.
- 9.2 This paper aims to inform Members with regards to these changes and actions that are taking place to mitigate risk and work with our partners the Waste Collection Authorities.
- 9.3 Whilst through the introduction of Simpler Recycling and Extended Producer Responsibility KCC will experience some upturns in potential savings/cost

reimbursement, the financial burden of the Emissions Trading Scheme will not only consume these benefits but also provide an added on-going pressure.

10. Recommendation

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

Contact details

Relevant Head of Service:

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From: Peter Osborne, Cabinet Member for Highways and Transport
David Wimble, Cabinet Member for (the Kent) Environment
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 4 November 2025

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Environment and Transport Cabinet Committee Performance Dashboard shows performance against targets set for Key Performance Indicators (KPIs). This is the second dashboard for 2025/26 and includes data up to August 2025.

Eleven of the fourteen KPIs achieved target for latest performance and are RAG rated Green. Two KPIs are below target but did achieve the floor standard and are RAG rated Amber. One KPI is below the floor standard and is RAG rated Red.

Recommendation(s):

The 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, and this is the second report for this Committee for the 2025/26 financial year.

2. Performance Dashboard

- 2.1. The Dashboard provides a progress report on performance against targets for the Key Performance Indicators (KPIs) for 2025/26. The current Environment and Transport Cabinet Committee Performance Dashboard is attached as Appendix 1.
- 2.2. The current Dashboard provides results up to the end of July/August 2025.
- 2.3. KPIs 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. Six of the seven KPIs in Highways & Transportation achieved target for latest month performance and are RAG rated Green. The one KPI which is below its floor standard and RAG rated Red is Faults reported by the public completed in 28 calendar days; this dropped below its floor standard mainly due to Amber weather events across the period significantly increasing the number of drainage and flooding enquiries and emergency response enquiries.
- 2.5. Five of the seven indicators for Environment and Circular Economy were above target and are RAG rated Green, the two other KPIs are RAG rated Amber. The first of these is Municipal waste recycled or composted, which has a challenging target agreed by the Kent Resource Partnership (district councils and KCC); national changes to household recycling from March 2026 are expected to improve rates. The second Amber is Waste recycled and composted at HWRCs, which saw reduced volumes of organic waste compared to the previous year, probably due to the dry weather in spring / early summer.

4. Recommendation(s):

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

5. Contact details

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Environment and Transport Performance Dashboard

Financial Year 2025/26

Results up to July/August 2025

Produced by Kent Analytics

Guidance Notes

Data is provided with monthly frequency except for Waste Management and Greenhouse Gases where indicators are reported with quarterly frequency and as rolling 12-month figures to remove seasonality.

RAG RATINGS

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 tracked within an expected range represented by Upper and Lower Expectations. The Alert provided for Activity Indicators is whether they are within their expected range or not. Results can either be within their expected range (**Yes**), or **Above** or **Below** their expected range.

Key Performance Indicators Summary

Highways & Transportation	Monthly RAG	YTD RAG
HT01 : Reported potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02 : Faults reported by the public completed in 28 calendar days	RED	RED
HT08 : Emergency incidents attended to within 2 hours	GREEN	AMBER
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN
DT01 : Percentage of public enquiries for Highways Maintenance completed online	GREEN	GREEN
DT03 : Percentage of concessionary bus pass applications completed online	GREEN	GREEN
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	AMBER
WM08 : Overall score for mystery shopper assessment of HWRCs	GREEN
WM10 : Customer satisfaction with HWRCs	GREEN
EW2 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW1 : Percentage of statutory planning consultee responses submitted within 21 days	GREEN

Appendix 1

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

Key Performance Indicators

Ref	Indicator description	May-25	Jun-25	Jul-25	Aug-25	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Reported potholes repaired in 28 calendar days	93%	95%	92%	90%	GREEN	92%	GREEN	90%	80%	96%
HT02	Faults reported by the public completed in 28 calendar days	81%	79%	76%	77%	RED	79%	RED	90%	80%	88%
HT08	Emergency incidents attended to within 2 hours	95%	98%	97%	98%	GREEN	97%	AMBER	98%	95%	97%

Activity Indicators

Ref	Indicator description	May-25	Jun-25	Jul-25	Aug-25	Year to Date	In expected range?	<u>Expected Range</u> Upper Lower	
HT01b	Potholes due to be repaired (arising from routine faults reported)	1,486	1,214	1,140	1,199	7,171	Above	6,550	4,300
HT02b	Routine faults reported by the public due for completion	3,933	4,167	5,149	3,903	23,097	Yes	25,200	19,600
HT08b	Emergency incidents attended	153	149	221	146	805	Yes	960	640

HT01b – The number of pothole repairs made within the timescale remains above target despite a higher than expected number of potholes due to be repaired.

HT02 – Following performance having moved close to the floor standard in the second half of 2024/25, Amber weather events during this period have resulted in performance dropping below the floor standard. We continue to hold monthly performance meetings to assess ways to improve performance across all areas.

HT08 – Attendance at emergency incidents within two hours of notifications met the target for the latest month of August, with year to date performance just 1 percentage point below target due to several heavy rain events. Regular meetings are held between client and contractor to discuss performance where each failure is discussed and analysed accordingly.

Appendix 1

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

Key Performance Indicators

Ref	Indicator description	May-25	Jun-25	Jul-25	Aug-25	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT12	Streetlights, illuminated signs and bollards repaired within timescale*	91%	97%	95%	92%	GREEN	94%	GREEN	90%	80%	93%
DT01	Percentage of public enquiries for Highways Maintenance completed online	68%	69%	68%	66%	GREEN	68%	GREEN	65%	60%	68%
DT03	Percentage of concessionary bus pass applications completed online	76%	80%	78%	82%	GREEN	79%	GREEN	75%	65%	77%
DT04	Percentage of speed awareness courses bookings completed online	91%	91%	90%	91%	GREEN	91%	GREEN	85%	75%	89%

Activity Indicators

Ref	Indicator description	May-25	Jun-25	Jul-25	Aug-25	Year to Date	In expected range?	<u>Expected Range</u> Upper Lower	
HT06	Number of new enquiries requiring further action (total new faults)	5,734	6,925	8,215	5,940	32,178	Below	40,200	33,700
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	5,734	6,080	6,711	6,644	N/a	Yes	6,800	5,400
HT13	Street work permit applications and change requests submitted	11,811	11,456	12,623	10,821	58,676	Yes	68,800	56,300

HT06 – The total number of new enquiries requiring further action received this year to August is below the expected range for the year, being approximately 10% lower than the previous year. The introduction of KCC highways staff completing minor and urgent repairs have helped to improve performance in this area. The top 3 services requested through public enquiries so far this year continue to be Potholes, Drainage and Flooding, and Emergency Response.

HT13 – Between April and August 2025, 17,627 permits were issued to KCC (39% of total permits), and 27,010 permits were issued to non-KCC bodies (61%).

Appendix 1

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	David Wimble

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

Ref	Indicator description	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	43%	43%	43%	42%	42%	AMBER	50%	42%
WM11	Municipal waste diverted from landfill	99.4%	99.2%	99.2%	99.0%	99.4%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	50%	50%	50%	49%	48%	AMBER	50%	45%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	98%	98%	97%	97%	97%	GREEN	97%	90%
WM10	Customers satisfied with HWRCs	Jun-24 96%	No survey	Dec-24 97%	No survey	Jun-25 96%	GREEN	95%	90%

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

WM01 – The 50% target for this KPI is within the Kent Joint Municipal Waste Strategy agreed by the Kent Resource Partnership (KCC and district councils). The requirements of simpler recycling come into place in March 2026, and it is anticipated that recycling rates will gradually increase as all Waste Collection Authorities must comply.

WM03 – HWRC recycling rates have fallen slightly following dry spring weather resulting in less organic waste being produced.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	David Wimble

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Jul-24	Oct-24	Jan-25	Apr-25	Jul-25	In expected range?	<u>Expected Range</u> Upper Lower	
WM05	Waste tonnage collected by District Councils	562,802	563,361	563,002	560,007	553,575	Yes	570,000	550,000
WM06	Waste tonnage collected at HWRCs	108,180	111,626	115,083	118,607	118,447	Yes	125,000	105,000
05+06	Total waste tonnage collected	670,982	674,987	678,085	678,614	672,022	Yes	695,000	655,000
WM12	Household residual (non-recyclable) waste (kg/HH)	529	530	530	529	528	Yes	530	525
WM13	Reuse from HWRCs (tonnes)	149	154	169	243	253	Yes	450	150

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	David Wimble

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

Ref	Indicator description	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes	11,251	10,985	10,323	10,388	10,252	9,612	GREEN	10,072	11,079

EW2 – The greenhouse gas emission target for Quarter 1, 2025/26 has been met with total greenhouse gas emissions of 9,612 tCO₂e compared to a target of 10,072 tCO₂e.

Although we have seen slight increases in consumption for KCC managed sites, non-KCC managed sites and our Traded Services, there has been an overall reduction of emissions from electricity due to the reduction in the UK Electricity emission factor for 2025. The contributions that the solar farms are having in reducing KCC's emissions also continue to be positive.

Key Performance Indicators (monthly)

Ref	Indicator description	Apr-25	May-25	Jun-25	Jul-25	Aug-25	YTD 25/26	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	90%	88%	91%	94%	89%	91%	GREEN	90%	80%

From: David Wimble, Cabinet Member for (the Kent) Environment

Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee

Subject: Green Finance

Key decision: No

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary:

This briefing paper provides Members with an overview of the green finance options available to KCC in order to mobilise private and public investment in environmental projects that support nature recovery, climate adaptation and biodiversity net gain goals with a view to creating a cyclical investment portfolio that delivers financial, environmental, and social returns. The briefing outlines opportunities, risks and implications of adopting each of the green finance mechanisms and invites comments on the next steps towards creating a green finance strategy for the authority.

Recommendation:

That the Environment and Transport Cabinet Committee note and comment on this report.

1. Background

- 1.1. Within the environment field, local authorities across the country are facing a growing gap between their duties, powers and ambitions and their available financial resources.
- 1.2. The Environment Act 2021 and the Environmental Improvement Plan 2023 place new statutory duties on local authorities including the development of local nature recovery strategies and measurable improvements in biodiversity, air and water quality. Delivery against these obligations requires significant investment, which cannot be met through existing budgets alone.

- 1.3. The UK's Green Finance Strategy 2023 and emerging environment, social and governance disclosure standards are driving a shift in investor behaviour. There is growing appetite among institutional investors, corporates and financial institutions to support nature-positive and climate-resilient projects.
- 1.4. KCC has begun foundational work to assess its readiness for private sector green finance. This includes an in-depth literature review, mapping council-owned assets such as land, buildings and natural capital to identify opportunities for commercialisation and investment, natural capital accounting to understand the value of ecosystems and exploring the potential for biodiversity net gain credits and e-mobility infrastructure as revenue generating pilot projects. Feasibility work is underway to assess the viability of several sites for habitat creation. These pilots are intended to demonstrate proof of concept and build internal capacity for more complex investment models.
- 1.5. The next step is to develop a green finance strategy that provides the structure, tools and the partnerships needed to transition from grant dependency to a more resilient and impactful investment approach. The strategy will aim to position the Council in a way that attracts private and community investment whilst aligning with emerging environment, social and governance standards, in order to deliver long-term value for money for Kent's communities and natural environment.

2. Green finance opportunities available

- 2.1. There is a diverse and evolving landscape of green finance mechanisms available to local authorities to support their environmental ambitions. These mechanisms offer varying degrees of scale, complexity and risk, and can be tailored to suit both short-term pilot projects and long-term strategic infrastructure. The following outlines the principal opportunities, supported by case studies and analysis of their relevance to KCC.

2.2. Municipal Green Bonds

- 2.2.1. Municipal green bonds are debt instruments issued by local authorities to raise capital for environmentally beneficial projects. Investors receive fixed interest payments and the funds are earmarked for green infrastructure such as renewable energy, flood resilience or biodiversity enhancement.
- 2.2.2. Anglian Water issued a £250 million green bond to fund nature-based wetland projects, replacing traditional water treatment plants. This approach reduced capital and maintenance costs while delivering biodiversity benefits.
- 2.2.3. KCC could explore municipal green bonds to finance large-scale infrastructure such as district heating networks, flood management schemes or habitat restoration. The UK Municipal Bonds Agency offers pooled issuance to reduce costs and improve access to capital.

- 2.2.4. This type of finance requires strong creditworthiness, regulatory compliance and extensive investor marketing. It may be less attractive than other capital loans unless structured innovatively. However, it does provide opportunities for long term capital investment, alignment with environment, social and governance goals and the potential for collaboration at up to a regional level which lessens the risk directly to KCC.

2.3. Community Municipal Investments

- 2.3.1. Community Municipal Investments are place-based investment tools that allow councils to raise funds directly from residents via regulated crowdfunding platforms. These investments typically support local infrastructure and offer modest returns to investors.
- 2.3.2. West Berkshire Council raised £1 million for rooftop solar, cycleways and flood defences through these investments and Warrington Borough Council used it to fund renewable energy projects with the surplus income reinvested into its investment portfolio to support other public services.
- 2.3.3. Community Municipal Investments could be used to fund small-scale, high-visibility projects such as EV charging infrastructure, solar installations on council buildings or biodiversity net gain pilot sites. They also offer a powerful tool for community engagement.
- 2.3.4. They are limited in scale and most suited to smaller local projects. They are dependent on council financial stability and require strong local connection to the project. They are however relatively low-cost funding making them attractive as pilot projects and are highly transparent with local communities often directly benefitting from the investments made.

2.4. Impact Investment Funds

- 2.4.1. Impact investment funds pool capital to support projects that deliver both financial returns and measurable environmental or social benefits. These funds are particularly suited to revenue-generating nature-based solutions.
- 2.4.2. The Greater Manchester Environment Fund was developed in partnership between the Greater Manchester Combined Authority, Lancashire Wildlife Trust and Finance Earth and blends public, philanthropic and private capital to support strategic natural capital projects. The fund has secured £2million to date from sources such as Defra's Green Recovery Challenge Fund and the SUEZ Community Fund which it has used to provide grants, to build capacity and to provide repayable investment to restore habitats, improve biodiversity and build climate resilience in the Greater Manchester area.

- 2.4.3. Using this model KCC could establish or participate in a regional impact fund focused on biodiversity credits, carbon sequestration or regenerative agriculture. This would enable scalable investment across multiple sites.
- 2.4.4. Risks associated with this model are the high transaction costs, complex structuring and the requirement for robust monitoring and governance. However, the scalability of this model would enable a regional approach to be adopted.

2.5. Payment for Ecosystem Services

- 2.5.1. Payment for Ecosystem Services schemes are a mechanism where individuals, businesses or public bodies, pay landowners or land managers to maintain or enhance natural assets that provide valuable ecosystem services. These services can include clean water, flood protection, carbon sequestration, biodiversity conservation and air purification.
- 2.5.2. In the schemes, beneficiaries of these services, such as water utilities, developers or government agencies, financially compensate those who manage the land in ways that deliver these benefits. For example, a water company might pay farmers to adopt land management practices that reduce nutrient runoff and improve water quality.
- 2.5.3. The Oxfordshire Biodiversity Net Gain credit system functions as a Payment for Ecosystem Services model, creating a financial transaction between those who benefit from ecosystem services (the developers) and those who provide or enhance those services (landowners or conservation organisations). In this system, developers are required to compensate for biodiversity losses caused by their projects by purchasing Biodiversity Net Gain credits. These credits fund habitat creation or restoration projects that deliver measurable ecological benefits.
- 2.5.4. Payment for Ecosystem Services is particularly relevant to KCC in areas like catchment management, biodiversity net gain and nutrient neutrality. It offers a cost-effective alternative to grey infrastructure and can incentivise sustainable land use while engaging the private sector in environmental stewardship. However, the schemes require robust monitoring, clear governance and often face challenges related to regulatory frameworks and equitable benefit distribution. They are also inherently difficult to establish given the complexity of their nature.

2.6. Environmental Impact Bonds

- 2.6.1. Environmental Impact Bonds are pay-for-success instruments where investors fund projects upfront and returns are linked to performance

outcomes. This model transfers financial risk from the public sector to the investors.

- 2.6.2. Currently there are no widely implemented Environmental Impact Bonds in the UK that match the scale or structure of those seen in the United States. However, the concept is gaining interest among UK local authorities and environmental finance organisations.
- 2.6.3. Several UK councils and agencies have explored performance-based financing models and outcomes-linked payments which are foundational to Environmental Impact Bonds. These include pilot schemes and feasibility studies, particularly in areas like flood resilience, biodiversity net gain, and natural capital restoration. The Green Finance Institute and organisations like Finance Earth have been actively promoting the development of such instruments and the UK's broader green finance strategy supports their future adoption.
- 2.6.4. In the United States the DC Water Bond that launched in 2016 was the first of its kind. It was designed to finance green infrastructure projects aimed at reducing stormwater runoff and improving water quality. In this model, private investors that included Goldman Sachs and Calvert Impact Capital provided upfront capital for the installation of green roofs, permeable pavements and rain gardens. The bond's returns were tied to the performance of these interventions: if the environmental outcomes exceeded expectations, then investors received a bonus; if they underperformed then investors accepted reduced returns. This structure transferred performance risk from the public sector to the investors incentivising accountability and innovation. The success of the DC Water Bond has since inspired similar models in other U.S. cities such as the Forest Resilience Bond that supported wildfire protection and restoration in national forests.
- 2.6.5. Environmental Impact Bonds could be used by KCC for flood management, carbon sequestration or biodiversity restoration, particularly where outcomes can be clearly defined and measured but the investor appetite in the UK remains uncertain.

2.7. Landscape Enterprise Networks

- 2.7.1. Landscape Enterprise Networks bring together businesses, landowners, farmers and environmental organisations to co-invest in the health and resilience of shared natural assets such as soil, water and biodiversity that underpin local economies and supply chains. The model works by aggregating demand from multiple businesses that rely on ecosystem services (e.g. food retailers, water utilities, insurers), pooling their investment and directing it toward targeted environmental interventions like reforestation, floodplain restoration or soil

improvement. They create economies of scale and shared governance that reduces the individual risk to each party.

- 2.7.2. A notable example of a Landscape Enterprise Network in the UK is the pilot project launched in Cumbria in 2017. This initiative brought together major stakeholders including Nestlé, United Utilities and First Milk to co-invest in nature-based solutions that would improve the resilience of the local landscape. The project focused on reducing phosphorus levels in rivers, enhancing biodiversity and improving soil health and flood management through interventions such as hedgerow planting and regenerative farming practices.
- 2.7.3. Kent's agricultural and water catchment areas could benefit from Landscape Enterprise Networks involving food retailers, insurers and utilities. This model supports soil health, flood resilience and biodiversity.
- 2.7.4. While coordination can be complex with multiple stakeholders, immature markets and high monitoring costs, this offers a powerful mechanism for mobilising private capital and aligning environmental outcomes with commercial interests, making them particularly relevant for regions like Kent with strong agricultural and water resource sectors. Landscape Enterprise Networks strengthen supply chains and provide long-term investment opportunities.

2.8. Green Improvement Districts

- 2.8.1. Green Improvement Districts are a place-based financing model adapted from the Business Improvement District concept. In a Green Improvement Districts, property owners within a defined area agree to contribute financially, typically through levies or assessments, to fund environmental improvements that benefit the local community and economy. These improvements can include green roofs, tree planting, permeable pavements, sustainable drainage systems and other climate-resilient infrastructure. Green Improvement Districts are democratically governed often requiring a formal vote among stakeholders and are designed to empower communities to take collective action on environmental priorities. They offer a mechanism for supplementing public funding, enhancing property values and fostering local engagement, though they can face challenges related to equity, coordination, and funding limitations.
- 2.8.2. The Leeds Climate Innovation District used local levies to fund low-carbon buildings and flood-resilient infrastructure with over 500 energy-efficient homes built to near Passivhaus standards alongside offices, leisure spaces, a care home and a primary school. Whilst not formally designated as a Green Improvement Districts, the community funded green roofs, permeable pavements, sustainable drainage systems and pedestrian-friendly infrastructure through a series of levies and the

community continue to govern the long-term maintenance of the infrastructure.

- 2.8.3. Green Improvement Districts could be piloted in Kent in highly populated urban centres such as Maidstone or Canterbury to support green streets, tree planting and the expansion of sustainable drainage systems with localised decision-making leading to enhanced property values. However, they do have funding limitations alongside equity concerns and this leads to complex governance requirements.

2.9. Enterprise-Based Models

- 2.9.1. These models generate revenue through ecotourism, sustainable product sales and conservation leasing. They offer market-driven approaches to financing nature-based solutions. These models rely on the economic value of ecosystem services and aim to create self-sustaining income streams that support long-term environmental management. For example, landowners may lease land for eco-friendly activities, sell nature-based products like biochar or timber or charge access fees for recreational use.
- 2.9.2. The Newcastle Parks and Allotments Trust is a charitable vehicle created to manage the city's parks estate independently from the local authority. Under this model green infrastructure assets are transferred to the Trust via long-term leases and the Trust raises funds through an endowment and enterprise activities. Revenue generated from investment income and sustainable operations is used to maintain and enhance the parks, including those that do not generate direct financial returns. This approach ensures the long-term financial sustainability of the parks by protecting the public green spaces from budget cuts whilst supporting ecosystem services such as biodiversity, recreation and climate resilience.
- 2.9.3. Kent's natural heritage and tourism potential as well as the countywide management of parks and green spaces by local authorities make this highly relevant. Opportunities include nature-based recreation, regenerative agriculture and biodiversity-linked products. While these models offer adaptability to various landscapes and local economic benefits such as job creation, they also carry risks such as market dependency, environmental trade-offs and regulatory challenges.

2.10. Blended Finance

- 2.10.1. Blended finance combines public, philanthropic, and private capital to de-risk investments and attract institutional finance. It is particularly useful for early-stage or high-risk projects such as biodiversity restoration, carbon credit generation or regenerative agriculture, where traditional investors may be hesitant to engage. By layering different types of funding, for example, using grants to absorb initial risk or

offering guarantees to protect investor returns, blended finance makes projects more attractive to private capital.

2.10.2. The Natural Environment Investment Readiness Fund (NEIRF) is funded by Defra and managed by the Environment Agency. The fund provides grants of up to £100,000 to support the creation of scalable, revenue-generating models based on ecosystem services such as carbon sequestration, biodiversity net gain, nutrient neutrality and natural flood management. The fund helps project developers identify ecosystem services and engage with landowners and buyers to build financial models that demonstrate long-term viability. The Natural Environment Investment Readiness Fund acts as a form of blended finance by using public funding to de-risk early-stage projects and stimulate private sector interest. It has supported over 120 projects across England since its inception.

2.10.3. Blended finance could support pilot projects in biodiversity, carbon credits or regenerative farming by enabling the deployment of limited public funds in the form of grants in a way that leverages larger-scale investment thus reducing risk and enabling early-stage projects to get off the ground. This would support market development whilst facilitating scalable, long-term environmental impact. However, this model requires careful structuring and robust governance to ensure transparency and alignment with strategic goals.

3. Next steps

- 3.1. This comprehensive suite of green finance mechanisms, if deployed, could offer KCC the flexibility to match different funding models according to project types, risk appetite and strategic ambition.
- 3.2. In order to move forward, the next stage of work will require KCC to define its approach in five separate areas:
 - Timeframe: Short-term pilots (2–5 years) vs. long-term infrastructure (20+ years).
 - Investment Size: Small (£1–5m) vs. large (£10–100m) projects.
 - Scope: KCC estate only vs. cross-boundary or regional collaboration.
 - Partnership: None vs. private/community investors, joint ventures, or energy performance contracts.
 - Project Type: Renewable energy, retrofit, heat networks, transport, nature recovery.
- 3.3. Exploration of these parameters will be undertaken alongside a more detailed assessment of the deliverability of the various models set out in the report.
- 3.4. Further discussions with Members will take place as the Green Finance Strategy continues to develop.

4. Financial Implications

4.1. There are no financial implications of this briefing note.

5. Legal implications

5.1. There are no legal implications of this briefing note.

6. Equalities implications

6.1. There are no equalities implications of this briefing note.

7. Governance

- 7.1. This briefing note is informed by requests from the Environment and Transport Cabinet Committee. Any future green finance strategy will follow the expected governance routes as required in order for decisions to be taken forward.

8. Conclusions

- 8.1. Green finance could present a transformative opportunity for KCC to meet its environmental goals while unlocking new funding streams.
- 8.2. However, all of the models discussed in the report are complex and further work and subsequent decisions will be needed to progress toward the development and implementation of a green finance strategy.

9. Recommendation

<p>The Environment and Transport Cabinet Committee is asked to note and comment on the report.</p>
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10. Contact details:

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From: David Wimble, Cabinet Member for (the Kent) Environment
Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee, 4 November 2025

Subject: Development of a Kent Water Resources Strategy

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division

All electoral divisions

Summary: Kent is one of the driest regions in England with population and economic growth along with climate change putting increasing pressure on the county's water resources. The results of water stress within the county are expected to cause long term impacts for house building, economic development, tourism and water availability for residents. Water scarcity will also have a negative effect on wildlife and habitats, which form the rich landscape of the county. The development of a 25-year Kent Water Resources Strategy is proposed to address the challenges now and, in the future, and shape how the county can maintain growth whilst protecting water resources for the benefit of the environment and quality of life for the residents of Kent.

Recommendation(s):

The Cabinet Committee is asked to note the paper and support the development of a Kent Water Resources Strategy

1. Introduction

- 1.1 Kent is one of the driest regions in England, and climate change is intensifying the pressure on its water resources. The county is experiencing warmer, wetter, winters and hotter, drier summers, which are impacting both the quality and availability of water.
- 1.2 The Environment Agency projects a national water shortfall of nearly 5 billion litres per day by 2050. Parts of Kent are already classified as experiencing moderate to serious water stress, where water demand exceeds the effective rainfall available. Areas under serious stress include Folkestone & Hythe, Dover, Thanet, Swale, Gravesham, and Sevenoaks.
- 1.3 National population growth is expected to reach 7.3% by mid-2032, with Kent and Medway anticipating significant increases in both population and economic activity. This growth will drive demand for new housing,

employment, and infrastructure, placing further strain on water supply systems.

- 1.4 Water stress in Kent poses long-term risks to housing development, economic growth, tourism, and everyday water access for residents. It also threatens the county's rich natural habitats and biodiversity.
- 1.5 Kent County Council has, over the previous 10 years, worked to develop and deliver water resource projects, build strategic partnerships with key stakeholders and understand the risks and challenges for securing water resources.
- 1.6 Using this platform, it is proposed that KCC works with strategic partners to develop a shared Water Resources Strategy for the county that looks at how we will manage the long-term risk to water resources.

2. Developing a Kent Water Resources Strategy

- 2.1 Kent is a diverse county with a high-quality environment, varied towns and rural landscapes. These resources and assets are valued by residents, business and visitors alike, providing significant benefits to the county's economy and the health and wellbeing of its residents.
- 2.2 However, the county has experienced numerous drought events since the 1970s. Projected climate change and population growth will increase water demand while decreasing water available for supply.
- 2.3 Significant investment will be needed to balance future supply and demand in Kent – depending on the climate path, level of population growth and the mitigation action taken, projections suggest an additional 1.5 – 2.6 billion litres per day will be needed by 2080 in the South East.
- 2.4 These figures do not represent a hard line but will be realised incrementally year-on-year, with the impacts being felt on the public water supply and high-water consumption sectors.
- 2.5 Unless more is done to balance water supply and demand, droughts are likely to pose an increasing threat for soft and top fruit and salad production (Kent's main irrigated crops) in summer months, particularly where they rely on high levels of irrigation from river abstraction, reservoirs and groundwater sources.
- 2.6 Kent County Council funded the National Institute of Agricultural Botany East Malling Research (NIAB EMR) to support advances in horticulture, including irrigation technology and water harvesting on polytunnels. Kent County Council is also a member of the Holistic Water for Horticulture project working with the horticulture industry. However, water scarcity remains a very real and increasing risk for this sector and the associated economy within Kent.
- 2.7 Water is essential for healthy, thriving ecosystems in Kent. By protecting and improving water supply and quality available for natural ecosystems, we will ensure habitats can thrive and continue to be attractive and appealing spaces to relax and enjoy for visitors to the county.

- 2.8 The regional Water Resources South East group (WRSE) is an alliance of the six water companies in South East England. Taking a collaborative approach, it has developed a multi-agency regional resilience plan *Futureproofing our water supplies June 2025* with stakeholders along with developing a long-term strategy for demand minimisation and supply maximisation measures to maintain a sustainable water supply.
- 2.9 However, there remains a need for a Kent focused strategy for water resources that clearly sets out the challenges and opportunities for the county to secure sustainable water resources for residents, business and the environment.
- 2.10 The strategy will align with the 6 Goals of the Environment Plan and support delivery of the Local Nature Recovery Strategy and the Local Flood Risk Management Strategy. The strategy will focus on four key areas –
- **Integrated Water Planning:** Embed water resource considerations into spatial planning and infrastructure development.
 - **Demand Management:** Promote water efficiency measures across sectors, including domestic, public, commercial, and agricultural use.
 - **Investment in Resilience:** Support innovation and investment in water recycling, storage, and supply infrastructure including nationally significant infrastructure projects.
 - **Environmental Protection:** Safeguard ecosystems through catchment-based approaches and nature-based solutions.

3. Financial Implications

- 3.1 The strategy will be developed by a base funded member of staff, so it is not considered to present any additional pressure on the budget.

4. Legal implications

- 4.1 Developing a Kent Water Resources Strategy is not expected to have legal implications for Kent County Council.

5. Equalities implications

- 5.1 An EqIA screening will be completed as part of the draft Kent Water Resources Strategy in advance of undertaking a public consultation and reviewed following the consultation process.

6. Other corporate implications

- 6.1 There are no specific implications on other areas of KCC. However, delivering the Strategy will require support from other areas of KCC. There are no expectations for any additional spending.

7. Conclusions

- 7.1 KCC is proposing to work with strategic partners to develop a shared 25-year Kent Water Resources Strategy, which can bring together existing strategies, plans and projects to support water security for Kent. A coordinated, forward-

looking strategy is essential to strengthen partnerships to ensure Kent's water resilience, support sustainable growth and protect the unique environment and landscape for the future.

8. Recommendation(s):

The Cabinet Committee is asked to note the paper and support the development of a Kent Water Resources Strategy

9. Contact details

Report Author:
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Relevant Director:
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From: Peter Osborne Cabinet Member for Highways and Transport
Simon Jones, Corporate Director of Growth, Environment and Transport

To: Environment & Transport Cabinet Committee Meeting – 4 November 2025.

Subject: Procurement and award of contract/s for Highway Emergency Tree Works Contract

Key decision: Yes 25/00089

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: Cabinet Member Decision

Electoral Division: All Districts.

Summary: The Highway Emergency Tree Works Contract is currently delivered by two Contractors, one serving the West of the County and the second the East. These Contracts expire on 31st March 2026. There are no further extension options, and a new contract is therefore required to be in place for 1st April 2026. A Key Decision is required to award the contract/s for this service as the value exceeds £1m.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to give:

1. **APPROVAL** to **procure** and **award** a new Emergency Tree Works 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, Economy 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, Economy 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 as shown at Appendix A.

1. Introduction

- 1.1 The existing contract (SC21010) is currently operating under an 18-month extension period, which commenced in November 2024 and will conclude on the 31st of March 2026.
- 1.2 While the contract includes an option to extend for a further 18 months, the projected spend during this period would exceed the originally advertised and approved contract value, rendering further extension commercially and procedurally unviable.
- 1.3 There are therefore no further extension options, and a new contract is required to be in place for 1st April 2026.
- 1.4 The current contract delivery model is for two lots, East and West. This has worked well for the duration of the contract and provided the necessary resilience for major storm events.
- 1.5 The Council has a legal duty to keep roads and pavements clear of vegetation for safe passage of highway users. The service is principally concerned with the clearance of felled trees from the highway network, most notable in adverse weather conditions. To ensure the Council meets its statutory obligations the service will need to be re-commissioned.
- 1.6 The requirement is for the provision of emergency response specialist tree surgery teams to attend at short notice on a 24/7 basis 365 days of the year. Emergency type response times will include 2-hour and 24-hour requirement. The service is used by all operational staff but also supports the highways out of hours emergency response service.
- 1.7 There is no programmed works and work volumes are dictated by the weather and when emergency situations occur. This varies from year to year and is largely dependent on the prevailing weather and storm events.
- 1.8 The number of callouts and the associated annual spend fluctuate significantly. However, data from the past four years indicates a slow but consistent upward trend in both callouts and expenditure, as illustrated in the graphs below:

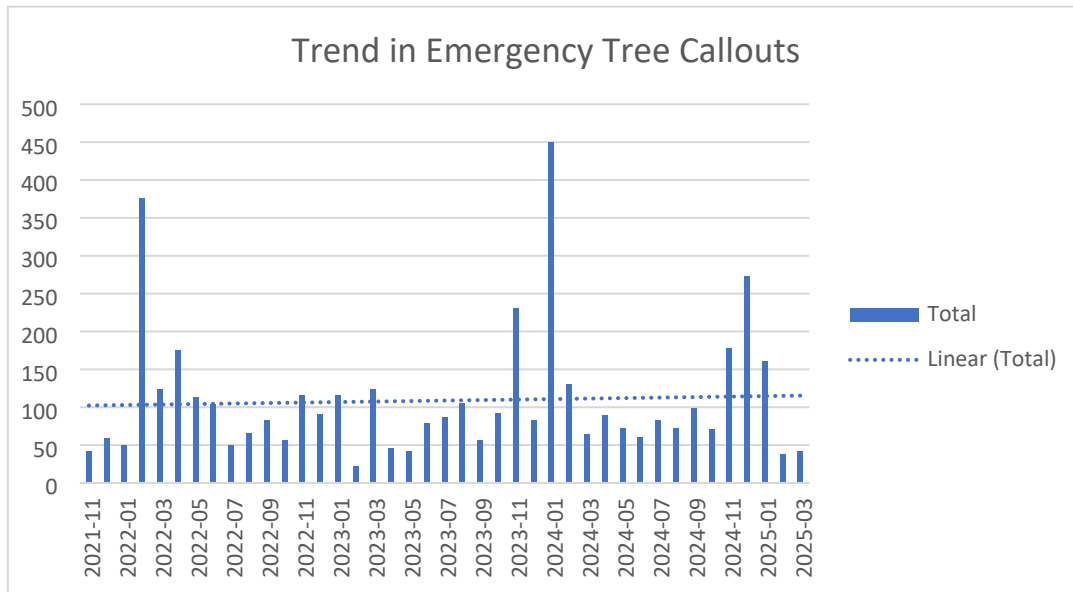


Figure1: Historic Call out data

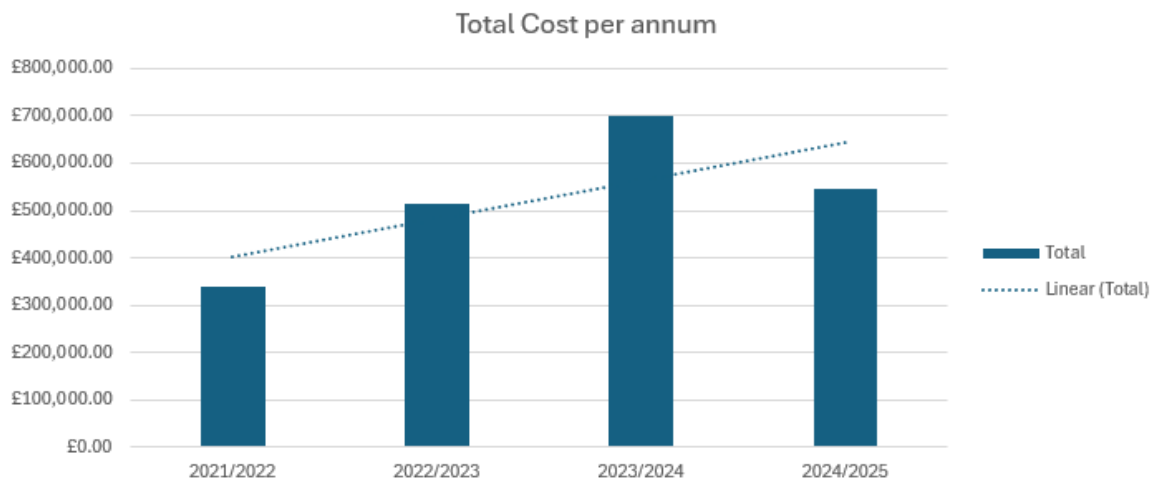


Figure 2: Historic Annual spend data

2. Procurement Strategy Options Appraisal

2.1 Market engagement was conducted during early 2025 and identified several risks to be considered:

- Contract structure
- Productivity
- Performance management
- Supply chain

2.2 There are three options to deliver this service:

1. Split the contract into three lots (West, Mid and East)
 2. Split the contract into two lots (current provision – preferred option)
 3. Countywide delivery
- 2.3 Option 3 is discounted due to the high-risk nature of this model. Due to the distances involved in servicing the whole of Kent (attendance within two hours) and with demand fluctuated by weather events, there is no competition within the local market to demonstrate best value. As detailed within the market analysis the size of organisations is smaller. Furthermore, this option would not offer resilience to storm events.
- 2.4 Two contractors (Option 2) give good resilience to storm events due to the number of staff available and has worked well over the last four years and has incorporated the trend of increasing severe weather events that has been seen since 2016 when the Contract was initially awarded.
- 2.5 Splitting the contract into three, by no means guarantees three contractors. There is also a risk in the market that best value may not be achieved by splitting the arrangement into three with either two scenarios happening:
- One contractor bidding for two lots (they cover 8 districts)
 - One lot not being serviced due to a lack of a third competent contractor.
- 2.6 A two-lot delivery model has been pursued. This represents an efficient model for improving opportunities to smaller SME's within Kent and reduces the contract management burden to the Council. This split also aligns with highway operations teams. The following lots are being sought:
- **Lot 1 (West)** - Maidstone, Dartford, Gravesham, Sevenoaks, Tonbridge & Malling and Tunbridge Wells
 - **Lot 2 (East)** - Ashford, Swale, Canterbury, Thanet, Dover and Folkestone and Hythe

There will be provision in the Contract to allow Medway to be added subject to future Local Government Reorganisation (LGR) to provide contract resilience.

- 2.7 The contract period is proposed to be five years with an opportunity to extend this for up to three further years. Any decision to extend the contract will be linked to performance and contract compliance.
- 2.8 The Procurement Specific Questionnaire (PSQ) stage has been completed and those companies that passed the minimum threshold have been sent the invitation to tender (ITT).
- 2.9 The procurement timetable is as follows:

Tender Notice and Tender Documents published	6th October 2025
ITT Deadline	17th November 2025
Evaluation of Tenders against Award Criteria (End)	Late December 2025
Negotiation Meetings	Early January 2026
ISFT Issued	Early/Mid-January 2026
ISFT Deadline	Late January 2026

Evaluation of Final Tenders against Award Criteria (End)	Early February 2026
Contract Award Letters and Assessment Summaries Issued	Mid-February 2026
Mobilisation	Late February – 1st April 2026
Contract Start Date	1st April 2026

3. Financial Implications

- 3.1 Contracts have been linked to the GM87 indices over the course of the contract, so prices have been maintained in line with prevailing inflation. A competitive procurement process will appoint the best value contractor from the tenders submitted.
- 3.2 The overall spend for this contract appear to be increasing with the rise in severe weather events and diseases such as Ash Die back becoming more prevalent. It is not known whether this is a long-term trend.
- 3.3 The new contract includes provision for the contractors to record information on tree failures whilst on site. This information will then be used to develop a Tree Failure Database and allow a process to be implemented to recharge private owners where their trees fail. The amount that this could recharge and how successful this could be is unknown.
- 3.4 The budget for this work is contained within the highways emergency budget with major named storm events being funded through one off corporate reserves. Until such time as tender prices are returned it is unknown if there will be any pressure on budgets which will also be demand led due to weather incidents. The current average spend for this work is £544k/pa.

4. Legal implications

- 4.1 The Council has a legal duty to keep roads and pavements clear of vegetation for safe passage of highway users.
- 4.2 This contract allows the Council to minimise its liabilities in relation to claims.
- 4.3 The award of any contracts will be in full compliance with all relevant procurement regulation.

5. Equalities implications

- 5.1 An Equalities Impact Assessment has been carried out and no implications have been identified at this early stage. This will be continually reviewed as the programme continues and has been attached in Appendix B.
- 5.2 The initial screening identified that a Data Projection Impact Assessment will not be necessary as no personal data is collected for this commission.

6. Policy Framework

- 6.1 This proposed decision is aligned with the strategic direction set out in the current Strategic Statement and remains consistent with the planned new

Strategic Statement. Decision-making will continue to progress in line with the new Strategic Statement once enacted.

- 6.2 This commission is detailed within Highways and Transportation Operational Delivery Plan 25/26

7. Other corporate implications

- 7.1 The decision to award contracts for Emergency Tree Works has no significant impact in other areas of the Council's work.

8. Conclusions

- 8.1 This service forms part of the Council's statutory duty to maintain the highway in a safe condition.
- 8.2 The existing contract arrangements have been performing well over their term and have provided a reactive emergency response that is reliable and efficient for use by operational highway staff and out of hours officers.
- 8.3 This contract ensures that the highway service has adequate and efficient resources to address tree emergencies during storm events.

9. Recommendation

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision to give:

1. **APPROVAL** to **procure** and **award a** new Emergency Tree Works 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, Economy 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, Economy 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 as shown at Appendix A.

10. Appendices

Appendix A – Record of Decision
Appendix B – Equalities Impact Assessment

11. Contact details

<p>Report Authors:</p> <p>Andrew Loosemore Head of Highways Asset Management 03000 4116532 andrew.loosemore@kent.gov.uk</p> <p>Robin Hadley Soft Landscape Asset Manager 03000 413647 robin.hadley@kent.gov.uk</p>	<p>Relevant Director:</p> <p>Simon Jones Corporate Director of Growth, Environment and Transport 03000 411683 simon.jones@kent.gov.uk</p>
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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Peter Osborne, Cabinet Member for Highways and Transport

DECISION NO:

25/00089

For publication

Key decision: YES

Subject Matter / Title of Decision: Procurement and award of contract/s for Highway Emergency Tree Works Contract

Decision:

As Cabinet Member for Highways & Transport, I agree to give:

1. **APPROVAL** to **procure** and **award** a new Emergency Tree Works 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, Economy 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, Economy 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.

Reason(s) for decision:

The Council has a legal duty to keep roads and pavements clear of vegetation for safe passage of highway users.

The Highway Emergency Tree Works Contract is currently delivered by two Contractors, one serving the West of the County and the second the East. These Contracts expire on 31st March 2026. There are no further extension options, and a new contract is therefore required to be in place for 1st April 2026.

Cabinet Committee recommendations and other consultation:

The proposed decision is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 4 November.

Any alternatives considered and rejected:

1. Split the contract into three lots (West, Mid and East) – higher risk of best value not being achieved.
2. Countywide delivery - discounted due to the high-risk nature of this model.

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

Highways Emergency Tree Works Contract Ref CN260458

Responsible Officer

Deborah Collick - GT TRA

Approved by (Note: approval of this EqIA must be completed within the EqIA App)

Andrew Loosemore - GT TRA

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

Highways

Responsible Head of Service

Andrew Loosemore - GT TRA

Responsible Director

Haroona Chughtai - GT TRA

Aims and Objectives

Continuity of emergency tree works provision for the highway . Emergency tree works are required to meet 'Duty of Care' to highway users and comply with the Highways Act 1980.

It contributes to KCC's strategic objectives through:

- Fewer people killed or seriously injured on Kent's roads
- Customer satisfaction by providing 'the right services in the right way for the right people'
- Growth and economic prosperity through efficient highway and transport infrastructure.
- Everyone can choose to travel safely, efficiently and pleasantly to employment, education, social and cultural opportunities
- Maximising lifespan and minimising lifecycle costs of the highway and its assets and improving maintainability by embedding asset management principles into everything we do
- Cost effective statutory and discretionary services by commissioning well and being commercially astute.
- Zero waste to landfill by maximising the use of waste as a resource
- Maximise inward investment into Kent.
- Retaining a safe, healthy and motivated workforce with high levels of job satisfaction (creating 'more good days at work').

- Working towards net zero carbon emissions by 2050.

This is a county wide contract and affects the whole population. The need to carry out emergency tree clearance works is highly variable and unpredictable as jobs are spread inconsistently around the county. Depending on their position will determine if there is a need to make local adjustments. The Customer Service Module provides data on requests to deal with trees. If the customer identifies as being disabled or other characteristic, then this will be assessed as to the action that is needed. More detailed analysis would not add to the approach taken due to the variability of the asset.

Outcome

- No major change - no potential for discrimination and all opportunities to promote equality have been taken

I have found the Adverse Equality Impact Rating to be: Low

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?

Not Applicable

Who have you involved, consulted and engaged with?

The service being procured is for compliance with Kent County Council's 'Duty of Care' to highway users and Statutory obligation under the Highways Act 1980

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

Age - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Disability - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Gender - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Gender identity/ Transgender - Maintaining our asset will have a positive impact on the whole of the

population in the same way as this characteristic. There is no additional impact

Race - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Religion and Belief - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Sexual Orientation - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Pregnancy and Maternity - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Marriage and Civil Partnerships - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Carer's Responsibilities - Maintaining our asset will have a positive impact on the whole of the population in the same way as this characteristic. There is no additional impact

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

Yes

Details of negative impacts for Age

Fallen tree restricting local access posing an inhibition to mobility

Mitigating Actions for Age

Local assessment to be undertaken as needed

Responsible Officer for Mitigating Actions – Age

Local inspector

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

Yes

Details of Negative Impacts for Disability

Fallen tree posing an inhibition to mobility

Mitigating actions for Disability

Local assessment undertaken as required

Responsible Officer for Disability

Local inspector

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: David Wimble, Cabinet Member for (the Kent) Environment
Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 4th November 2025

Subject: **Procurement for the Receipt and Processing of Wood Waste Contract Countywide CN260428**

Decision Number: 25/00090

Key decision – Yes

Classification: **Unrestricted**

Past Pathway of report: N/A

Future Pathway of report: For Cabinet Member Decision

Electoral Division: All electoral divisions

Summary The existing contract held by Kent County Council (KCC), as the Waste Disposal Authority, for the receipt and processing of approximately 25,000 tonnes per annum of wood waste is due to expire on 14th November 2026; a procurement seeks to establish new countywide contractual arrangements from 15th November 2026.

Recommendation(s)

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for (the Kent) Environment to:

- (i) **APPROVE** the procurement and contract award of a wood processing contract for an initial 5 years (plus an extension of up to 2 years),
- (ii) **DELEGATE** authority to the Director of Environment and Circular Economy to take relevant actions to facilitate the required procurement activity,
- (iii) **DELEGATE** authority to the Corporate Director of Growth, Economy and Transport, in consultation with the Cabinet Member for (the Kent) Environment, 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
- (iv). **DELEGATE** authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for (the Kent) Environment, to award extensions of the contract in accordance with the relevant clauses within the contract; as shown at Appendix A.

1. Introduction

- 1.1 KCC has a statutory responsibility as the Waste Disposal Authority to arrange for the disposal of waste collected at kerbside by the Waste Collection Authorities and to arrange for the disposal of waste deposited at the Household Waste Recycling Centres (HWRCs) by Kent residents.

- 1.2 KCC has processes in place for the treatment of wood waste received at the HWRCs or collected by Waste Collection Authorities as fly-tipped/bulky waste, as this is both environmentally and economically beneficial.
- 1.3 KCC currently contracts out the management of the processing of c.25,000 tonnes per annum of wood waste.
- 1.4 This report provides information concerning the expiry of the contract on 14th November 2026 and details the commissioning process to commence a new contract from 15th November 2026.
- 1.5 KCC has planned a sufficient lead-in time for development of a robust specification, negotiations and mobilisation, as well as completion of all necessary governance and approval processes prior to launching the full tender.

2. Background

- 2.1 KCC currently contracts with Countrystyle Recycling Ltd (CRL), based locally in Ridham, Kent.
- 2.2 Countrystyle has been an excellent and reliable provider for Kent County Council, consistently delivering high-quality services for the receipt and processing of wood waste and providing vitally important service contingency arrangements. Their local facility in Ridham has played a key role in supporting KCC's recycling objectives, as well as facilitating the recovery of energy via the adjacent MVV Biomass facility.
- 2.3 There are several effective methods for managing wood waste. KCC currently relies on a combined strategy that includes both recycling and energy recovery through biomass which allows the service to manage wood waste stock levels and quality, more flexibly and sustainably. While recycling is generally preferred under the waste hierarchy, energy recovery plays an important complementary and contingency role.
- 2.4 The wood waste received by KCC varies in quality and suitability for recycling and is assessed in line with industry guidance from the Wood Recyclers' Association and segregated by the provider upon receipt.
- 2.5 The recycling process typically involves sorting, shredding, and screening by the provider to produce material that can be reused in products such as chipboard, animal bedding or biomass fuel. However, not all wood is appropriate for these uses. Contaminated, treated, or low-grade wood may not meet the standards required by reprocessors and often cannot be recycled into higher-value products. In such cases, alternative processing routes, such as energy recovery through biomass, may be necessary. The quality and cleanliness of the input material are therefore critical to the efficiency and value of the recycling process, with clean, untreated wood being more readily accepted and yielding better outcomes.
- 2.6 KCC is committed to increasing wood recycling rates through improved scrutiny at HWRCs, with site staff actively monitoring for contaminants and encouraging better separation of materials. However, identifying treated or hazardous wood can be challenging, as it is not always visually obvious. While recycling performance has

improved in recent months, it should be noted that the ability to further increase rates can be limited by the nature of the material brought in by residents.

- 2.7 The wood waste market is notably sensitive to fluctuations in stock levels, with seasonal trends playing a significant role in shaping supply and demand. During the winter months, demand for waste wood typically increases, particularly for biomass energy production. Conversely, spring and summer often see a rise in wood waste availability due to heightened construction, demolition and home project activity, as well as scheduled maintenance shutdowns at biomass plants. These seasonal shifts can lead to imbalances in the market, affecting gate fees, capacity and processing costs across the UK.
- 2.8 Market engagement has indicated interest from both local processors and those outside of Kent. Kent itself has a very limited selection of wood reprocessors. There are also smaller reprocessors in and around Kent who provide local recycling services for a range of materials, including wood. These facilities contribute to Kent's recycling infrastructure, and their capacity, acceptance criteria, and commercial interest in future contracts will be confirmed through the commissioning process
- 2.9 As part of its commitment to continuous improvement and innovation, KCC is monitoring emerging technologies in the wood recycling sector to ensure that KCC's contracts incorporate the most modern techniques and opportunities.

3. Issues, Options and Analysis of Options

- 3.1 Wood collected at Household Waste Recycling Centres and through bulky and fly-tip collections can vary in quality. A significant portion of wood waste is contaminated with adhesives, paints, or metals, which complicates recycling and can impact reuse value.
- 3.2 The market is shaped by evolving environmental regulations and circular economy policies. Compliance with fire prevention plans, waste segregation mandates, and sustainability certifications influence how wood waste is stored, processed, and reused.
- 3.3 Through robust procurement activities, KCC will ensure that:
 - The contract is structured in one lot as a single County-wide contract. This is following feedback from the market whose preference is to accept the total tonnage. This will bring the largest financial benefit to KCC, with higher income rates.
 - In line with the flexibility introduced by the Procurement Act 2023, we are seeking to award the contract based on lowest price, provided that all bids meet a defined quality threshold. This approach ensures that while cost-efficiency remains a priority, the successful supplier must demonstrate the capability to deliver services to an acceptable standard. By applying a quality threshold, we safeguard against compromising service delivery and ensure that only tenders offering both value and reliability are considered.

- Haulage costs, albeit paid for under separate contracts that KCC hold, to haul the waste to the provider's facility, will be included in the economic evaluation (whole life cycle costs).
- Although the anticipated volume of wood waste is approximately 25,000 tonnes, there is no minimum tonnage commitment within the proposed contract. This approach provides the Council with valuable operational flexibility, allowing us to respond to seasonal variations in supply and demand without being bound to fixed volumes.
- The contract mandates providers to comply with all relevant environmental permitting and planning requirements
- Social value commitments from providers are included and evaluated, particularly initiatives that support local employment, education, and community engagement. These commitments will be monitored throughout the contract to ensure meaningful delivery.
- No wood waste managed under this contract will be permitted to be disposed of at landfill. All material must always, in the first instance be considered for recycling or otherwise sent for energy recovery in accordance with the waste hierarchy and Kent's zero-to-landfill objective.
- The output materials must meet relevant industry standards for recycled wood.
- The contract will be structured to allow flexibility should the service need to accommodate small business wood waste in the future.
- The proposed contract term has been determined to attract market interest and reflects feedback received during market engagement. It also takes into account the forthcoming Local Government Reorganisation, with a break clause included at 2028 to provide flexibility, should circumstances change.
- The extension will be considered based on provider performance and value for money, in line with the Council's "Reforming Kent" strategy. A benchmarking exercise will be conducted 18 months prior to the extension point to assess competitiveness and service quality.
- The contract will include Key Performance Indicators (KPIs) to monitor service quality, contamination rates, recycling performance, and turnaround times. Performance against these KPIs will be reviewed regularly and published annually in accordance with the Procurement Act 2023.

4. Options

- 4.1 **Option 1 - Do nothing** – the current arrangements will cease and KCC will be unable to accept the waste - this is not an option due to KCC's obligation to manage controlled waste as per the Environmental Protection Act 1990 and the Separation of Waste (England) Regulations 2024
- 4.2 **Option 2 - Continue to accept the waste but utilise alternative disposal options by using landfill** - This is not a viable option. KCC has a legal obligation to manage

controlled waste in accordance with the waste hierarchy, which prioritises recycling over disposal. Sending wood to landfill would not only undermine the Council's recycling and landfill diversion targets (currently less than 1%), but would also incur a significant disposal cost, (taking into account landfill tax). The gate fee difference would be a 291.7% increase. This shift would have a substantial negative impact on the Council's waste management budget and is therefore not considered a sustainable or cost-effective option.

- 4.3 **Option 3 - Extend for a further period** - This is not legally possible, as the wood contract has been extended within the parameters of the existing contracts.
- 4.4 **Option 4 – Commence a full procurement exercise (recommended option).** This is the preferred option and provides sufficient time to undertake a full commissioning exercise before 15th November 2026, and to secure a provider who can process the material. A 5+2-year contract term has been proposed as it offers an optimal balance between operational stability and financial viability, enabling providers to spread capital investment and overhead costs, such as processing equipment over a longer period. Shorter contract durations typically result in higher annualised costs, which can increase the gate fee and limit market competitiveness.
- 4.5 **The Recommended Option is Option 4 which is to re-procure.** This provides an opportunity for KCC to engage with the market, to realise potential benefits of improved efficiency and innovation, competitive pricing and updated regulatory requirements.

5. Recommended Option risks

- 5.1 The commissioning of a new contract for wood waste processing carries several risks. Market volatility remains a key concern, particularly due to seasonal fluctuations in supply and demand, variations in biomass energy production, and the limited number of domestic reprocessors with sufficient capacity. These factors can influence competition, pricing, and the overall financial sustainability of the contract. Additionally, the market is sensitive to changes in environmental regulation and fire prevention controls, which may affect operational flexibility and storage capabilities.
- 5.2 Providers must meet stringent environmental permitting and planning requirements, particularly in relation to the handling and processing of potentially contaminated or hazardous wood waste. The Council must ensure that all operations comply with relevant legislation resulting in compliance risks for the authority.
- 5.3 Local Government Reorganisation involves elements of unknown risk. Therefore, KCC has chosen to ensure that statutory services remain in place during the transition period. The inclusion of a break clause in 2028 provides flexibility, allowing services to be reviewed and adapted once future boundaries and responsibilities are more clearly defined.

6. Consultation

- 6.1 A market engagement questionnaire was posted to the Kent Business Portal with 5 responses received on the 9th of September 2025.

- 6.2 The engagement exercise sought information and clarity on a range of subjects including location, facility type and capacity, acceptance criteria, 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.
- 6.3 Key learning from market engagement has been considered in the procurement documentation.
- 6.4 The Commercial and Procurement Oversight Board is due to be convened on 15th October 2025 and approval for the commissioning route, duration of contract and extension period will be sought.

7. Financial Implications

- 7.1 This is a revenue-based contract.
- 7.2 The budget for 2025/26 is £907,100 based on budgeted tonnes of 22,335.
- 7.3 The proposed budget for 2026/27 is £940,600 based on budgeted tonnes of 22,727
- 7.4 Actual tonnes processed in 2024/25 were 24,896.43, therefore the estimated value of this contract is based on receiving 25,000 tonnes per annum.
- 7.5 Tonnage has been consistent over the last 3 years of the contract and therefore, 25,000 tonnes is a realistic annual estimation.
- 7.6 Annual costs of the contract are calculated on 25,000 tonnes multiplied by an average gate fee (uplifted by indexation in November 2025) = £1.035m
- 7.7 Any tonnage fluctuation above or below the budget will be managed as part of the monthly financial monitoring process.
- 7.8 Haulage is included in the HWRC & WTS contract, however whole-life cycle costs of this contract will be considered during evaluation of the tender.
- 7.9 If the most economically advantageous compliant tender exceeds the available budget, and there is limited scope to reduce costs due to the operational nature of the service, this would result in an in-year financial pressure.

8. Legal Implications

- 8.1 A competitive procurement process will be carried out under the Procurement Act 2023, which meets the obligations on transparency, fair treatment and best value.
- 8.2 The Council's standard terms and conditions will be utilised, and legal advice will be sought where required.
- 8.3 Schedule 1 of The Controlled Waste Regulations 2012 classifies waste arising from construction or demolition, including preparatory work as Household Waste (as

defined under the Environmental Protection Act 1990). This classification includes wood waste. KCC has an obligation to recycle or recover this under the legal requirements of the Waste Hierarchy which is set out in the Waste (England and Wales) Regulations 2011.

8.4 The Waste Framework Directive (2008/98/EC) sets the basic concepts and definitions related to waste management, including the principles of the waste hierarchy. It requires councils to take measures to encourage the separation and recycling of waste.

8.5 As of 1st September 2023, the UK government introduced updated regulations concerning wood waste recycling. These changes follow five years of industry research and testing, particularly from the Wood Recyclers' Association. While they primarily affect the construction and demolition industries, KCC, (responsible for HWRCs) needs to remain informed, especially when receiving wood from older properties.

9. Equalities implications

9.1 The Equality Impact Assessment undertaken concluded that no protected characteristics will be impacted upon negatively as a result of this contract award. This is due to the contract delivering a business-to-business service; all customer services are conducted by the waste collection authority or at Household Waste Recycling Centres.

10. Other corporate implications

10.1 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.

10.2 **Environmental Impact** - We have followed guidance from Kent County Council's Sustainable Procurement Toolkit and have embedded within the procurement the need to engage with the market early, to promote transparency in environmental data, and to explore opportunities to support marginalised groups and biodiversity. These principles have informed the commissioning approach for this procurement, ensuring that value for money includes the best possible environmental and social outcomes for the county.

11. Policy Framework

11.1 This proposed decision is aligned with the strategic direction set out in the current Strategic Statement and remains consistent with the planned new Strategic Statement. Decision making will continue to progress in line with the new Strategic Statement once enacted.

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.

13. Conclusions

13.1 This procurement is essential to ensure continuity of service, legal compliance, and environmental performance. It provides an opportunity to secure a financially and environmentally beneficial contract that supports Kent's long-term waste strategy.

14 Recommendation(s)

The Environment and Transport Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for (the Kent) Environment to:

- (i) **APPROVE** the procurement and contract award of a wood processing contract for an initial 5 years (plus an extension of up to 2 years),
- (ii) **DELEGATE** authority to the Director of Environment and Circular Economy to take relevant actions to facilitate the required procurement activity,
- (iii) **DELEGATE** authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for (the Kent) Environment, 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
- (iv). **DELEGATE** authority to the Corporate Director of Growth, Environment and Transport, in consultation with the Cabinet Member for (the Kent) Environment, to award extensions of the contract in accordance with the relevant clauses within the contract; as shown at Appendix A.

15. Appendices

- Appendix A: Proposed Record of Decision
- Equality Impact Statement

16. Contact details

Report Author: Kay Groves
Service Delivery Manager
Telephone number 03000 411642
Email: kay.groves@kent.gov.uk

Relevant Director: Matthew Smyth
Director for Environment & Circular Economy
Telephone number 03000 416676
Email: matthew.smythe@kent.gov.uk

KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Wimble, Cabinet Member for (the Kent) Environment

DECISION NO:

25/00090

For publication

Key decision: YES

Subject Matter / Title of Decision:**Decision:**

As Cabinet Member for (the Kent) Environment, I agree to give:

- (i) **APPROVE** the **procurement** and contract **award** of a wood processing contract for an initial 5 years (plus an extension of up to 2 years),
- (ii) **DELEGATE** authority to the Director of Environment and Circular Economy to take relevant actions to facilitate the required procurement activity,
- (iii) **DELEGATE** authority to the Corporate Director of Growth, Economy and Transport, in consultation with the Cabinet Member for (the Kent) Environment, 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
- (iv) **DELEGATE** authority to the Corporate Director of Growth, Economy and Transport in consultation with the Cabinet Member for (the Kent) Environment, to award extensions of the contract in accordance with the relevant clauses within the contract.

Reason(s) for decision:

The existing contract held by Kent County Council (KCC), as the Waste Disposal Authority, for the receipt and processing of approximately 25,000 tonnes per annum of wood waste is due to expire on 14th November 2026; a procurement seeks to establish new countywide contractual arrangements from 15th November 2026. KCC has an obligation to recycle or recover this under the legal requirements of the Waste Hierarchy which is set out in the Waste (England and Wales) Regulations 2011.

Cabinet Committee recommendations and other consultation:

The proposed decision is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 4 November.

Any alternatives considered and rejected:**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

Wood Waste Processing Procurement

Responsible Officer

Elizabeth Duncan - GT ECE

Approved by (Note: approval of this EqIA must be completed within the EqIA App)

Susan Reddick - 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

Responsible Head of Service

Susan Reddick - GT ECE

Responsible Director

Matthew Smyth - GT ECE

Aims and Objectives

Kent County Council is seeking a contract to receive and process wood waste arisings deposited at Household Waste Recycling Centres by Kent residents.

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

Aims and Objectives:

From 15th November 2026, Kent County Council will:

- Provide a continuous service by contracting with a Provider to process wood waste arisings from Household Waste Recycling Centres within the Authority

Beneficiaries:

This EQIA supports the commission and its intended beneficiaries, being the householders as users of the Household Waste Recycling Centres service in Kent.

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 Household Waste Recycling Centre of which there is a separate EQIA for their operation.

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?

Market Engagement was carried out in September 2025 to ascertain market appetite and interest. Five responses were received.

Staff and team members

Commissioning team

The incumbent

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

No

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

Gender:

The contract dictates inclusive policies and training for staff which can ensure that individuals undergoing gender reassignment feel respected and safe when working at waste processing facilities.

Maternity & Pregnancy:

The contract dictates equality laws are followed with regard to employment.

Disability:

Although the operation is not necessarily conducive to staff with physical disabilities, there are areas of the service under this contract which can actively be accessed.

Race & Ethnicity:

Culturally sensitive communication and outreach programmes can ensure that there are employment opportunities for all, including underrepresented groups, regardless of their background.

Sexual Orientation:

The contract reflects KCC's anti-discrimination policies and can ensure that individuals of all sexual orientations feel safe and respected.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No. Note: If Question 19a is "No", Questions 19b,c,d will state "Not Applicable" when submission goes for approval

Details of negative impacts for Age

Not Completed

Mitigating Actions for Age

Not Completed

Responsible Officer for Mitigating Actions – Age

Not Completed

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval

Details of Negative Impacts for Disability

Not Completed

Mitigating actions for Disability

Not Completed

Responsible Officer for Disability

Not Completed

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval

Details of negative impacts for Sex

Not Completed

Mitigating actions for Sex

Not Completed

Responsible Officer for Sex

Not Completed

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender

No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval

Negative impacts for Gender identity/transgender

Not Completed

Mitigating actions for Gender identity/transgender
Not Completed
Responsible Officer for mitigating actions for Gender identity/transgender
Not Completed
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Race
Not Completed
Mitigating actions for Race
Not Completed
Responsible Officer for mitigating actions for Race
Not Completed
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Religion and belief
Not Completed
Mitigating actions for Religion and belief
Not Completed
Responsible Officer for mitigating actions for Religion and Belief
Not Completed
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Sexual Orientation
Not Completed
Mitigating actions for Sexual Orientation
Not Completed
Responsible Officer for mitigating actions for Sexual Orientation
Not Completed
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No. Note: If Question 26a is "No", Questions 26b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Pregnancy and Maternity
Not Completed
Mitigating actions for Pregnancy and Maternity
Not Completed
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Completed
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Marriage and Civil Partnerships
Not Completed

Mitigating actions for Marriage and Civil Partnerships
Not Completed
Responsible Officer for Marriage and Civil Partnerships
Not Completed
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Carer's responsibilities
Not Completed
Mitigating actions for Carer's responsibilities
Not Completed
Responsible Officer for Carer's responsibilities
Not Completed

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From: David Wimble, Environment Cabinet Member for (the Kent) Environment
Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee, 4 November 2025

Subject: **Energy Efficiency Plan**

Key decision: 25/00091

Classification: **Unrestricted**

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division: All electoral divisions

Summary: The Energy Efficiency Plan for KCC's estate and operations is proposed to replace KCC's Net Zero Plan and 2030 Net Zero target. The Energy Efficiency Plan outlines a realistic and pragmatic approach for energy management with a focus on financial returns and opportunities to create additional revenue streams for the Council.

Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for (the Kent) Environment on the proposed decision to

- (i) ADOPT the Energy Efficiency Plan for KCC's estate and operations to support our environmental goals (and replace the existing Net Zero 2030 Plan)
- (ii) DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for (the Kent) Environment to refresh and/or make revisions to the Plan as appropriate during the lifetime of the plan as shown at appendix A.

1. Introduction

- 1.1 KCC has reduced its estate and operation emissions by 55% since 2019, saving millions through energy upgrades and solar farms. However, with less government funding and organisational changes ahead, KCC plans to shift away from its Net Zero Plan to a more pragmatic approach focusing on financial returns, new revenue streams and continued emissions reductions where possible in line with its upcoming strategies.

2. The report

- 2.1 Net Zero energy projects brought the Council financial benefits between 2020 and 2025, including:
- £9million in savings from fuel and utilities
 - £24million from external funding sources to upgrade our estate
 - £1million revenue annually from our two solar farms
- 2.2 Net Zero energy projects contributed to the reduction of KCC's Greenhouse Gas emissions from our estate and operations by 50%.
- 2.3 Despite these achievements, meeting the remaining 50% of the Net Zero target by 2030 presents KCC financial and technological challenges, especially in the context of scarce government funding support.

3. Options

- 3.1 **Dismissed option – *Retain KCC's Net Zero Plan and target.***
KCC's Net Zero Plan and 2030 target is unattainable and presents the Council with financial and operational risk. Meeting the 2030 target would require considerable investment over the next five years and -indefinitely- commit the Council to 'carbon offsetting'.
- 3.2 **Dismissed option - *Rescind KCC's Net Zero Plan and 2030 target and do not replace with anything.***
Removing the organisational Net Zero Plan would mean forfeiting a wide range of financial, health, and environmental benefits for both the Council and the people of Kent. It also introduces risk by limiting opportunities to explore efficiencies, reduce costs, apply for funding, and improve resilience across KCC's estate and operations.
- 3.3 **Preferred option - *Rescind KCC's Net Zero Plan and 2030 target and adopt the proposed Energy Efficiency Plan***
In addition to the above, the proposed plan offers a balanced approach to emissions reductions allowing KCC to continue to modernise assets, explore financial opportunities and efficiencies and provide additional health and environmental benefits to the people of Kent.
- 3.4 A new plan is required to continue to capitalise on the financial and environmental benefits of energy projects.

4. Financial Implications

- 4.1 Currently there are no financial penalties or levies for non-compliance with Net Zero 2030 and 2050 targets but that could change in the future.
- 4.2 Requests for funding will be considered alongside robust business cases.

5. Legal implications

- 5.1 Currently there are no legal penalties or levies for non-compliance with Net Zero 2030 and 2050 targets but that could change in the future.

6. Equalities implications

- 6.1 An Equality Impact Assessment EqIA was carried out in August 2020. The Adverse Equality Impact Rating was found to be low. Upon review, no change is proposed currently. A fully updated EQIA will be completed.

7. Other corporate implications

- 7.1 Net Zero is embedded across organisation – particularly the Asset Management Strategy.

8. Governance

- 8.1 This proposed decision is aligned with the strategic direction of travel in the planned new Strategic Statement as we are planning and preparing policy decisions to progress that strategic vision. Decision-making will continue to progress in line with the new Strategic Statement once enacted.

9. Conclusions

- 9.1 Net Zero Plan is no longer fit for purpose.
- 9.2 A new plan is required to continue to capitalise on the financial and environmental benefits of energy projects.

9. Recommendation(s):

The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for (the Kent) Environment on the proposed decision to

(i) ADOPT the Energy Efficiency Plan for KCC's estate and operations to support our environmental goals (and replace the existing Net Zero 2030 Plan)

(ii) DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for (the Kent) Environment to refresh and/or make revisions to the Plan as appropriate during the lifetime of the plan as shown at appendix A.

10. Background Documents

- Energy Efficiency Plan
- Appendix A Proposed Record of Decision

11. Contact details

Report Author: Ben Hudson
Energy Security and Future Impacts
Manager
Telephone number: 0300 041 0875
Email address:
Ben.Hudson@kent.gov.uk

Relevant Director: Matthew Smyth
Director for Environment and Circular
Economy
Telephone number: 03000 414651
Email address:
Matthew.Smyth@kent.gov.uk

KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

David Wimble, Cabinet Member for (the Kent) Environment

DECISION NO:

25/00091

For publication

Key decision: YES

Subject Matter / Title of Decision:

Decision:

As Cabinet Member for (the Kent) Environment, I agree to give:

- (i) ADOPT the Energy Efficiency Plan for KCC's estate and operations to support our environmental goals (and replace the existing Net Zero 2030 Plan)
- (ii) DELEGATE authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for (the Kent) Environment to refresh and/or make revisions to the Plan as appropriate during the lifetime of the plan

Reason(s) for decision:

KCC has reduced its estate and operation emissions by 55% since 2019, saving millions through energy upgrades and solar farms. However, with less government funding and organisational changes ahead, KCC plans to shift away from its Net Zero Plan to a more pragmatic approach focusing on financial returns, new revenue streams and continued emissions reductions where possible in line with its upcoming strategies.

Cabinet Committee recommendations and other consultation:

The proposed decision is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 4 November.

Any alternatives considered and rejected:

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

Energy Efficiency Plan

Responsible Officer

Ben Hudson - GT ECE

Approved by (Note: approval of this EqIA must be completed within the EqIA App)

Matthew Smyth - GT ECE

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

Strategy/Policy

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Growth Environment and Transport

Responsible Service

Environment / Environment and Circular Economy

Responsible Head of Service

Matthew Smyth - GT ECE

Responsible Director

Matthew Smyth - GT ECE

Aims and Objectives

The aims and objectives of the Energy Efficiency Plan are to deliver improved energy efficiency across KCC's estate and operations alongside a reduction in carbon emissions in a way that is:

- Financially focused, finding the best value for money
- Pragmatic, based on what achievable and beneficial
- Efficient, aligning operational savings, productivity and public value
- Solutions-led identifying best fit technologies

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?

Yes

Is there national evidence/data that you can use?

No

Have you consulted with stakeholders?

Not Applicable

Who have you involved, consulted and engaged with?

The scope of the plan does not pose any relevance to the stakeholder group. This builds on the previous EQIA for net zero
Has there been a previous Equality Analysis (EQIA) in the last 3 years?
Yes
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
Potential for improved worked environments (heat / cold)
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
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Responsible Officer for mitigating actions for Religion and Belief
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25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
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Negative impacts for Sexual Orientation
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Are there negative impacts for Pregnancy and Maternity
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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 Energy Efficiency Plan

Introduction

KCC have monitored emissions from our estate and operations since 2005.

In 2019, KCC set a Net Zero by 2030 target and developed an associated Net Zero Plan.

Between 2020 and 2025, KCC's 2030 Net Zero Plan for our estate and operations:

- Attracted over £24million of external funding to upgrade and update our estate
- Generated cumulative savings of close to £9m for the Council on fuel and utility bills
- Generated more than £1million revenue for the Council annually, through our two solar farms, and continues to do so.

Over the last five years, emissions from KCC's estate and operations reduced by 55%.

Year	KCC emissions (t CO2e)
2019-20	23,089
2024-25	10,252

Emissions are calculated from monitored energy usage as tonnes of carbon dioxide equivalent (tCO2e).

All work achieved under the banner of Net Zero has been grounded in common sense and aligned with wider Kent and Medway Economic Framework objectives. Projects have been progressed with economic viability and business resilience in mind, have supported sustainable growth alongside other strategies and policies to deliver numerous co-benefits for both the Council and residents of Kent.

Why we need a new approach

Whilst excellent progress has been made to date, the availability of government funding to invest in the projects has reduced significantly and there are serious economic and technological constraints to delivery against the 2030 timeline and achieving the additional 45% reduction in emissions (to reach Net Zero).

Moreover, Local Government Reorganisation will change what, how, and where KCC operates. This fundamental change to business needs to be considered.

We need a new approach that:

- Is consistent with KCC's new draft Strategic Statement, reforming Kent (2025-2028).

- Replaces KCC's Net Zero Plan for our estate and operations with a pragmatic approach focused on financial returns and opportunities to create additional revenue streams for the Council
- Will continue to reduce emissions where we can from our estate and operations and explore the benefits of potential savings from our service delivery and supply chain.

Key principles of the Plan

Financially focused

- Focused on financial returns and best value for money
- Investigates opportunities to create additional revenue streams
- Gives due consideration to supporting Kent businesses

Pragmatic

- Grounded in outcomes which deliver efficiency, health improvement and resilience
- Focused on what is achievable and beneficial within current economic and technological constraints
- Flexible with regular review to enable the plan to evolve with changing circumstances

Efficient

- Prioritises cost-effective measures that reduce inefficiency and improve performance
- Aligns with operational savings, productivity and public value
- Demonstrates sound and transparent business cases which encourage private sector investment and local economic growth

Solutions-led

- Deploys 'best fit' technologies for specific use cases
- Focuses on proven, scalable user-centric technologies which deliver positive outcomes to users
- Monitors performance to track progress and quantify impact

What will we do?

- ✓ Develop an annual action plan and report progress on savings (see appendix)
- ✓ Contribute to financial savings through energy efficiency and low carbon solutions as part of blended business cases
- ✓ Investigate opportunities to create additional revenue streams from our estates and assets
- ✓ Improve KCC's energy security by exploring and assessing the economic viability of energy generation projects for our estate and EV charge points for our fleet
- ✓ Work towards improved efficiency of our service delivery and supply chain

- ✓ Assess and apply for external funding opportunities (public and private sector)
- ✓ Continue to monitor and report on our energy consumption and emissions.
- ✓ Collaborate with Districts and Boroughs on place-based projects.

Reporting

Reporting will include both financial and emissions.

Emissions remain a [Key Performance Indicator](#) for the Council, and a key principle underpinning our [Asset Strategy](#) alongside objectives such as value for money and efficiency.

Why report on emissions?

KCC has reported carbon dioxide emissions equivalent (tCO₂e) from our estate and operations since 2005. Continued tracking of our emissions allows KCC to:

- Identify hotspots requiring operational efficiency improvement using a consistent metric which is unaffected by price volatility and inflation
- Attract funding and investment for estate and operational upgrades
- Understand our environmental impact, encourage our suppliers to do the same
- Prepare for and meet any regulatory requirements
- Maintain our ISO14001 accreditation

We will continue to report:

- Emissions from heating our buildings and fuelling our fleet (Scope 1)
- Emissions from electricity we purchase (Scope 2)

Anything else?

- KCC's service delivery and supply chain (Scope 3) represent a much larger proportion of emissions (and spend) than Scopes 1 and 2. This includes emissions arising from all KCC activities including, but not limited to commissioned contracts, maintained schools, highways, and transfer and disposal of the county's waste. To date, we have only considered business miles and waste from our estate and operations within our Scope 3 reporting. Given the complexity of Scope 3, we will report on this separately.

Appendix

All projects progressed in line with key principles of this energy efficiency plan:

- Financially focused
- Pragmatic
- Efficient
- Solutions-led

2026 Action Plan

Fleet

Fleet optimisation

Funded through existing budgets spend money differently

- Explore and develop business needs to maintain a future ready fleet whilst optimising costs, which will likely involve a mix of technologies.
- Develop business case that sets out options to optimise the fleet.
- Improve fleet mileage visibility and reporting across KCC.

Grey fleet (Business miles)

Funded through existing budgets spend money differently

- Evaluate potential ways to enable staff to transition to more fuel-efficient vehicles which are suited to specific service requirements.
- Develop a policy to reduce reliance on personal vehicles for work purposes.
- Monitor mileage and emissions from grey fleet usage.

Assess KCC estate for EV charge point potential for revenue generation and to support valid operational need

Invest to save

- Assess KCC estate for EV charge point potential.
- Collect fleet data from strategic sites to understand any requirements for replacement.
- Assess kVA capacity and grid constraints at priority locations.
- Develop business cases for charge point infrastructure.
- Develop business case for charging-as-a-service.
- Explore smart charging and vehicle-to-grid technologies.

Estate

Solar rooftop PV

Existing funding

- Develop a KCC Solar policy
- Deliver Solar rooftop PV on KCC buildings.
- Continue to develop the Solar PV pipeline, identifying additional buildings with high solar potential.

LED lighting upgrade

BAU

- Deliver LED replacement in sites that are running old, non-efficient lighting.
- Continue to develop an LED pipeline identifying additional buildings with inefficient lighting.

- | | |
|--------------------------------------|--|
| Heat decarbonisation | <ul style="list-style-type: none"> • Develop building-by-building plans based on existing Heat Decarbonisation Plans. |
| <i>External funding to be sought</i> | <ul style="list-style-type: none"> • Develop business cases to be 'investor ready'. |

Funding & finance

- | | |
|-----------------------|--|
| Funding opportunities | <ul style="list-style-type: none"> • Investigate opportunities to create additional revenue streams. • Apply for relevant funding. |
| Green finance | <ul style="list-style-type: none"> • Contribute to the development of KCC's Green Finance Strategy. • Develop business cases for energy efficiency projects. |

Governance and monitoring

- | | |
|--------------------|---|
| Data and reporting | <ul style="list-style-type: none"> • Review and update data reporting and potentially redefine our 'operational boundary'. • Implement an improved emissions reporting process. |
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Environment and Transport Cabinet Committee – Draft Agenda and Work Programme (Updated October 2025)

Item	Cabinet Committee to receive item
Draft Budget	Annual (Jan & Nov)
Corporate Risk Register	Annual (March)
Winter Service Policy	Annual (March and Sept 2026)
Environment Agency - Presentation	Bi-Annual (Jan and Sept 2026)
Southern Water - Presentation	Bi-Annual (Nov and July)
Climate Adaptation Plan	Annual (next one TBC 2026)

- NB: Provisional Placements Prior to Agenda Setting

RT= Report/Briefing/Paper (Non-Regular Occurring) KD=Key Decision

13th January 2026 (Agenda is Subject to Change Provisional Position Only)	
Item	Additional Comments
<i>Introduction/verbal announcement</i>	<i>At each meeting</i>
<i>Apologies and Substitutes</i>	<i>At each meeting</i>
<i>Declarations of Interest</i>	<i>At each meeting</i>
<i>Minutes of the meeting held xxx</i>	<i>At each meeting</i>
<i>Verbal Updates</i>	<i>At each meeting</i>
<i>Performance Dashboard</i>	<i>At each meeting</i>
RT-Final Draft Budget	Confirmed
RT-Highways Verge Improvements for Biodiversity	TBC
RT-Gravesend -Tilbury Ferry Update	Confirmed
RT-EV Charging	TBC
RT-Environment Agency	TBC
RT-Lower Thames Crossing	TBC
RT-Met Office Climate Change Forecasts	TBC
KD-Kent Travel Saver	TBC
KD-DfT Bus Grant	TBC
KD-HAMP	TBC
KD-BSIP Bus Funding Infrastructure	TBC
KD-Highways Prosecution Policy (Tent)	TBC

KD-Kent Joint Municipal Waste Strategy	<i>TBC</i>
KD-Charging for Non-Statutory SUDS for Minor Applications	<i>TBC</i>
KD-Driving Continuous Recycling improvements	<i>TBC</i>
KD-Heritage Strategy	<i>TBC</i>
KD-Southern Water Joint working	<i>TBC</i>
<i>Work Programme</i>	<i>At each meeting</i>

10th March 2026 (Agenda is Subject to Change Provisional Position Only)	
Item	Additional Comments
<i>Introduction/verbal announcement</i>	<i>At each meeting</i>
<i>Apologies and Substitutes</i>	<i>At each meeting</i>
<i>Declarations of Interest</i>	<i>At each meeting</i>
<i>Minutes of the meeting held xxx</i>	<i>At each meeting</i>
<i>Verbal Updates</i>	<i>At each meeting</i>
<i>Performance Dashboard</i>	<i>At each meeting</i>
RT-Met Office Climate Forecasts	<i>TBC</i>
RT-Strategic Risk Register	<i>TBC</i>
KD-Amendments to ELES Implementation plan	<i>TBC</i>
KD-Adoption of Plan Sea	<i>TBC</i>
KD-25-year Water Resources Plan	<i>TBC</i>
<i>Work Programme</i>	<i>At each meeting</i>