

# **ENVIRONMENT & TRANSPORT CABINET COMMITTEE**

**Thursday, 17th July, 2025**

**2.00 pm**

**Council Chamber**



## **AGENDA**

### **ENVIRONMENT & TRANSPORT CABINET COMMITTEE**

**Thursday, 17 July 2025 at 2.00 pm**  
**Council Chamber, Sessions House, County Hall,**  
**Maidstone.**

Ask for: **James Willis**  
Telephone: **03000 417831**

#### **Membership (17)**

Reform UK (12):	Mr J Defriend, Mr W Chapman, Mr P Chamberlain, Mr B Fryer, Mr J Henderson, Ms Isabella Kemp, Mr R Waters, Mr R Palmer, Mr M Paul, Mr P Thomas, Mr B Porter and Vacancy
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 Election of Chair
- 3 Election of Vice -Chair
- 4 Apologies and Substitutes
- 5 Declarations of Interest
- 6 Minutes of the meeting held on 25/02/2025 (Pages 1 - 18)
- 7 Introduction to Highways and Transport Division (Pages 19 - 30)
- 8 Introduction to Environment and Circular Economy (Pages 31 - 36)
- 9 Petition Scheme Debate-Gravesend- Tilbury Ferry Service (Pages 37 - 44)
- 10 Performance Dashboard (Pages 45 - 60)

- 11 25/00050 - Ebbsfleet Development Company (EDC) Highway Landscaping Enhancement (Pages 61 - 76)
- 12 25/00051 - Local Highways Maintenance Support Contracts (Pages 77 - 90)
- 13 25/00052 - Receipt and processing of Organic Waste Contract Countywide (Pages 91 - 108)
- 14 25/00053 - Continuation of Household Waste & Recycling Centres and Waste Transfer Station Operation, Management and Haulage Contracts in East, Mid and West Kent. (Pages 109 - 128)
- 15 Work Programme (Pages 129 - 130)

**Motion to exclude the press and public for exempt business**

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

Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**EXEMPT ITEMS**

*(At the time of preparing the agenda There are no entirely exempt items on this agenda but exempt documents feature within some items. As appropriate, the Committee may resolve to exclude the press and public as set out above)*

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday, 9 July 2025**

## 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, 25 February 2025.

PRESENT: Mr S Holden (Chairman), Mr M Baldock, Mr T Bond, Mr C Broadley, Mr I S Chittenden, Mr D Crow-Brown, Mr M A J Hood, Mr H Rayner, Mr D Robey and Ms K Grehan

ALSO PRESENT: Ms S Hamilton

IN ATTENDANCE: Ms H Chughtai (Director of Highways and Transportation), Mr N Baker (Cabinet Member for Transport) Mr R Thomas (Cabinet Member for Environment)

Mr M Smyth (Director of Environment and Waste), Mr P Lightowler (Head of Public Transport), Ms H Shulver (Head of Environment)

Mr M Wagner (Chief Analyst) Mrs S Harvey (Environment Agency) Mr R Penn (Environment Agency) Mr R Emmett (Senior Highway Manager) Mr M Hand (Risk and Delivery Assurance Officer) Mr B Stiff (Project Manager -MCPT) Mrs N Floodgate (Road Safety & Active Travel Group Manager) Mr J Watson (Senior Programme Manager (Active Travel) Mrs T O'Shea (Kent and Medway Safety Camera Partnership Project Manager) Mr Scrivener (Corporate Risk Manager) and Mr Toby Butler (Traffic & Network Solutions Asset manager)

### UNRESTRICTED ITEMS

#### 1. Apologies and Substitutes

*(Item 2)*

Apologies were received from the following: Mr T Cannon, Mr N J Collor, Ms M Dawkins, Mr A R Hills, and Mr A Sandhu MBE.

#### 2. Declarations of Interest

*(Item 3)*

No declarations of interest were received.

#### 3. Minutes of the meeting held on 14.01.2025

*(Item 4)*

RESOLVED that the minutes be approved as a correct record and that they be signed by the Chair.

#### 4. Performance Dashboard

*(Item 5)*

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

1. This would be the fifth performance dashboard of the 2024-25 financial year. The report captured all data collated up to and including November 2024. There were 13 of the 17 key performance indicators (KPI) RAG (Red, Amber and Green) rated green on the respective current performance targets.
2. One KPI which was rated below target in the report. (streetlights, illuminated signs and bollard repaired within timescale). was based on provision data. Since submission of the report, the data for this KPI been finalised and the updated performance was 94% for November, which had moved it above target. The revised total stood at 14 out of 17 KPIs rated as green.
3. It was highlighted that the three remaining RAG ratings were below target but above the floor standard with an amber rating.
4. Demand on the highway service with new enquiries and work in progress (WIP) had remained within expected levels. Targets for recycling household waste had been met. An increased demand on sites was also a noted.
5. Members discussed the issuing and frequency of permits. It was suggested that some information may be absent from the dashboard. Members asked for further clarification on the large number of utility companies that Kent Highways did not have oversight over.
6. It was requested that KPI's be implemented in a way to capture permits issued to utilities companies and Kent Highways separately. It was requested that the duration of identified permits and associated roadworks should be captured within the KPI.
7. KCC's limited powers to manage street works permits of utility companies was discussed. Officers agreed with the rationale of splitting utility permits from those issued to Kent Highways. Complexities of the work that Kent Highways could directly interject was discussed. Barring any technical reasons on why this split cannot be added to future reports the option remained a worthwhile action to pursue. In addition, a separate paper is being worked up for June in relation to the duration of street works.

RESOLVED to note the performance Dashboard

**5. Verbal updates by Cabinet Members and Corporate Director**  
(Item 6)

*Mr Neil Baker, Cabinet Member for Highways and Transport and Mr Robert Thomas, Cabinet Member for Environment, presented their updates.*

1. KCC had been awarded in December 2024 just under £1.9 million of active travel fund tranche 5 funding. (£1.67 for capital and £215,000 for revenue). This funding

would support new construction aspects such as less complex high impact schemes and the retrofitting of routes to existing housing developments.

- a) It was noted that change control funding had been used to unblock existing schemes to secure delivery, deliver essential maintenance and to address safety or accessibility concerns on existing routes to a maximum of overall budget. These funds would also aid in the early development of future active travel schemes. Individual schemes had been identified and would be required to be submitted to Active Travel England (ATE) for assurance by the end of March 2025.

2. KCC had also been awarded a Consolidated Active Travel fund of £5.78 million (£4.45 m for capital and £1.3m for revenue). This revenue funding would support network planning, community engagement and identified training activities. The fund would be a combination of the Active Travel Fund and Capability Fund for the 2025/26 financial year. Work to identify named schemes in combination with the AFT5 programme would begin shortly.

3. £35.1m of BSIP funding would be used to support public transport initiatives. Aspects such as school routes that had the withdrawal of commercial operators would be reviewed. Funding would also be used to support and assist families with the Kent Travel Saver allowing the cost to remain suppressed. Three major bus priority schemes in Rennie Drive in Dartford, Pencaster Road in Dover and the Thanet LOOP Superbus scheme had now been delivered or was nearing completion.

4. The latest bus grant funding offer from the government was £11.9million in capital and 9.9 million in revenue. This funding was essential in supporting 60 services that may otherwise face commercial withdrawal. The public team had worked through the enhanced partnership meetings and aimed to agree a delivery plan that would be submitted to Government by the end of March 2025.

5. In May 2024 the proposed procurement for the next road asset renewal contract was discussed. This had been awarded to GW Highways LTD. Work would commence in April and award approximately £20 million per year in road renewal and construction works. The key focus during procurement was to ensure that the very best value for money whilst retaining a high-performance expectation of the service remained. Competitive prices for the next 5-10 years had been secured and included an embedded carbon reduction framework; this would include an annual performance assessment of the carbon emissions throughout the lifecycle of the contract.

6. Last year the earth bank behind the road of remembrance (Folkestone) collapsed. Highway Officers had been working on design works to stabilise the bank to enable the road to reopen. The design for stabilisation had neared finalisation and would undergo several more technical and verification checks. Legal matters had also progressed, with preparatory work anticipated to be completed in the coming months. Once complete, considerations on how and when the stabilisation works would begin.

7.The 4G upgrade of the street lighting central management system was now back on track after some initial issues. The upgrade had expected to be completed by July 2025. Planned work performance was an issue throughout 2024 but after some assurances and two risk reduction meetings, plans to improve the service were now underway. April 2025 would also see an increase in resources to aid in the targeted improved performance.

8.The procurement of the Highway Term Maintenance contract (HTMC) had progressed well. It was added that progress was currently at the submission of the Initial Tender stage (ISIT). The four remaining bidders had until the 24<sup>th</sup> of February to submit their tenders. The project team and Highway Officers would complete a thorough moderation and evaluation process led by KCC's Corporate Commissioning Team. This process was due to be completed by the 25<sup>th</sup> of March to determine the three successful bidders. Those three successful bidders would then be invited to submit a further detailed tender which would include pricing schedules by the 2<sup>nd</sup> of June 2025. Feedback would be provided to the bidders before submission of the final tender on the 25<sup>th</sup> of July. Current progress is on track to sign the contract with the successful bidder to be in place by the 7<sup>th</sup> of November.

9.A paper was submitted to the transport select committee highlighting the increased disruption from street works. Key areas of recommendations included:

- Amending the legislative definition of emergency works.
- Promoting technology to reduce the length of time roads were occupied.

It was also recommended that a study should be undertaken on the economic and societal impact of street works by all promoters to assess the economic benefit of minimising the duration of roadworks. Evidence had been accepted and was published on the committee's website. An invitation to an oral evidence session on the 19<sup>th</sup> of March had been received.

10.Street works continued to be busy with the demand on road space having increased. Water companies were now entering into the new asset management planning period phase when additional funding would be released. Southeast Water had advised that extensive main laying schemes over the next five years would take place throughout Kent. Coupled with the Government's drive for house building, it was highlighted that the demand on street works would not lessen.

11. A recent success story associated with the works completed on Gloucester Avenue in Margate. There had been a co delivery scheme between KCC Highway Drainage Team and Southern Water who had provided funding. The pathfinder project would aim to reduce the rate and volume of run-off from the road and alleviate the stress on pumping stations. Roadside swales and tree pits would be installed to manage rainwater sustainably. Landscaping would also take place to improve the street scene. This work was currently underway and was due to be completed by the end of March.

12.KCC had made a written submission response to the Department for Transport's call for ideas for the new integrated National Transport Strategy. Inputs received from



the Members briefing sessions held on the 8<sup>th</sup> of January assisted in formulating a response. KCC submissions included suggestions on integrated transport, improving coordination, concise decision making, better utilisation of data and leveraging new technologies to enhance journeys. It was discussed that there was an anticipation that the Government would use the provided evidence to draft a strategy that could require further consultation later in the year.

13. Officers highlighted KCCs role of coordinating the works currently in place. Many works currently undertaken were not KCC specific. Legally KCC could not prevent utilities from accessing their assets that they had a statutory requirement to maintain. It was noted that the larger numbers of utilities companies present in Kent with 29% of 50% completing works currently under the emergency process with KCC only being informed of works beginning commencement two hours prior to the start of the required works.

14. Officers responded to questioning regarding an update on Galley Hill. Mr Baker noted the query and would circulate a written update on Galley Hill after the conclusion of the meeting.

15. Members highlighted the need for an improved cycle adjacent to the main road of the B245. The subject had been raised at the Tonbridge and Malling Borough Council meeting. The matter had also been raised to the Joint Transport Board.

16. Members queried if the Government would be responsive to lobbying for an increase in average fines of utility companies. An increase in fines was due to be implemented in the Summer.

17. The Chair raised the recommendation that any disruption to the community due to roadworks should seek consultation with the locally elected representative for the impacted area. Officers noted that legally the responsibility would fall with the works undertaker.

18. It was announced that KCC, nominated by SAS Energy had won the regional council local authority body of the year award at the energy efficiency awards. In addition, KCC had been recertified for its ISO 14001 Environmental Management Accreditation.

19. Progress on rounds three and four of the local authority treescape fund had continued. Planting efforts progressed with 17 KCC staff members, 12 corporate volunteers and 85 students from Cobham Primary School all completed a 1,500-whip site at West Park. Extensive planting was also planned throughout Kent with an aim of a further 6,330 trees to be in place by the end of winter.

20. The E-Waste warrior's initiative would be launching shortly with 25 schools targeted. This school based electrical recycling, repair and reuse project across the county would be funded by Material Focus.. Team repair kits combined with recycling and repair bins would help raise awareness, teach repair (STEM) skills and build networks across communities. A competitive element would also see clusters of schools working together to try and achieve a target of 19 tonnes of electricals goods recycled and 480 items either repaired or donated. The first cluster of schools in Maidstone would begin this initiative next month (April).

21.The Resource Management and Circular Economy Team along with the Engagement and Behaviour Change Team had jointly launched a successful food recycling campaign in Dover. The campaign had targeted 89,000 households from September 2024 for an 8-week period. Initiatives such as stickers on residual bins, informative leaflets and caddy liners with an accompanying social media campaign had all successfully launched. An additional 1,400 caddies had been ordered for the targeted area and an 11% increase in recycling was observed in both districts from October to November. The project had led to an 106 tonnes of additional food waste, with a saving of around £14,000 in disposal costs being recorded. The success of this pilot would see a similar initiative rolling out to residents in Canterbury in February.

22.The Energy and Climate team in tandem with the Engagement and Behaviour Change Team had organised a successful double bill event featuring Christmas freecycling and electrical device recycling. Staff collected four large boxes of electrical goods and would be added to the Digital Kents device recycling scheme.

23.The long-standing partnership with The Pilgrims Hospice had enabled residents to continue in the recycling of Christmas trees. This year (2024) had marked the most successful yet. The charity had collected over 4,200 Christmas trees and raised £78,465 in donations. The collected trees were taken to Ashford's transfer stations and onward to a composting facility.

24. The Low Carbon Kent team had continued to deliver the training, sustainability action plans and grants elements to the Growing Green innovation support programme for horticultural and plant-based business in Kent and Medway. The tailored support would help 70 businesses move towards net zero carbon emissions and find value in waste materials and would run for the next three months..

25.The latest HWRC customer survey have remained positive with a 96% satisfaction rate. Customer feedback had been collaborated with the system provider of the HWRC booking system to develop a customer account facility. This new feature would launch shortly.

26.Mrs Deborah Kapaj had begun her role as the strategic lead for the Kent Resource Partnership. Meetings with partners to establish priorities and works streams would take place soon and aimed to capture increases of food waste, reducing contamination in recycling and reviewing the Kent Joint Municipal waste strategy.

27. The current collaboration of the Adaptation Team and the Flood Water Teams in conjunction with Southeast Water and Thames Water was underway. The audit programme was aimed at improving water efficiency in non-domestic sites across Kent. These programmes involved conducting water audits, installing water saving measures and fixing leakages. These initiatives had already resulted in significant savings for the participating 80 sites in Southeast Waters catchment and the 46 sites situated in Thames Waters designated areas.

28. Members asked if a list of schools participating in the E-Waste initiative be made available. It was confirmed to Members that a list of all schools participating would be provided.

RESOLVED that the verbal updates be noted.

## **6. River Pollution and Water Supply - Environment Agency Presentation** *(Item 7)*

*Sally Harvey - Environmental Agency Area Director and Richard Penn – Environment Partnership and Engagement Officer were in attendance.*

1. Mrs Harvey presented the Pollution and Aquatic Environment presentation to the attending members. It was highlighted the importance of limiting pollution within the county and discussed the following aspects:

- The current levels of Chronic, Historic, Current and acute pollution present.
- Permitted and unpermitted discharges to the environment.
- Pollution incidents and their categorised impacts.
- Potential sources of pollution from sewage, agriculture and others.

2. Mr Penn discussed the second phase of the presentation, the challenges faced in measuring water quality within the water framework directive (WFD) and defined locations such as bathing waters (BW). Water quality aspects:

- WFD-Waterbody level assessment-chemical and ecological
- WFD-Classifications published every three years.
- BW-Defined locations.
- BW-Published each year with a duty to inform the public of the results.

3. The monthly WFD monitoring and three-year reporting would inform the response levels of the Environmental Agency and identify any sources of pollution. Mrs Harvey shared the designated coastal bathing areas slide in Kent and the methodology used to measure these sites. Ratings were provided annually over a four-year average.

4. Mr Penn raised the complex picture of multiple water utilities throughout Kent and the role of OFWAT as the financial regulator and the key role it plays in water supply and sewage infrastructure. DEFRA and its involvement were also noted upon within the presentation, the pivotal role that Natural England plays in the removal of waters from the environment and its works with the Environmental Agency were also extensively discussed.

- PR19 Periodic review of environmental improvements average total cost of £5.4 billion. PR24 due to end in 2030 investment to reach £22 billion.
- Further funding secured from government to improve inspection regimes.
- Inspections to increase from 4000 in 2024 to 11000 by 2027 targeting the largest areas of failures. A dip before improving was noted to occur.

5. Mr Penn closed out the presentation by discussing the security of supply and the contributing aspects to infrastructure failure. Future industrial investments were also discussed to support the demand for new homes.

6. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following:

- Members queried on the four-year average methodology used for the classification of bathing waters and noted that an isolated incident can impact this classification and had a detrimental impact on the local community. Members further asked if an option to retest as soon as the incident had passed. Mrs Harvey responded that testing occurs within the statutory requirement, noting that a consultation on extending the bathing water monitoring testing threshold was well underway. It was clarified that any one-off anomalies in testing at site with clear rationales could be ignored.
- Members highlighted the current pollution levels on the Medway and asked if there was any way in which organisations could supplement the Environment Agency samplings. Mrs Harvey acknowledged the fragmented approach in testing and added that partnership options were in place or would be explored with charities.
- It was discussed if any of the current Environment Agency initiatives would combat highway run off, tackle farmers' fields pollution and address sewage contaminating water courses throughout Kent. Mr Penn explained that highway run off had been identified as a chronic source of pollution. Agricultural practices were reviewed with Natural England and more concise testing regimes would be in place. Sewage companies would be monitored via the Water Industry Investment Programme (WIIP) and were subjected to fines from OFWAT.
- Walden Beach in Sheppey had been included in the designated bathing areas list, and it was discussed if the Environment Agency had been aware of the active tipping issues in the area, notably concerning the tipping of blue asbestos. Members further queried the Environment Agency's slow response to fly tipping in a local woodland.
- The Environment Agency had been aware of the tipping events that have occurred in Sheppey and a restraining order had been awarded to combat the issue with some success. Distribution of tipped items have remained a concern although water quality remained excellent in the area. The woodland fly tipping was subject to a restriction order in January 2024. The woodland, however, was situated in private ownership and this had limited how much the Environment Agency could restrict access to the land.
- Members enquired on how the Environment Agency would support the new Governments growth agenda for housing. Two areas of focus were currently being undertaken with support to planning authorities with statutory advice ongoing and the continued regulation of industries to ensure the support of growth is completed in a correct manner.

- The Chair asked if there was enough resourcing to support the growth of required developments encompassing on how the Environment Agency could gain statutory enforcement powers to coordinate with partners to move more quickly when dealing with criminal activities. Mrs Harvey acknowledged there was a need for the powers of the Environment Agency to be strengthened for improved civil sanction powers.
- Mrs Harvey added that there was a national crime agency within the Environment Agency, who worked closely with the Police and HMRC. Additional inspections would also be in place to combat illegal activities.
- Mr Penn responded to the earlier housing questions and stated the limits on water efficient houses being constructed would be monitored. The reduction on leakage and consumption had been reviewed with work undertaken with regional planners. The Water Investment Programs would look at new at innovative ways to provide water.

## **7. 2500015 - Bus Stop Maintenance & Civils Contract** (Item 8)

*Mr Phil Lightowler- Head of Public Transport was in attendance.*

1. Mr Lightowler prefaced the paper for the bus stop maintenance and civils contract.
2. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following
  - A Member questioned paragraph 2.1 page 27 on the existing BSIM contract tender award. It was enquired if this tender had been a recent competitive tender or one that was pursuant of the previous contract. It was confirmed that the contract was awarded in 2019 and was now at the full extent of its five years term.
  - It was noted that the contract had not come up for review beforehand. Members suggested a greater degree of diligence be applied as the last competitive tender was undertaken in 2019.
  - Members asked if any consideration to bringing the contract in house had been raised. Officers responded that an in-house option had been explored nine years ago. A decision was made not to pursue, and the contract became the current BSIP edition.
  - Clarifications for the submitted costings was sought. Officers clarified that the maintenance aspect of the contract incorporated the 'breaking ground' aspect which was not covered by the current BSIP contract.

- Members questioned the delegatory authority to the corporate director aspect and asked if this would result in a general extension being brought back to committee. It was noted that the delegated authority was limited to the initial three-year term and was to seek a two-year extension only.

3. RESOLVED to endorse the proposed decision, namely:

That the Cabinet member for Highways and Transport agree to:

- I. To APPROVE the procurement and subsequent contract award for Bus Stop Maintenance and Civils
- ii. To DELEGATE authority to the Corporate Director of Growth Environment & Transport, to take relevant actions to facilitate the required procurement activity.
- iii. To DELEGATE authority to the Corporate Director of Growth Environment & 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.
- iv. To DELEGATE authority to the Corporate Director of Growth Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to award extensions of the contract in accordance with the relevant clauses within the contract

## **8. 2500016 - KMSCP Camera Contract** (Item 9)

*Due to Technical issues Mrs Tara O'Shea (Kent and Medway Safety Camera Partnership Project Manager) was unable to present the report remotely. Mrs Nikola Floodgate (Growth, Environment and Transport) presented item 9.*

1. Mrs Floodgate introduced the report which set out the procurement of the fixed camera system used in the existing Kent and Medway Safety Camera Partnership. It was highlighted that the current contract was due to expire in August 2025 after 10 years of duration. This had consisted of an original 5-year contract with a 5-year extension that had been activated.
2. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following
  - Members were informed that spend for five years was £1.296 million and had been significantly less than the previous contract period.
  - Members asked for if this was an extension of the current contract or an entirely new contract as envisaged in the last two paragraphs of the supporting documentation. Officers apologised for any confusion within the

supporting documentation and clarified that there was a need for a new contract via the existing Crown Commercial Services framework.

- Members noted the response and raised that whilst small technical contracts with a reduced supplier base could be challenging there should be an expectation that Kent County Council would be undertaking the correct tender process.
- Officers explained that due to the strict governance associated with the installation of the camera equipment that the associated teams had engaged with professional due diligence from KCC's Commercial Services Team. An open tender could not be pursued due to the sensitive equipment having to be overseen by the Home Office. Members acknowledged the response but highlighted its absence from the associated paperwork.
- The contract would be a direct award under the existing Crown Commercial Services Contract and be governed by the Home Office and associated judicial requirements. Spend was to be limited to maintenance only. Funding was directly sourced from partners such as National Highways, Medway Council and KCC.
- Members asked for clarification on the partnership funding aspects. It was asked if KCC was to pay to suppliers directly on behalf of all partners and would seek contributions from partners once payment has been made. Officers acknowledged that section 5.5 in the documentation may be unclear in indicating that KCC are spending £75,000 in its own revenue funds. Officers clarified that funds would be pooled together from the relevant partners.
- The issue of non-payment from associated partners was raised and asked if KCC would cover costs if partners had been unable to contribute. It was noted that KCC in terms of non-payment liability would be discussed at the Kent and Medway Safety Camera Partnership and any unitary authority not contributing would have maintenance ceased.
- Additional camera costs would draw from the core road safety budget. Monitoring of replacement items was subject to the scrutiny of the Kent and Medway Safety Camera Partnership.
- It was requested that a paper was to be provided to committee at a later date with an explanation of the workings of the camera partnerships and how they function together. Additionally, Members asked that the number of non-highway cameras be added to paper.

3. RESOLVED to endorse the proposed decision, namely:

That the Cabinet member for Highways and Transport agree to:

- i) APPROVE the procurement and contract award of safety camera equipment and service through national frameworks.
- ii) (ii) DELEGATE authority to the Corporate Director of Growth Environment & Transport, to take relevant actions to facilitate the required procurement activity; and
- iii) (iii) DELEGATE authority to the Corporate Director of Growth Environment & 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 as shown at Appendix A.

**9. 2500017 - Traffic Systems Asset Maintenance Contract**  
*(Item 10)*

*Mr Toby Butler- Traffic and Networks Solutions Asset Manager presented the item remotely.*

1. Mr Butler introduced the report. The current maintenance contract would cease on March the 31st 2026. Officers added that there was a desire to go to market to procure a replacement service.
2. The use of existing revenue and capital budget would be used in the respective procurement process. No significant impact on staffing levels or raised TUPE concerns were noted. Three identified companies had been approached and market engagement with all three had taken place to ensure competitive bids would be submitted.

RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

i: DELEGATE authority to the Corporate Director of Growth, Environment and Transport Progress and complete a procurement process and enter into commercial contracts as necessary for the delivery of the service, subject to the approval of Strategic Commissioning

ii. APPROVE KCC officers to specify, project manage and supervise the service to meet the needs of all road users.

iii. DELEGATE authority to the Corporate Director of Growth Environment & 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

## **10. 2500018 - Kent Street Junction Improvements**

*(Item 11)*

*Jamie Watson-Senior Programme Manager (Active Travel) was in attendance.*

1. Mr Watson introduced the report which provided an update on the Kent Street junction and the widening of the A228 at Moyne Road. It was outlined that the projects background included the section 106 developer contributions. Finalised design had followed previous design options and consultations had been discussed at the Tonbridge and Malling joint transportation boards with reconditions to construct. The final design was now complete, and construction was due to begin in April 2025.

2. Environmental, ecological and biocultural assessments had all been commissioned, and an estimated cost of the scheme was to be £1.3 million and jointly funded by developer contributions and KCC.

1. RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

- i. Approve the delivery of a traffic calming scheme to mitigate the impact of traffic arising from the Kings Hill Phase 3 development
- ii. Approve that the cost of staff and consultant time to project manage, input into the delivery and supervision of the scheme, be recoverable against the S106 Developer Contributions and Kent Lane Rental funding.
- iii. Approve to progress all statutory approvals or consents required for the scheme.
- iv. Approve the implementation of permanent Traffic Regulation Orders, if required as such associated with any speed limit reductions, subject to completing the statutory consultation process associated with Traffic Regulation Orders.
- v. Approve any additional consultation/engagement as required for the scheme.
- vi. Approve to enter into construction contracts as necessary for the delivery of the scheme subject to a review of the procurement strategy by the Strategic Commissioning team; and vii. Delegate authority to the Corporate Director of Growth, Environment and Transport in consultation with the Cabinet Member for Highways and Transport to take relevant actions, including but not limited to finalising the terms of and entering into required

contracts or other legal agreements, as necessary to implement the decision.

## **11. 2500019 - A228/B2017 and B2017/B2160/Mascalls Court Road, Paddock Wood Junction Improvements**

*(Item 12)*

*Mr Barry Stiff, Project Manager – Major Capital Programme Team was in attendance. Mrs S Hamilton attended in her capacity as the Councillor for Tunbridge Wells Rural*

1. Mr Stiff introduced the paper and discussed the relating junction improvements that have occurred at two locations on Battle Road, Paddock Wood. The previous key decision occurred in 2021 and was now seeking changes due to the original proposals not having the desired benefits.

2. Due to the changes implemented in 2018 by the Environment Agency and the designation of the area as a flood zone had impacted negatively the requirements of the design. Alternative options to the crossroads solution had been explored but these were not deemed viable.

3. The only option available was to widen the existing Badsfield Road into the land that's provided through the 106 agreement and mitigate the traffic impact of the three developments that were providing funding for the scheme. A widening of the road would move the road six metres from the adjacent properties and enable maximization of retained area to flood mitigate. There would be a negative impact with the removal of several trees.

4. The only viable option was progression of the scheme to deliver the required mitigations. If the option was not progressed there would be no provision of traffic mitigation and an incurring abortive cost of £400,000 would also impact.

5. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following

- It was suggested that communication to Paddock Wood residents needed to improve. Residents had been left bitterly disappointed by the previous scheme failures Member explained.
- Members highlighted that development mitigation had been added to the flood modelling; the current drainage channels had remained dry as an indication of successful mitigation. Advice would need to be sought from the Environment Agency to determine if the Leigh flood barriers upgrades had impacted.

- The removal of the western cycle path and the addition that the footpath on the Northern section would allow for a shared route. This aspect would be one that should be reviewed as part of the detailed design.

1. RESOLVED to endorse the proposed decision, namely:

That the Cabinet Member for Highways and Transport agree to:

- i) Approval to defer the improvement of A228/B2017 junction improvement.
- ii) Approval to use any surplus S106 funding to progress the feasibility and opportunities for voluntary land acquisition of an alternative A228/B2017 junction improvement for a larger roundabout
- iii) Approval to progress the amended B2017/B2160 junction improvement as shown indicatively on Drg. No. 60660469-ACM-01-SW-DR-HR-0105 through surveys, design and construction.
- iv) Approval for the proposed B2017/B2160 junction improvement shown on Drg. No. 60660469- ACM-01-SW-DR-HR-0105 to be used for Land Charge disclosures and development control.
- v) Approval to take a transfer of land for the B2017/B2160 junction improvement from an adjacent housing development under a section 106 planning obligation and to acquire any other land and rights as necessary.
- vi) Approval to progress any statutory approvals and consents including Traffic Regulation Orders required for the B2017/B2160 junction improvement scheme including detailed planning consent, drainage and environmental consents and securing temporary use of land for a construction site compound.
- vii) Approval to enter into construction contracts as necessary for the delivery of the B2017/B2160 junction improvement scheme subject to any internal approval process required to the proposed procurement strategy; and
- viii) Delegate authority to the Corporate Director of Growth, Environment and Transport Approval to take relevant actions, including but not limited to

## **12. Risk Management: Growth, Environment and Transport Directorate** (Item 13)

*Mark Scrivener (Head of Risk and Delivery Assurance) and Mr Mike Hand - Risk and Delivery Assurance Officer were in attendance.*

1. Mr Hand introduced the annual report which set out the strategic risks on KCC's corporate register, notably those of a particular relevance to the committee.

2. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following

- Clarification on risk CRR0052 (Adaptation of KCC services to climate change impacts) was asked. Members asked if this had been an acknowledgment of increased pressure due to climate change or an admission that there would be a struggle to fund mitigation. Officers responded that conversations had taken place around risk reduction and the implementation of suitable plans in place to control those aspects that remain within KCC control.

3. RESOLVED to note the content of the report

### **13. Winter Service– Update Report** (Item 14)

*Mr Richard Emmett-Senior Highway Manager was in attendance*

1. The update on the winter service captured and incorporated up to end of January 2025. KCC winter service had commenced on the 18<sup>th</sup> of October 2024 and would cease on the 18<sup>th</sup> of April 2025. Officers further discussed the four named storm events that had occurred late 2024 and the increased demand that had been placed on services in highways.

2. An additional 1,000 inquiries had been received during storm events indicating that the provided data graphs had been aligned to show the impact of such events. 34 salting shouts covering 1,805 individual salting routes had been completed using 7708 tonnes of salt. Last year at the same stage and for the same of number of salting runs only 6,000 tonnes of salt had been used.

3. February had seen the highest number of salting runs with 638 completed. January had the highest number per month over a five-year period with 1,328 individual salting runs. Operational performances were running at 99.1% with a 98% benchmark.

4. It was highlighted that each depot had received 200 tonnes of salt with an additional 500 tonnes to be delivered throughout February to ensure Statutory requirements are met. Spend at the end of January stood at £2.9 million. Salt Rock was transported to Kent via ship to Tilbury and then further distributed via road transportation.

1. RESOLVED to note the content of the report

### **14. Kent Travel Saver – Price – 25/26** (Item 15)

*Mr Phil Lightowler, Head of Public Transport was in attendance.*

1. Last year's joint works with BSIP funding, had allowed the price to stabilise and not show a significant increase in cost to the end user. It was proposed that the upcoming scheme year of September 2025 to July 2026 prices for the Kent Travel saver full pass would see an increase of £30 from £550 to £580.

2. The low-income pass would see a £15 increase from £120 to £135. The pressures that families had faced in getting children to school was acknowledged.

3. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following

- Members acknowledged the hard work that has been conducted to keep the costs at a reasonable level.
- A concern was raised that a 15% increase for low-income families would be detrimental and further queried that the bus service improvement plan funds that had been able to keep costs down, if unavailable would this drive costs up
- It was discussed at depth how the use of funds in the local authority and other authorities have enabled a bus service to remain functional. Removal of these funds would have a severe impact on the delivery of services. Officers felt this was the smallest increase that could be viable.
- Members asked how the model would function if it was entirely on an operator-based ticketing system. Constraints on geographical location and services could see a cost between £900 to £1300 per pass. Members were assured that lobbying for EFT funding would continue.

4. RESOLVED to note the content of the report

## **15. Net Zero 2030 Review** *(Item 16)*

*Mrs Helen Shulver-Head of Environment was in attendance.*

1. The review was presented with a refresh of the 2019 UK government climate change declaration. Budgetary commitments and the impacts of the high court judgement for the Government to produce a new climate change plan by the 2nd of May were noted.

2. The solid progress in the KCC net zero plan was explained. The adoption of the plan had seen a 51% reduction in greenhouse gases from the baseline. Two solar farms had become operational and a 57% reduction in oil use, 56% reduction in electricity and a 17% reduction in gas emissions across sites had also been observed.

3. Net zero had been predominantly funded by government schemes however, changes to those schemes would require KCC to match funding. 11,000 tonnes of carbon dioxide emissions would still need to be delivered to reach the net zero ambition. Current plans would blend the operational footprint and its scope one and two emissions. Scope three emissions had elements that would sit outside of direct control and not within the offsetting requirements of the current plan.

4. Feedback and direction would be sought from the committee on priorities that could aid in the development revision to the plan. It was explained that this could include updating and extending targets, reducing leftover emissions and exploring fuel alternatives. Other aspects beyond the plan such as new infrastructures for EV charging, and Solar PV could also be explored.

5. The Cabinet Member and Officers responded to questions of detail and noted comments, which included the following

- Several Members noted the 90% reduction of emissions in the transportation of rock salt and the reduction in the scope 2 emissions. Members asked if a trajectory of performance graph and supporting data could be provided towards the 2030 target.
- In response to members questions a graph of trajectory would be provided to Members. LED lighting replacement would only occur when fixture had been damaged or needed replacing but a dedicated replacement scheme was not in place.
- Alternative fuels for KCC transport fleet were limited to a small number of vehicles transition to EV. Storage options reviews would be reviewed.
- Roof top solar panels had been explored. Scope three plan would be prioritised if identified in the new plan. Work on residential infrastructure had taken place but a need for KCC own EV infrastructure improvements was discussed.

2. RESOLVED to note the content of the report.

## **16. Work Programme** (Item 17)

The work programme was noted.

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

**To:** Environment and Transport Cabinet Committee – 17 July 2025

**Subject:** Kent County Council – Introduction to Highways and Transport Division

**Classification:** Unrestricted

**Past Pathway of report:** n/a

**Future Pathway of report:** n/a

**Electoral Division:** All Divisions

**Summary:** The purpose of this paper is to provide an overview and introduction to the Highways and Transport division, one of three divisions in Kent County Council's Growth, Environment and Transport Directorate. The Highways and Transport service manages, operates, upgrades, modifies and builds local roads which represent the most extensive and valuable asset group at KCC. Alongside this, it undertakes work to facilitate provision of vital public transport services – particularly concerning bus services and schools transport which directly serves a customer base of over 250,000 people.

**Recommendation(s):** The Environment and Transport Cabinet Committee is asked to note the report and make any comments to the Cabinet Member for Highways and Transport.

## 1. Introduction

- 1.1 The Highways and Transport (H&T) division manages the third largest local road network in Britain (behind only Norfolk and Devon, both of which have half the population of Kent), consisting of over 5,400 miles of highway. It provides the backbone for movement in the county. Numbers of specific highway assets run into the hundreds of thousands – over 240,000 drains, 125,000 streetlights, 196,400 unlit road signs, amongst many others. The total asset base is valued at £25bn. Safety is at the core of the division's activities to operate, maintain and improve the network.
- 1.2 KCC's responsibilities under the Highways Act 1980 give it a range of powers to influence journeys on the network. KCC must also work to fulfil a Network Management Duty set out in the Traffic Management Act 2004, with the objective of securing the expeditious movement of traffic on its road network whilst also facilitating this on the networks managed by neighbouring highway authorities (Medway, East Sussex, etc. and also the motorway and trunk road network managed by the government owned company, National Highways).

- 1.3 Alongside its responsibilities as a Local Highway Authority, the division is responsible for carrying out the Council's role as the Local Transport Authority. This means the division is responsible for considering how it can improve all parts of the transport mix aside from managing its highway assets. The service therefore has dedicated functions concerning bus services and officer expertise concerning rail. The government ensures that Local Transport Authorities set out their plans within a statutory Local Transport Plan under the Transport Act 2000 and later amended by the Local Transport Act 2008. KCC developed a new Local Transport Plan, called [\*Striking the Balance\*](#), in 2023-2024 and adopted it in December 2024.
- 1.4 An All-Member Induction briefing was delivered on 23 May 2025 about the H&T division's group of services. Members are recommended to read the H&T Operational Delivery Plan for 2025-26, which details the actions and specific areas of focus for the service this year and beyond. The focuses for the service are:
- Enhanced asset management
  - Sustainable and active travel promotion
  - Improving connectivity and accessibility
  - Safety and security
  - Resilience and adaptation
- 1.5 The diverse and extensive statutory functions that the H&T division manages day-to-day means that this Committee receives a wide range of reports, from commercial / contractual procurement to capital project approvals, policy decisions, service operations and more.
- 1.6 H&T comprises four service groups and each is introduced further in the remaining sections of this paper:
- Highways Asset Management
  - Transportation
  - Public Transport
  - Business Performance and Systems Services
- 1.7 It is important to note that whilst the Public Rights of Way network provides an essential network connecting with the KCC highway network, the Public Rights of Way network is managed within the Growth and Communities division.
- 1.8 The H&T division also has interfaces with other services across the Growth, Environment and Transport directorate, such as the Strategic Planning and Infrastructure function on responding to strategic planning applications, the Public Rights of Way teams concerning improving the walking and cycling network, with the Environment team on aspects such as drainage and electrification/charging infrastructure for the vehicle fleet, and with Economic Development on maximising economic growth through transport infrastructure projects.



## 2. Highways Asset Management

- 2.1 The purpose of the Highways Asset Management service is to inspect, repair, and maintain KCC's highways to keep them safe and provide the best highway service it can to Kent's residents, visitors, and businesses. The service co-ordinates activities on the highway to minimise disruption to road users whilst facilitating the work needed by utility companies to both repair their assets and provide new connections to new development. The service balances asset management principles, local operational needs, and available resource. It is a large undertaking given the size of Kent, and so the service works by area when necessary and also by key asset groups e.g. Streetworks West, Canterbury Highway Manager, Street Lighting Planned Works, etc.
- 2.2 **Highways and Streetworks:** Highways and Streetworks, split between west and east Kent teams, manages highway maintenance including pothole repairs, winter services (e.g. gritting), business continuity and out-of-hours response, and coordinates works on the highway network by KCC and third parties. It oversees asset maintenance (signs, lines, dropped kerbs), inspects and enforces street works by third parties (e.g. utilities), handles road closures, traffic management permits and roadworks coordination. Highway Stewards support these activities on-site across the local network.
- 2.3 **Street Lighting:** Manages the maintenance and upgrade of over 122,500 existing streetlights. The team works to ensure that streetlights assets are protected when other works take place around them (given their safety critical role for all road users). They manage the approvals and adoptions process for street lighting where it is delivered by third parties e.g. by developers.
- 2.4 **Structures:** Manages a diverse range of structures from medieval bridges to modern tunnels, including 1,100 bridges / viaducts, two tunnels and an underpass, 570 large culverts, along with other smaller structures. The team plans and commissions maintenance and renewals, and undertakes inspections to monitor the condition of the asset. The team ensures the assets are protected during works by KCC or third parties, including on adjacent land. An important safety critical role is the monitoring of tunnels, such as fire and ventilation systems.
- 2.5 **Drainage:** The team manages over 275,000 drains, 41,250 chambers / manholes, 3,850 miles of gullies, 8,500 soakaways, 250 attenuation ponds and lagoons, 15 pumping stations and 346 small culverts. As with other asset management teams, the Drainage team plans and commissions the maintenance and renewals activity, inspects and monitors their condition over time and ensures that the assets are protected from third party works on the highway. They also approve the design and delivery of new drainage assets whether by KCC or others.
- 2.6 **Soft Landscape:** Due to Kent's extensive and largely rural road network, KCC Highways manages a vast soft landscape estate, including over 3.2 million m<sup>2</sup> of urban grass verges and 572,000 m<sup>2</sup> of conservation verges – together equivalent to over 500 Wembley pitches, along with 4,600 km of rural verges. The network also includes more than 500,000 trees. The team works to protect these assets when works occur around the highway. These green assets

support biodiversity, enhance street environments, and help protect roads from extreme weather.

- 2.7 **Strategic Asset Management:** This team leads the Highways Asset Maintenance Plan (HAMP), which defines maintenance priorities and long-term goals, and are custodian of the Resilient Road Network (routes critical to keeping Kent moving during disruptions). This aids maintenance programming and prioritisation. The team maintains the definitive inventory of KCC highway assets and manages the Highway Gazetteer (the official list of adopted and unadopted roads, footways and cycle routes in the county). The team manages the ongoing programme of road and footway renewal and preservation work (such as resurfacing or surface dressings), leads on resolving highway collapses, and also conducts safety inspections and handles insurance claims. It manages the Technical Approval Process (TAP), which provides consistent structured processes for asset managers to ensure that designs for changed or new assets, by both KCC and third parties, are designed to KCC standards.
- 2.8 **Highways Commercial Operations, Contract Commissioning:** Managing such an extensive local road network and all its assets means managing a diverse range of commercial contracts for commissioning services and works to the highway. This function oversees the procurement and commissioning of these contracts (e.g. the Highways Term Maintenance Contract, the Traffic Systems Asset Maintenance Contract, the Highways Condition Services contract etc.), including the day-to-day systems used by officers in their roles. The function also supports officers across other parts of Highways and Transport associated with supplier support such as through the Professional Services Contract.
- 2.9 The Highways Asset Management service works closely with officers across the other functions of H&T, given many projects arise from Transportation and Public Transport that require implementation of changed or new assets on the local road network.

### 3. Transportation

- 3.1 The purpose of the Transportation service is to plan and improve KCC's highway network to help the Kent economy to grow and to ensure that it is as safe and efficient as possible. This means the service has both some important day-to-day operational responsibilities but also has a critical role to play in longer term management and performance of the road network. For example, this includes large scale improvements, such as major new roads, that may take several years to plan, design and deliver. Many of the functions bid for funding from government or other sources when opportunities arise, for both revenue and capital funding.
- 3.2 **Traffic Operations and Technology:** This team manages the design, operation, and maintenance of 360 signalised junctions, 420 pedestrian crossings, 400 electronic signs, and 190 CCTV units. They also run the Kent Highways Network Control Centre, coordinating real-time responses to incidents and liaising with National Highways. It keeps the public informed via Variable Message Signs and the KCC Highways social media feed, followed by 83,000 users. To improve traffic flow and reduce delays to support KCC fulfil its Network Management Duty, the team leads signal optimisation projects across the network.

- 3.3 **Traffic Management:** This team fulfils KCC's statutory duties under the Traffic Management Act 2004, setting policy and guidance for using legal powers to manage and enforce highway rules, as outlined in the Network Management Plan. It oversees enforcement of Moving Traffic Violations (e.g. yellow boxes, bus gates), manages appeals, and supports district-led parking enforcement. It also maintains the Kent Transport Model for assessing network performance and future planning. The Network Innovations part of the wider team leads delivery of Electric Vehicle (EV) charging infrastructure using government funding.
- 3.4 **Major Capital Programmes (MCP):** This team develops and delivers high value projects (typically above £3m in value) to change the highway or deliver new roads and other transport infrastructure. This includes the whole process from initial feasibility, through detailed design, seeking planning consent, preparing Compulsory Purchase Orders (where necessary) to procuring contractors and overseeing delivery. Examples of major schemes that currently in progress are the upgrade to the A229 Blue Bell Hill, the North Thanet Link road scheme, the A249 Grovehurst junction improvements, and Dover Fastrack, amongst others. The function also works with and assures third party transport infrastructure proposals, and bids for funding when KCC is involved due to a need for public funding (e.g. government grants) via the Local Transport Authority.
- 3.5 **Transport Strategy:** Sitting within the MCP, the team prepares the statutory Local Transport Plan (LTP) and forms the pipeline of major projects to support the MCP, including bidding for external funding. The team provides the interface with the planning and development functions at National Highways, and Network Rail and Southeastern Trains, and with the Department for Transport (e.g. concerning international rail). The team represents KCC on transport Nationally Significant Infrastructure Projects (such as Lower Thames Crossing, Gatwick Northern Runway, etc.) and makes representations on behalf of KCC concerning policy and proposal consultations by government or neighbouring authorities (e.g. the Mayor of London). The function represents KCC at an officer level on the region's sub-national transport body, Transport for the South East.
- 3.6 **Road Safety and Active Travel Group:** This large team covers a broad range of services using the Local Transport Grant funding received from government. This includes the delivery of smaller highway improvement schemes, crash remedial measures for sites performing badly for road safety, and also active travel schemes.
- 3.6.1 **Highways Improvements:** This is split into East and West teams to align with the Highways and Streetworks and Development Planning services. It delivers sub-£3m capital road network changes such as safety schemes, crossings, roundabouts, and new layouts. It also manages capital delivery of walking and cycling (Active Travel) projects funded by government. The team works with Parish Councils concerning their development of Highways Improvement Plans (HIPs). This provide Parishes with the opportunity to propose evidence-based local changes, such as speed limits and traffic calming.

3.6.2 **Active Travel Kent:** This team plans and designs walking and cycling schemes, working with district councils through Local Cycling and Walking Infrastructure Plans (LCWIPs) and delivering cross-district routes via the county-wide Kent Cycling and Walking Infrastructure Plan (KCWIP). As the Local Transport and Highway Authority, KCC secures funding and implements schemes. The team also supports Parish-led Highways Improvement Plans (HIPs), runs school crossing patrols, and delivers training for cyclists and pedestrians.

3.6.3 **Safer Roads, Intelligence and Behaviour Change:** This sub-group of teams leads KCC's road safety strategy (called Vision Zero) and delivery of the Crash Remedial Measures programme that delivers c. 400 new highway improvements each year due to the personal injury collisions that are taking place. They manage road safety and behaviour change programmes, such as safer driving for fleets and large vehicles. The function engages with communities using publicity and media campaigns, targeting their work on particular vulnerable or higher risk groups such as school age children, young adults, etc. They manage driver education training (commonly known as the Speed Awareness course). They use data collection and analytics to drive innovation, trialling new ways of diagnosing and treating road safety risks.

3.7 **Development and Transport Planning:** This team is split into East and West and delivers a statutory service to review over 4,000 planning applications annually. Their remit is to focus on impacts to the local highway network and connectivity via sustainable transport. They incorporate input from across the H&T service, including bus and rail. The advice given is as a consultee to the Local Planning Authority (the district and borough councils across Kent), who ultimately decide on whether to grant consent or not (in some instances, KCC is the Planning Authority – such as with new schools – or it may be a government decision if Nationally Significant Infrastructure – such as the Lower Thames Crossing – or a strategic planning application called in by the Secretary of State). The team helps to shape district Local Plans by advising the Local Planning Authorities on required transport assessments to establish mitigations for inclusion in development site planning policies. The team ensures transport assessments are robust and publishes guidance to support this. They also contribute evidence to planning inquiries related to both Local Plans and applications.

3.8 **Development Agreements:** This team deals with developers once they have received planning permission. New developments frequently need to undertake works to connect to or improve the local road due obligations and conditions in their planning permission. Developers can enter into contract with KCC to carry out works to the road network using an instrument within the Highways Act 1980 called a section 278 agreement. These agreements remove the burden of delivery from the KCC, whilst also securing commitments to ensure works are delivered to KCC's standards before adoption as public highway. Similarly, the team manages section 38 agreements, which are specific to adoption of entirely new roads constructed by developers.

## 4. Public Transport

- 4.1 The purpose of this service is to help enable access to education, health and community services for diverse users across Kent, through the planning, procurement and management of public transport services. Its functions arise from both KCC's role as the Local Transport Authority, which gives it responsibilities in respect of local bus services, and from KCC's role as a provider of education and social care services which have a need for the safe transport of their customers.
- 4.2 KCC does not run any bus services directly but has an important role to play with respect to a number of public transport issues. This includes school transport, concessionary fares, bus stop infrastructure and working with private operators to support the commercial network as far as possible for the benefit of Kent's residents (e.g. by extending services into the evening or supporting services on part of a route).
- 4.3 As the Local Transport Authority, KCC has been in receipt of government funding to administer the Bus Service Operators Grant, which is used to support local bus services, along with funding to deliver its Bus Service Improvement Plan, which was a requirement of the government's National Bus Strategy.
- 4.4 Like some other authorities in the country, KCC also manages some specific transport services and the commercial contracting of these to private sector operators. In Kent this has included both parts of the local bus network (e.g. Fastrack) and, previously, ferry services (e.g. Gravesend to Tilbury).
- 4.5 **Public Transport Planning and Operations:** This team manages the Bus Service Improvement Plan (BSIP), which KCC receives government revenue and capital grants for. They work closely with bus operators in the county through Enhanced Bus Partnerships, which are agreements between KCC and the bus operators in a particular area (currently East, West and Thameside area in Kent). These partnerships set out how working together will deliver the objectives of the BSIP. The team commissions other H&T services, such as the Network Management Team or Major Capital Programme Team, to deliver bus priority schemes and enforcement of bus priority measures, such as bus gates. The team manages supported services and Bus Services Operators Grant (BSOG) and also issues c. 275,000 concessionary bus passes annually for school pupils, elderly and disabled residents. The function is also responsible for ferry service support, supports the Community Transport sector and manages KCC's own Community Transport service called Kent Karrier.
- 4.6 **Fastrack Development Management:** This team manages the two Kent Fastrack network contracts, one in the north Kent Thameside area (between Dartford and Gravesend) and the other in Dover, operated by companies Go-Ahead and Stagecoach. This includes monitoring performance, understanding user concerns and suggestions for the network, and working with stakeholders to understand how the service needs to grow and adapt to meet the needs of users. The team also explores how the Fastrack networks can continue to be improved in terms of the highways infrastructure so that services can remain reliable and fast.
- 4.7 **Client Transport Operations and Planning:** This team address the needs of customers in travelling to schools and colleges. If a child is a certain distance

from their nearest age and ability appropriate school, they can receive free transport. Services are also provided for Special Educational Needs (SEN) students, those eligible (c. 850 customers) in children and adult social care and c. 1,500 unaccompanied asylum seeking children. This team commissions the large number of public transport supplier contracts to provide these statutory entitlements to customers. Approximately 14,000 students receive these services.

- 4.8 **Public Transport Business Management:** Given the volume of customers receiving public transport support, there are a large number of public transport supplier contracts that need to be managed and monitored once established to meet customer needs. This team is responsible for ensuring compliance with contracts, undertaking inspections of providers, working with customers to address non-compliance and service provision issues. This team ensure that customers' needs are met day-to-day by the service providers KCC has contracted.

## 5. Business Performance and Systems

- 5.1 The purpose of this service is to provide support to staff across H&T so that they can best fulfil their roles and meet the business plan targets within the annual budget. It has a specific focus on business continuity and resilience given how critical the local road network is for KCC's wider services and the county as a whole.
- 5.2 **Business performance and systems:** Supporting data and digital development across the division to enable effective financial monitoring, contract compliance, and supply chain management. It handles business risk, continuity planning, and staff development to ensure teams have the skills and tools needed. It also manages the systems / platforms for KCC's highways definition database and Gazetteer and works closely with Highways Commercial Operations and Commissioning.
- 5.3 **Strategic Resilience:** This team is focused on operational resilience of the KCC local road network. Its expertise particularly concerns the management of international road traffic associated with the Channel crossing terminals at Dover and Folkestone (Eurotunnel). The team leads KCC work within the Kent Resilience Forum, which responds to disruptive events including implementation of traffic controls across the M20 / A20 and A2 corridors from Maidstone to Dover such as Operation Brock. The team has specialist knowledge associated with haulage industry and its management and routing of fleets through the county and the consequences of that on the local road network and its communities. This includes managing lorry parking surveys and working with truck stop operators to improve capacity and facilities to reduce overnight lorry parking on local roads. The team also leads on other resilience issues, such as working with the Major Capital Programme team to address the closure of Galley Hill Road in Swanscombe due to a landslide.

## 6. Key documents, plans and strategies

- 6.1 The H&T service is working to implement delivery of a number of key documents, plans and strategies – many of which are referred to above concerning the different functions. These documents, listed below, also provide more detail about its work.

- [Local Transport Plan](#)
- [Vision Zero Road Safety Strategy](#)
- [Network Management Plan](#)
- [Highways Asset Management Plan](#)
- [Local Highways Maintenance Transparency Report 2025](#)
- [Map](#) and [definition](#) of the Resilient Route Network
- [Bus Service Improvement Plan](#)
- [Freight Action Plan](#)
- [Parking Standards](#)
- [Active Travel Strategy](#) and [Kent Cycling Walking Infrastructure Plan](#)
- [Developer Contributions Guide](#)
- [Kent Design Guide](#)
- [Infrastructure Funding Statement](#)
- [Rights of Way Improvement Plan](#)

## 7. Finance

7.1 For 25/26, the H&T service has a revenue budget of c. £78.9m and a capital budget of £138.5m, which comprises of both a rolling programme of asset management/maintenance (Highways) as well as one-off junction/road improvement projects (Transportation).

7.2 Whilst the net revenue budget is £78.9m, the gross spend within this service area is £115.7m with the balance reflecting the significant income from sales fees and charges, and specific grant funding in this area.

7.3 The total H&T budget is £217.4m.

Group	Revenue budget	Capital budget	Total
Highways Asset Management	£40.4m	£65.8m	£106.2m
Transportation	£6.7m	£70.3m	£77.0m
Public Transport	£27.5m	£2.4m	£29.9m
Divisional management & business services costs	£4.3m	£0	£4.3m
<b>Totals</b>	<b>£78.9</b>	<b>£138.5</b>	<b>£217.4m</b>

7.4 The Highways Asset Management service has the largest budget, totalling £106.2m, which reflects the breadth and complexity of maintaining and operating the highways network, not just roads and footways but also including streetlights, bridges/structures, winter service (salt spreading/gritting) and drainage to name but just a few.

- 7.5 The revenue budget is predominantly funded from KCC base budget (the service's share of Council Tax, Business Rates and general grants) as well as from income raised specifically within the service. The capital funding comprises a mix of Department for Transport (DfT) grant and KCC borrowing. In addition to the amount noted above, which come from the 25/26 Budget Book, there is a £14.3m Local Highways Maintenance Fund allocation for 25/26 that was communicated after the Budget was approved and is currently funding the Pothole Recovery Strategy across the county.
- 7.6 The Transportation service has the largest capital budget reflecting that a significant part of its activity concerns delivery of small and large scale changes to the road network. These are broadly funded from government grants as well as Section 106 developer contributions which are collected to enable services to respond to changes in housing growth/development and the obvious need for enabling road infrastructure that could not be covered by the service's share of Council Tax alone.
- 7.7 The Public Transport service has a significantly higher revenue budget than capital reflecting the three key operational services within this area which are: English National Concessionary Transport Scheme (ENCTS) (a national bus travel scheme for elderly and disabled residents), the Kent Travel Saver Scheme (a scheme for young people 11-16 to assist them getting to school which may not be their nearest school) and the Socially Necessary Bus service which provides subsidies on certain routes that are socially necessary but are not commercially viable and therefore KCC pays a contribution to keep them operational. The ENCTS and Subsidised Bus services are largely funded from KCC base budget, with Kent Travel Saver a mix of KCC base budget and income from users of the pass. For 25/26 the service also received significant grant (both revenue and capital) from the Bus Services Improvement Plan (BSIP), which is not reflected in the numbers above as this was communicated once the budget was approved.
- 7.8 Changes to the Budget between 2024/2025 and 2025/2026 (note figures have been rounded to one decimal place) are summarised below:
- 7.8.1 The H&T division is aiming to achieve £3.64m of savings for 25/26. The majority of these savings are associated with the Kent Travel Saver Scheme and government grant covering supported bus service costs offsetting costs to KCC.
- 7.8.2 The H&T budget provides £4.5m to address new spending pressures for 25/26, comprised of price inflation, increased service demands from customers, improvements or changes required by government and legislative factors.
- 7.9 Full details of the revenue budget (page 73), savings and spending pressures (pages 33-53), as well as the capital budget (pages 11-18) can be found in the [Kent County Council Budget Book 2025-26](#), with further detail on the H&T service within the Operational Delivery Plan for 2025-26.

## **8. Equalities implications**



- 8.1 The H&T service works in line with our corporate equality objectives, complying with the Equality Act, publishing Equality Impact Assessments in support of Council Key Decisions concerning its services.

## **9. Conclusion**

- 9.1 The H&T division has a large and diverse undertaking, which has a significant impact every day on the lives of residents, businesses and visitors in Kent. It balances its work with a day-to-day operational focus on safety, resilience, maintenance, journey reliability and satisfaction for customers. The division fulfils the Network Management Duty, is a statutory consultee in the planning process, liaises with other transport service providers, and lobbies government for change. Alongside these roles, the H&T division is active in planning for upgrades, modifications or delivery of new highways assets, as it aims to support economic growth, healthier lifestyles, cleaner lower emission transport and a better quality of life for residents.
- 9.2 H&T is a facilitator for all other services in Kent – getting children to school, enabling commuters to get to work, lobbying for international rail services to come back to the county and, above all, ensuring our road network flows.

## **10. Recommendation**

### **Recommendation:**

The Environment and Transport Cabinet Committee is asked to note the report and make any comments to the Cabinet Member for Highways and Transport.

## **11. Contact details**

Relevant Director:

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

**To:** Environment and Transport Cabinet Committee – 17 July 2025

**Subject:** Kent County Council – Introduction to Environment and Circular Economy

**Classification:** Unrestricted

**Past Pathway of report:** n/a

**Future Pathway of report:** n/a

**Electoral Division:** All Divisions

**Summary:** The purpose of this paper is to provide an overview and introduction to the Environment and Circular Economy division.

**Recommendation(s):** The Environment and Transport Cabinet Committee is asked to note the report and make any comments to the Cabinet Member for (the Kent) Environment.

## 1. Introduction and policy context

- 1.1. Kent boasts a rich and diverse environment, full of internationally important habitats, nature reserves and protected landscapes that enhance Kent's natural beauty and ecological health. Our environment is crucial for attracting tourism and inward investment, sustainability initiatives drive innovation and create future-ready jobs whilst access to green spaces, clean air and safe water enhance physical and mental health, reducing healthcare costs and improving residents' quality of life.
- 1.2. Kent County Council (KCC) has a key role to play in managing, protecting, and enhancing the Kent environment, not only through a range of legislative duties and responsibilities, but also through work with partners, businesses and residents, inspiring collective action that delivers measurable outcomes for our communities.
- 1.3. The council's Environment Plan (attached at Annex 1) brings all of this together by setting out clear environmental priorities, aligning wider strategies with environmental outcomes and responding to national and local policy drivers. At its core, the plan recognises, at a strategic level, how the principles of environmental stewardship, economic growth and population health are interconnected and by fostering collaboration across team's mutual progress and significant co-benefits can be achieved.

- 1.4. The Environment Plan sets out an overarching aim, which is a protected and enhanced environment that enables our communities to be healthy and supports the delivery of sustainable growth.
- 1.5. To achieve this aim, the plan sets out six goals:
- Provide sustainable energy solutions and reduce carbon emissions
  - Adapt to our changing climate
  - Reduce flood risk and manage water resources effectively
  - Protect and improve the natural and built environment
  - Manage resources through a circular economy
  - Conserve and promote Kent's natural beauty and heritage.
- 1.6. The approach of the plan is to embed these goals into how the council makes decisions, how it commissions services and through educating and upskilling its staff. Action can then be delivered via work with internal and external partners, through accessing external green investment, through strategic planning, social value and via KCC's buildings and assets.

## 2. Who we are and what we do

- 2.1. The Environment and Circular Economy division is responsible for managing the delivery of the Environment Plan, meeting our environmental legislative duties and responsibilities, and bringing together partners to protect and enhance the Kent environment.
- 2.2. It is one of three divisions in Kent County Council's Growth, Environment and Transport Directorate. The division is organised into two services; Environment and Resource Management and Circular Economy and two shared support teams, Communication and Engagement and Programme and Business Services. The division also acts as the employing authority for the Kent Downs National Landscape team, hosts four of the Countryside Management Partnerships that work across Kent and Medway delivering community projects to maintain and enhance the countryside and also hosts the Kent Resource Partnership that leads work on the resources and recycling agenda.



### 2.3. Environment

2.3.1. The Environment Service is made up of five specialised teams:

- Natural environment and coast
- Flood and water management

- Country parks and countryside management partnerships
- Energy security and future impacts
- Heritage conservation.

2.3.2. The natural environment and coast team co-ordinates the Kent Nature partnership, led the development of the Kent and Medway Local Nature Recovery Strategy and delivers KCC's commitments to tree planting, support for pollinators and the coastal and marine environment. The team also provides ecological advice to all Kent planning authorities, including support for biodiversity net gain.

2.3.3. As the Lead Local Flood Authority, the flood and water management team investigate the causes of surface water flooding of homes, works with local communities to increase their resilience to flooding and delivers innovative and impactful flood reduction schemes. The team is a statutory consultee for new developments going through the planning system and works with water companies and other stakeholders to manage Kent's precious water resources, supporting the development of a sustainable water environment in Kent.

2.3.4. The country parks and countryside management partnerships team manages nine country parks and three countryside sites, offering high-quality accessible countryside experiences for over 1.2m visitors a year. Programmes of education, events and activities provide opportunities for connecting with nature alongside vital conservation work and biodiversity enhancement. The team also supports a network of partnerships to enhance greenspaces through education, management, and community engagement.

2.3.5. The energy security and future impacts team co-ordinates work with other KCC teams to develop business cases and secure external funding for environmental improvements to the KCC estate and embed environmental improvement into KCC's commissioning process. The team also supports businesses, community groups and residents to become more energy efficient and enable local energy generation projects and collaborates with partners across the county to embed resilience and adapt to the growing challenges of water scarcity, flooding, and the changing climate.

2.3.6. The heritage conservation team provides advice on the historic environment to KCC, planning authorities and partners, maintains the Kent historic environmental record and the statutory treasure process. The team also carries out archaeological excavations and manages KCC's eight historic windmills contributing to the visitor and tourism industry and the cultural significance of Kent.

## 2.4. Resource management and circular economy

2.4.1. The Resource Management and Circular Economy Service manages Kent's 650,000 tonnes of municipal waste per year with a strong emphasis on sustainability, circular economy principles and financial efficiency. The service aims to minimise expensive landfill use and

prioritises waste reduction, reuse, recycling, and energy recovery. Where possible, the service aims to process and manage waste within the county, supporting local jobs and reducing environmental impact.

- 2.4.2. As the waste disposal authority, KCC has a statutory duty to arrange for the recycling and disposal of waste collected by Kent's district, borough, and city councils (called waste collection authorities). This involves managing a network of waste transfer facilities where material is bulked and hauled to a range of material reprocessing facilities and managing contracts with those facilities.
- 2.4.3. The service also manages and maintains a network of 19 Household Waste Recycling Centres, which receive over 2.2m visits per year. Here, the emphasis is on providing facilities that enable residents to reuse and recycling as much of their waste as possible.
- 2.4.4. The service collaborates with district, borough, and city councils through the Kent Resource Partnership (KRP). This strategic partnership is responsible for developing the county's long term Joint Municipal Waste Management Strategy, a statutory requirement in two tier authority areas.
- 2.4.5. In addition, the service monitors closed landfill sites to ensure environmental compliance and explores sustainable methods for site transformation.
- 2.4.6. Robust data management enables the service to report accurately to DEFRA and monitor emerging waste trends. This insight supports the planning and development of infrastructure to meet evolving service demands.
- 2.4.7. The service also leads projects across Kent aimed at maximising resource reuse, securing funding, and fostering partnerships with third parties to support a more sustainable, circular economy.

### **3. Achievements in 2024/25**

- 3.1. The range of achievements in 2024/25 for each of the goals in the Environment Plan are shown in Annex 2.
- 3.2. This achievements report demonstrates the breadth of work that is delivered through the division and the significant positive benefit that this work delivers for KCC and for communities across the county.

### **4. Budget**

- 4.1. The net budget for the division in 2025/26 is £92.2m. This includes projected income of £26.9m.
- 4.2. 95.7% of this spend (£88.4m) is managed by the Resource Management and Circular Economy service through the delivery of KCC's statutory function as Kent's waste disposal authority. 3.5% (£3.2m) is spent by the Environment

Service, with the remaining 0.7% allocated to staff who support the delivery of work across both services.

4.3. Annex 3 sets out the budget in more detail.

## **5. Conclusion**

5.1. The services within the Environment and Circular Economy division are vital for maintaining and improving Kent's environment, improving community well-being, and supporting economic growth and inward investment.

5.2. KCC's framework of legislative and statutory duties, combined with clear environmental priorities aligned to broader strategic goals, supports our response to national and local policy drivers. This approach helps future-proof our operations and reinforces our commitment to protecting and enhancing the county's natural assets while advancing a circular economy.

## **6. Recommendation**

The Environment and Transport Cabinet Committee is asked to note the report and make any comments to the Cabinet Member for (the Kent) Environment.

## **7. Annexes**

- 7.1. Annex 1 – KCC Environment Plan 2025: <https://kcc-app610/documents/s131139/Annex1EnvironmentPlan2025.pdf>
- 7.2. Annex 2 – Achievements report 2024/25: <https://kcc-app610/documents/s131140/Annex2EnvironmentalInfographics2025.pdf>
- 7.3. Annex 3 – Environment and Circular Economy Divisional Budget 2025/26: <https://kcc-app610/documents/s131141/Annex3ECEbudget202526.pdf>

## **8. Contact details**

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From: Joel Cook, Democratic Services Manager

To: Environment & Transport Cabinet Committee – 17 July 2025

Subject: **Petition Scheme Debate – Gravesend-Tilbury Ferry Service**

Classification: Unrestricted

Summary: Details of a petition received which will be the subject of a debate, in accordance with the County Council's petition scheme.

## For Decision

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### 1. Introduction

1.1. In accordance with the Petition Scheme set out at sections 14.34-14.39 of the Constitution, any petition on a County Council matter which has between 1,500 and 4,999 signatures will trigger a debate at the appropriate Cabinet Committee.

1.2. The process for the debate on each petition is that the lead petitioner will be invited to speak to the petition for a total of 5 minutes. There will then be a debate of up to 45 minutes before the Cabinet Member is invited to respond for a maximum of 5 minutes. As the subject matter of this petition relates to a matter which is the responsibility of the Council's Executive, the Cabinet Committee can decide whether to make a recommendation to the relevant Cabinet Member to inform the decision-making process.

### 2. Petition – Gravesend-Tilbury Ferry Service

2.1. A petition was received which requested that the Gravesend – Tilbury Ferry be reinstated. The full wording of the petition is as follows:

Open letter to Kent County Council: please reinstate the Gravesend/Tilbury ferry service!

The Gravesend/Tilbury ferry service was stopped on April 1st, 2024. This service provided an essential and convenient way for people to travel between Gravesend and Tilbury and was widely used by people locally to get to school and work, as well as providing an essential service to connect both communities.

The ferry cancellation has deeply affected local communities. It has had a significant impact on businesses in the Gravesend town centre who are reporting a noticeable downturn in revenue. It is causing more pressure on the already over-used Dartford Crossing and surrounding roadways by removing an alternative form of cross-river transport.

Many people in Tilbury and Gravesend communities relied on the ferry as an easy way to get across the river, providing them with a lifeline to local amenities. This has now been removed.

There has been a ferry service between Gravesend and Tilbury for hundreds of years - it's part of our history, as well as our community. Its discontinuation has disrupted so many people's lives and routines, that many rely on for comfort and connection.

We understand the financial pressures that led to the ferry cancellation, but the ferry was a vital service to people and businesses locally. Losing it has really hurt local communities.

We beg Kent County Council to act now and secure the funding to reinstate the Gravesend/Tilbury ferry, and to safeguard a long-term future for this vital local service.

This petition had a total of 2,437 signatures, thus triggering a debate at this Cabinet Committee.

2.2. A statement from the lead petitioner, Rebecca Drake Hopkins, is attached at Appendix 1. Mrs Rebecca Drake Hopkins has confirmed that she would be attending the meeting to address the committee about the petition.

2.3. A position statement prepared by the Cabinet Member for Highways and Transport and the Corporate Director, Growth, Environment and Transport is attached at Appendix 2.

### **Recommendation:**

The Environment and Transport Cabinet Committee is asked to debate the issues raised in the petition and to make recommendations to the Cabinet Member as to whether they should or should not take the actions requested by the Petition.

### **Background Documents**

[Constitution of Kent County Council](#)

### **Contact Details**

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## **Statement to KCC in support of my petition to reinstate the Gravesend-Tilbury Ferry**

The Gravesend-Tilbury ferry service was an accessible and convenient way for people to travel across the Thames locally, and was widely used. KCC's own Consultation Report has stated that ferry user footfall was more than 100,000 passenger journeys per year, that passengers travelled from Kent, Thurrock and further afield and the service was a convenient way to travel to work, school, or to access Gravesend and Tilbury towns and onward destinations.

A high proportion of frequent users indicated that it was used to access support and amenities in the form of doctors, hospital and other healthcare, essential food shopping, social activities or caring responsibilities. Cross-river journeys are now longer and less straightforward, putting additional pressure on the already over-used Dartford Crossing and surrounding roadways.

The ferry cancellation has also had a significant impact on businesses in the Gravesend town centre who are reporting a noticeable downturn in revenue, and in some cases, closures. One local business of a number of years' standing referred to the ferry closure as "...the final nail in the coffin. We just lost so much trade."

I am aware that the service operated with financial subsidies from KCC, however, there are previously unexplored possibilities for improving revenue if it were reinstated. There are many ways in which the existence and convenience of the ferry could be communicated to people locally, including the argument that it would be an appealing and economical alternative to using the Dartford Toll crossing. Connecting the infrastructure across Gravesham/Kent and Tilbury/Essex could make the ferry a central point for public transport north from Kent into Essex and beyond. Further, the opportunity to promote the ferry as a tourist attraction should not be ignored, and could be utilised as a unique selling point as part of Gravesend's maritime history.

It is an important part of our history, as well as a vital service for our community. The 2,400 responses to the petition demonstrate how much people want this service reinstated. Petition responders described the ferry as a "lifeline" and a "much needed service". Many people have spoken to me about their personal history with the ferry – how it has been used by successive generations of people as a convenient and fast way to cross the river while avoiding the frequent congestion at Dartford, or other road crossings. We know that there has been a ferry at that site for hundreds of years, and there is evidence for this going back to Roman times.

The ferry's discontinuation has disrupted so many people's lives and routines, not just people in Gravesend (and Tilbury), but across Kent, too.

This is an excellent opportunity for the new KCC administration to demonstrate a people-focused solution to the ongoing issues with cross-river transport in the local area, while also demonstrating goodwill and the ability to listen and engage with local issues.

I therefore urge the committee to secure the funding to reinstate the Gravesend-Tilbury ferry, and to safeguard a long-term future for this vital local service.

Rebecca Drake Hopkins

From: Peter Osborne, Cabinet Member for Highways and Transport

Simon Jones, Corporate Director for Growth, Environment and Transport

To: Environment and Communities Cabinet Committee – 17 July 2025

Subject: Petition scheme debate - Bring back the essential Gravesend-Tilbury Ferry service

Classification: Unrestricted

**Summary:** Position statement responding to the petition on Gravesend to Tilbury Ferry. The petition wording is “We the undersigned petition the council to bring back the essential Gravesend-Tilbury Ferry service

## **Position Statement**

### **1. Introduction**

- 1.1 KCC recognises and appreciates the impact caused to communities from the cessation of the ferry service.
- 1.2 This statement outlines the history of the service, the factors that led to its ceasing to operate and the current status of work being led by the Thames Estuary Growth Board to reinstate it.

### **2. Background**

- 2.1 There is a history of a passenger ferry service operating on the River Thames between Gravesend and Tilbury dating back hundreds of years. Until 2000 the service had operated without any public funding or local authority involvement.
- 2.2 Following the collapse of the then operator in 2000, the Gravesend to Tilbury passenger ferry has required subsidy to support its operation as the value of the passenger fares alone were not sufficient to cover the costs of operation.
- 2.3 Since 2000, the subsidy required to support the service was met jointly by KCC and Thurrock Council who shared the subsidy cost on a 50/50 basis. KCC held and managed the contract on behalf of both authorities.
- 2.4 Before the service ceased, it operated every 30 minutes on Mondays to Saturdays between 0540 and 1900 providing a regular 5-minute crossing for passengers offering a quicker, cheaper, and more reliable alternative to travelling by other modes including private car journeys using the Dartford crossing. Historic data suggests that around 60% of passengers originated on the Thurrock side and travelled to Kent for education, employment and for shopping opportunities. Kent use related to employment and use for onward connections.

- 2.5 In the last full year of operation, 113,000 journeys were made on the service. At the point of cessation, the cost of providing the ferry was forecast as being £440k of which £230k was expected to be met by passenger fares, leaving a subsidy requirement of £210k.

### **3. Cessation**

- 3.1 The previous contract for the ferry service was due to expire in October 2023. To secure the long-term future of the service negotiations were held with the operator around a short-term extension to the contract until March 2024, allowing for a tender to be issued with a view to securing a new long-term contract from April 2024.
- 3.2 During negotiations around the short-term extension, Thurrock Council advised KCC that it was no longer in a position to fund the service and effectively withdrew its funding.
- 3.3 Confronted with a position where the service could cease at little notice to passengers, KCC continued to negotiate a contract extension with the operator and ultimately met the cost of the service in full (i.e. without Thurrock's funding) for the period between October 2023 and March 2024 to allow for a managed exit, reasonable notice for passengers and exploration of alternative solutions.
- 3.4 KCC could not be expected to fund the service in full and so in the absence of Thurrock's funding, the contract for the service expired in March 2024 following a public consultation, informing an Equality Impact Assessment, and having provided more reasonable notice to passengers.
- 3.5 The cessation of the service was not owing to any decision made by KCC who remained committed to the service and had funding in place. It was triggered by Thurrock's withdrawal of funding. However, as the holder of the contract and the sole funder of the service in the final months of operation, KCC have been held accountable for its demise and its reintroduction.

### **4. Current status**

- 4.1 The service has not operated since March 2024 but significant local and political interest in seeing it reinstated remains owing to the impacts on previous users and the local areas.
- 4.2 As a result, the matter has been picked up by the Thames Estuary Growth Board who are a government appointed body engaged with the aim of *'working as a single voice to accelerate fair growth across the Thames Estuary'*.
- 4.3 The Growth Board has convened a working group consisting of KCC, Thurrock Council, Gravesham Council, the Port of London Authority, the Port of Tilbury and prospective ferry operators to explore the opportunities to reinstate the service either through a different commercial and contractual model that would not require subsidy or through the identification of other funding partners.

- 4.4 In 2024, the working group commissioned an external consultant to explore these opportunities, and this work concluded with a report provided which was accepted by the partners earlier in 2025. KCC has supported this process fully, contributed towards the cost of the study work and remains positively engaged with the working group.
- 4.5 This study concluded that when accounting for updated operating costs, even when factoring in potential passenger and revenue growth linked to development in the area and if increasing passenger fares significantly that a significant subsidy requirement would remain. It is not immediately obvious where this subsidy may come from, and this matter is being taken up by the Growth Board who we believe to be engaged with multiple agencies including central Government.

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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 – 17 July 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 sixth and final dashboard for 2024/25 and includes data up to March 2025.

Thirteen of the seventeen KPIs achieved target for latest performance and are RAG rated Green (the same as the last report). Three KPIs are below target but did achieve the floor standard and are RAG rated Amber (one less than the last report). One KPI is below the floor standard and is RAG rated Red (one more than the last report).

KPIs and targets proposed for reporting 2025/26 performance are included in this report.

**Recommendation(s):**

The Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard, and COMMENT on the KPIs and targets proposed for 2025/26.

## 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 sixth and final report for this Committee for the 2024/25 financial year.

## 2. Performance Dashboard

- 2.1. The Dashboard provides a progress report on performance against target for the Key Performance Indicators (KPIs) for 2024/25. 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 March 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. Seven of the eight KPIs in Highways & Transportation achieved target for latest month performance and are RAG rated Green. The one KPI which is below target, but above its floor standard and RAG rated Amber, is Faults reported by the public completed in 28 calendar days.
- 2.5. Six of the nine indicators for Environment and Circular Economy were above target and are RAG rated Green. Two of the other KPIs are RAG rated Amber; and both relate to the percentage of waste which is recycled and composted. The final KPI is RAG rated Red, being below its floor standard; this is Percentage of HWRC waste recycled and wood converted to energy at biomass facility. A key factor in this KPI being rated Red, is due to more wood now being recycled which is actually a positive, and for this reason this KPI is being removed for 2025/26 reporting.

### **3. KPIs and targets proposed for 2025/26**

- 3.1. KPIs and targets proposed for 2025/26 are shown in Appendix 2. The majority of KPIs and activity indicators are proposed to remain the same as in 2024/25. Three KPIs and two activity indicators are proposed for removal, with one additional activity indicator added. Two KPIs have changes to their targets and floor standards. All indicators were agreed by the relevant Cabinet member and Corporate Director before the County Council elections in May. The new Cabinet members and Cabinet Committee members are invited to comment on these before reporting commences for the current financial year.

### **4. Recommendation(s):**

The Environment and Transport Cabinet Committee is asked to NOTE the Performance Dashboard, and COMMENT on the KPIs and targets proposed for 2025/26.

### **5. Contact details**

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# **Environment and Transport Performance Dashboard**

## **Financial Year 2024/25**

### **Results up to March 2025**

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**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

<b>GREEN</b>	Target has been achieved
<b>AMBER</b>	Floor Standard* achieved but Target has not been met
<b>RED</b>	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	AMBER	AMBER
HT08 : Emergency incidents attended to within 2 hours	GREEN	AMBER
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	GREEN	GREEN
HT14 : Member enquiries completed within 20 working days	GREEN	AMBER
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
WM02 : Municipal waste converted to energy	GREEN
WM01 + WM02 : Municipal waste diverted from landfill	GREEN
WM03 : Waste recycled and composted at HWRCs	AMBER
WM04 : Percentage of HWRC waste recycled and wood converted to energy at biomass facility	RED
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

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

### Key Performance Indicators

Ref	Indicator description	Dec-24	Jan-25	Feb-25	Mar-25	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Reported potholes repaired in 28 calendar days	96%	98%	99%	96%	GREEN	96%	GREEN	90%	80%	89%
HT02	Faults reported by the public completed in 28 calendar days	88%	85%	86%	82%	AMBER	88%	AMBER	90%	80%	86%
HT08	Emergency incidents attended to within 2 hours	100%	98%	98%	99%	GREEN	97%	AMBER	98%	95%	94%
HT12	Streetlights, illuminated signs and bollards repaired within timescale	94%	87%	93%	94%	GREEN	93%	GREEN	90%	80%	94%
HT14	Member Enquiries completed within 20 working days*	85%	82%	89%	87%	GREEN	81%	AMBER	85%	75%	61%
DT01	Percentage of public enquiries for Highways Maintenance completed online	65%	71%	73%	74%	GREEN	68%	GREEN	60%	55%	69%
DT03	Percentage of concessionary bus pass applications completed online	79%	79%	80%	76%	GREEN	77%	GREEN	75%	65%	77%
DT04	Percentage of speed awareness courses bookings completed online	88%	88%	87%	89%	GREEN	89%	GREEN	85%	75%	89%

\* This area of work is under a centralised team within the Deputy Chief Executive's Department who work closely with the Highways & Transportation Division. This KPI covers all enquiries from MPs, Councillors and other elected officials as well as enquiries from members of the public directed to Cabinet Members or members of senior management. Enquiries generally relate to constituency matters, such as requests for information or feedback on works taking place in an area. We also receive many requests for changes to speed limits and road layouts.

HT02 – Impacts from storm Herminia at the end of January affected performance through to March. However, a continued trend of fewer faults reported across the year has allowed for an improvement on the year-to-date (YTD) performance compared to the previous year (2023/24). Despite this improvement, the overall performance remains two percentage points beneath the target, however monthly performance meetings are held to push improvements across the board.

HT08 – Attendance at emergency incidents within two hours of notification has met or exceeded target in recent months. The YTD value was just one percentage point away from the annual target which was mainly due to a Red RAG rating in October, due to very unsettled weather in which the MET office recorded the first named storm of 2024/25. Overall, this is a notable improvement from previous years, as the work with suppliers has continued to make improvements around these incidents.

HT14 – This indicator has improved considerably over the course of the year, particularly considering last year's performance of 61%.

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

### Activity Indicators

Ref	Indicator description	Dec-24	Jan-25	Feb-25	Mar-25	Year to Date	In expected range?	<u>Expected Range</u> Upper   Lower	
HT01b	Potholes due to be repaired (arising from routine faults reported)	1,545	1,484	2,223	2,808	<b>20,959</b>	<b>Above</b>	13,950	9,850
HT02b	Routine faults reported by the public due for completion	4,017	4,188	5,952	7,865	<b>64,852</b>	<b>Above</b>	63,400	48,800
HT06	Number of new enquiries requiring further action (total new faults)	6,176	8,509	8,922	7,941	<b>87,180</b>	<b>Below</b>	107,400	89,400
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	5,836	5,949	7,290	<b>6,894</b>	N/a	<b>Below</b>	8,600	7,000
HT08b	Emergency incidents attended	216	344	296	182	<b>2,360</b>	<b>Below</b>	3,480	2,520
HT13	Street work permit applications and change requests submitted*	9,149	12,634	11,872	12,393	<b>144,781</b>	Yes	167,500	137,100

\* The HT13 activity indicator was previously described as "Street works permits issued", however further investigation has uncovered that the data supplied actually relates to "**permit applications and change requests submitted**". Therefore, the description has been updated.

HT01b – The number of potholes due for repair remained considerably above expectations over the year as a whole. This was also true the preceding year.

HT02b – Similarly, the number of routine faults is also above expectations, although demand here has seen a considerable drop from the previous year by approximately 16%.

HT06 – There was less demand this winter with each month receiving fewer than 9,000 enquiries, compared to over 10,000 for each month between January and March the previous year. The number of new enquiries requiring further action (total new faults) dropped by approximately 17% when compared with figures last year.



HT07 – The year ends with less than the expected amount of work in progress (active enquiries and jobs) mainly due to fewer incoming enquiries and faults which has enabled teams to work on reducing backlogs. This (6,984) is a significant reduction in work in progress from the start of the year when there were over 11,600 active enquires and jobs.

HT08b – Although the number of incidents peaked in January as often happens, the peak was not as high as expected and this was the main reason the overall number of incidents was lower than expected over the year.

HT13 – Between January and March 2025, 12,064 permits were issued to KCC (43% of total permits), and 15,992 permits were issued to non-KCC bodies (57%).

## 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	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	43%	42%	43%	43%	<b>42%</b>	AMBER	50%	42%
WM02	Municipal waste* converted to energy	57%	57%	56%	57%	<b>57%</b>	GREEN	49%	44%
01+02	Municipal waste* diverted from landfill	99.9%	99.4%	99.2%	99.2%	<b>99.2%</b>	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	46%	48%	50%	50%	<b>49%</b>	AMBER	50%	42%
WM04	Percentage HWRC waste recycled/composted & wood converted to energy at biomass facility	65%	65%	65%	65%	<b>64%</b>	RED	70%	65%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	98%	98%	97%	98%	<b>97%</b>	GREEN	97%	90%
WM10	Customers satisfied with HWRCs	No Survey	<b>Jun-24</b> 96%	No Survey	<b>Dec-24</b> 97%	No Survey	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. 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 & WM04 – HWRC recycling rates remain close to target as volumes brought in continue to increase. This includes a continuing increase in inert recyclable materials (e.g. hardcore / DIY waste), with the removal of charges to bring in this waste, and an increase in wood recycling which all went for conversion to energy in previous years. The WM04 indicator is being removed for 2025/26 reporting to ensure a focus on the existing HWRC recycling KPI, and removing any incentive to convert wood to energy rather than recycling.

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

### Activity Indicators (Rolling 12 months)

Ref	Indicator description	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	In expected range?	<u>Expected Range</u> Upper   Lower	
WM05	Waste tonnage collected by District Councils	558,620	555,553	560,733	563,125	<b>561,121</b>	Yes	570,000	550,000
WM06	Waste tonnage collected at HWRCs	104,489	107,243	111,341	115,144	<b>116,824</b>	<b>Above</b>	110,000	90,000
05+06	Total waste tonnage collected	663,109	662,796	672,074	678,269	<b>677,945</b>	Yes	680,000	640,000
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	329,482	326,785	328,286	330,017	<b>330,970</b>	Yes	340,000	320,000
WM09	Wood Tonnage converted to energy at Biomass Facility	19,360	18,781	16,491	16,187	<b>17,243</b>	<b>Below</b>	25,000	21,000

WM06 – Waste volumes collected at HWRCs continue to increase, though remain 24% below the pre-covid level.

WM07 - Energy recovery for residual waste is in keeping with the legal requirements of the waste hierarchy, which dictates that recovery is prioritised over disposal methods such as landfill. Energy from Waste (EFW), saves approximately 200kg of CO2 per tonne of residual waste, compared to waste that is landfilled. Our EFW contract is an essential part of our waste disposal strategy, but we recognise that reducing the amount of waste going to EFW by moving up the waste hierarchy will reduce emissions and has financial benefits, and we are actively working to promote waste reduction, reuse and recycling with our residents and the other authorities in Kent.

WM09 – Whilst this figure is lower than expected, the reduction is positive as more wood has been recycled rather than converted to energy, which has been possible due to the types of wood waste received. Recycling is above energy recovery in the waste hierarchy.

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	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes	11,773	11,477	11,251	10,985	10,323	10,388	GREEN	10,570	11,627

EW2 – The greenhouse gas emission target for Quarter 3, 2024/25 has been met with a total of 10,388 tCO<sub>2</sub>e of greenhouse gas emissions compared with the target of 10,570 tCO<sub>2</sub>e. Although the target has been met, compared to last quarter, we saw an increase in the total greenhouse gas emissions for the first time since reporting began. Although only a small increase, this will require closer monitoring moving forward. Sites which are not managed under KCC's facilities management contract have seen an increase in electricity and gas consumption, and our Traded Services have added new brands to their portfolio which have contributed to the increased total greenhouse gas emissions seen in Quarter 3. The contributions that the solar farms are having in reducing KCC's emissions continue to be positive.

**Key Performance Indicators** (monthly)

Ref	Indicator description	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	YTD 24/25	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	90%	97%	91%	97%	94%	92%	GREEN	90%	80%

## Proposed KPIs and Activity indicators for 2025/2026

### Key

KPIs, their targets and floors, and Activity indicators are the same as in 2024/25 unless otherwise stated. Any changes to targets and floors are shown by the previous value being crossed through (e.g. ~~60%~~).

### Highways and Transportation

#### Key Performance Indicators (KPIs)

Ref	Indicator description	2024/25 Year-end	2025/26 Target	2025/26 Floor
HT01	Potholes repaired in 28 calendar days	96%	90%	80%
HT02	Routine faults/enquiries reported by the public completed in 28 calendar days	88%	90%	80%
HT08	Emergency incidents attended to within 2 hours	97%	98%	95%
HT12	Streetlights/illuminated signs/bollards repaired in 28 calendar days	93%	90%	80%
DT01	Percentage of public enquiries for Highways' maintenance reported online	68%	<del>60%</del> 65%	<del>55%</del> 60%
DT03	Percentage of concessionary bus pass applications completed online	77%	75%	65%
DT04	Percentage of speed awareness courses bookings completed online	89%	85%	75%

#### Activity indicators

Ref	Indicator description	Threshold	Q1	Q2	Q3	Q4
HT01b	Potholes repaired (as routine works and not programmed)	Upper	4,800	2,550	3,050	4,550
		Lower	3,150	1,700	1,950	2,900
HT02b	Routine faults reported by the public completed	Upper	14,800	14,700	14,900	19,600
		Lower	11,500	11,400	11,400	15,200
HT06	Number of new enquiries requiring further action (faults)	Upper	24,200	23,500	25,000	33,300
		Lower	20,300	19,600	20,800	27,900
HT07	Work in Progress (outstanding enquiries waiting action)	Upper	7,300	6,600	7,900	8,700
		Lower	5,800	5,300	6,300	6,900
HT08b	Emergency incidents attended	Upper	600	480	720	1,080
		Lower	400	320	480	720
HT13	Street work permit applications and change requests submitted	Upper	41,900	40,000	39,700	44,100
		Lower	34,300	32,700	32,500	36,000

KPIs removed

Ref	Indicator description	Reason
HT14	Priority Enquiries completed within 20 working days	Responsibility for responses resides in the Deputy Chief Executive's Department who are not represented at this Committee

**Resource Management and Circular Economy**Key Performance Indicators – rolling 12 months

Ref	Indicator Description	2024/25 Year-end	2025/26 Target	2025/26 Floor
WM01	Municipal waste recycled and composted	42%	50%	42%
WM11*	Municipal waste diverted from landfill	99.2%	99%	95%
WM03	Percentage of waste recycled, reused and composted at HWRCs	49%	50%	45%
WM08	Mystery Shopping at Household Waste Recycling Centre Services	97%	97%	90%
WM10	Customer satisfaction with HWRCs	97%	95%	90%

\*Previously 01+02

Other Key Performance Indicators

Ref	Indicator description	2024/25 Year-end	2025/26 Target	2025/26 Floor
EW2	Greenhouse Gas emissions (KCC estate/services and Traded Companies) in tonnes	10,388 (Q3 2024/25)	10,570 9,756 (Q3 2025/26)	11,627 10,732 (Q3 2025/26)
EW1	Percentage of statutory planning consultee responses submitted to the local planning authority within 21 days (Flood & Water management)	92%	90%	80%

Activity indicators (rolling 12 months)

Ref	Indicator description	Threshold	Annual
WM05	Waste tonnage collected by district councils	Upper	570,000
		Lower	550,000
WM06	Tonnage managed through HWRC	Upper	110,000
		Lower	90,000
WM05+06	Total Waste Tonnage	Upper	680,000
		Lower	640,000
WM12 (NEW)	Household residual (non-recyclable) waste (Kg/HH)	Upper	530
		Lower	525

KPIs removed

Ref	Indicator description	Reason
WM02	Municipal waste converted to energy (including conversion to refuse derived fuel)	To ensure a focus on increasing reuse and recycling, and to remove a potentially conflicting target on increasing percentage of waste converted to energy
WM04	Percentage HWRC waste recycled & wood converted to energy at biomass facility	To ensure a focus on the existing HWRC recycling KPI and removing any incentive to convert wood to energy rather than recycling

Activity indicators removed

Ref	Indicator description	Reason
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	This indicator to be replaced with WM12 as above, as a better way to measure non-recyclable household waste
WM09	Wood Tonnage converted to energy at Biomass Facility	Not necessary to monitor this with removal of KPI WM04 as above

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

To: Environmental and Transport Cabinet Committee  
17th July 2025

Subject: EDC Highway Landscaping Enhancement Programme

Key decision No: 25/00050

Classification: **Unrestricted**

**Past Pathway of report:** N/A

**Future Pathway of report:** For Cabinet Member Decision

**Electoral Division:**

Dartford – Swanscombe and Greenhithe; Cllr Thomas Mallon

Gravesend – Northfleet and Gravesham West; Cllr Sharon Roots and Cllr Matthew Fraser Moat

**Summary:** This report seeks Member approval to progress to detailed design and construction stage the EDC Highway Landscaping Enhancement programme in Ebbsfleet. The report further discusses and seeks approval for KCC to enter into a grant funding agreement with Ebbsfleet Development Corporation (EDC) to fully fund the scheme.

KCC Landscaping are partnering with EDC to enhance the habitat and planting at highway verge and roundabout sites across Ebbsfleet Garden City. The scheme is intended to be fully funded by Ebbsfleet Development Corporation with Kent County Council (KCC) acting as the delivery arm for the project.

The available capital funding, should KCC enter into a grant agreement with EDC, is £2.515m. Subject to the grant agreement terms, all project expenditure (staffing, construction costs, surveys, overheads) will be funded from the grant. The budget is considered healthy with a significant contingency and risk provision.

**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 approval to progress the EDC Highway Landscaping Enhancement Programme through the stages of development and delivery as indicated below and specifically for:

- I. Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director of Finance, Corporate & Strategic Services.
- II. Approval to progress the detailed design and surveys for the project.
- III. Approval to progress all statutory approvals or consents required for the schemes.
- IV. Approval to carry out any additional consultation with stakeholders required for the schemes.
- V. Approval to enter construction contracts as necessary for the delivery of the schemes.
- VI. Approval for any further decisions required to allow the scheme to progress through to delivery to be undertaken by the Corporate Director of Growth Environment and Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

The proposed decision is attached as appendix A.

## **1. Introduction**

- 1.1 Kent County Council (KCC) are working in partnership with Ebbsfleet Development Corporation to enhance the habitat and planting at highway verge and roundabout sites across Ebbsfleet Garden City. The programme of works aims to demonstrate both parties' commitment to high quality, sustainable placemaking across Ebbsfleet Garden City.
- 1.2 The project proposes to deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City, to include roundabouts, verges and along primary road environments.
- 1.3 The project is championed by Ebbsfleet Development Corporation but will be delivered in partnership with KCC, with the intention for KCC to lead the delivery of the landscaping improvements on highway land, subject to the outcome of KCC governance.

## **2. The report**

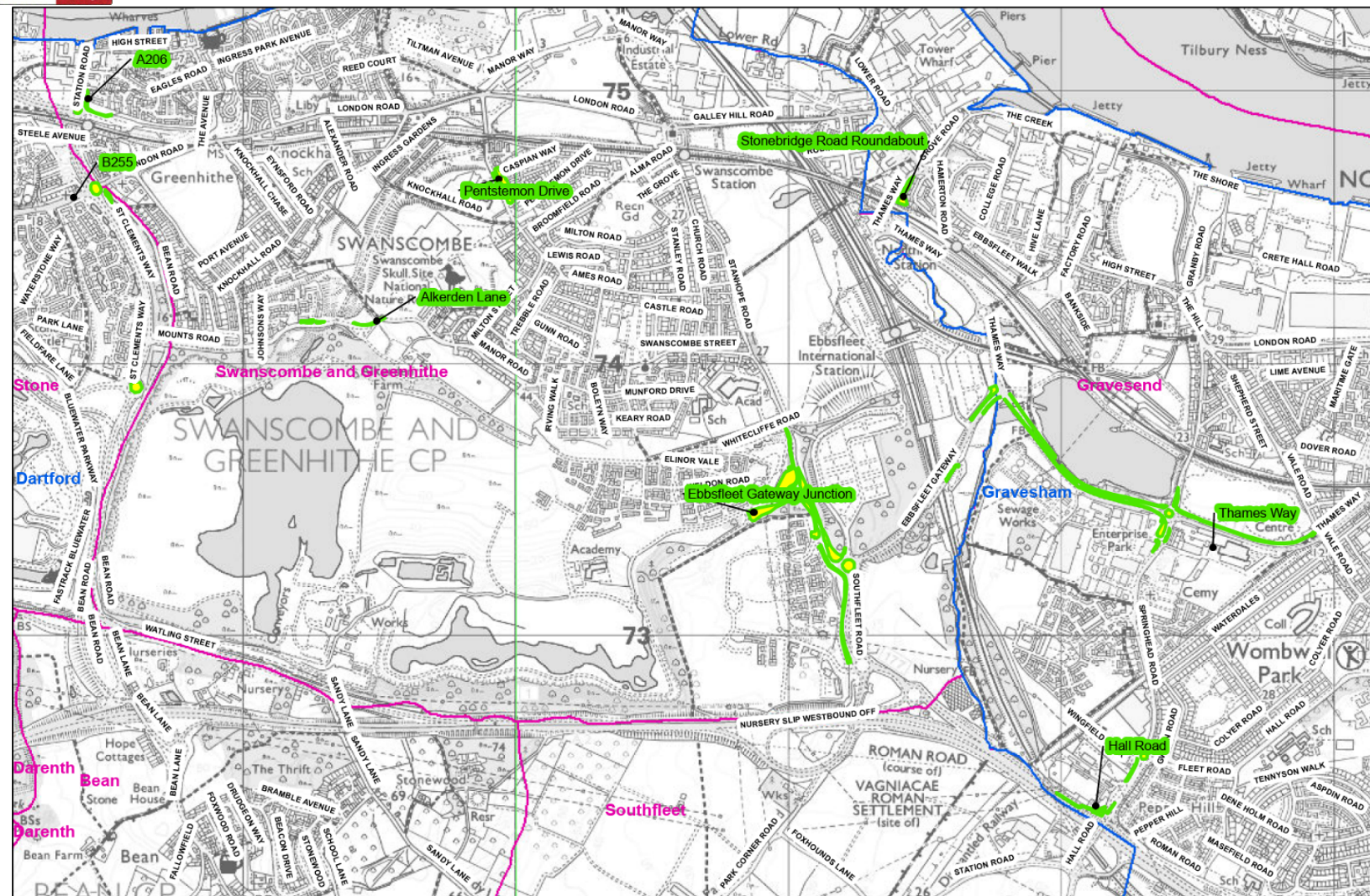
### Background

- 2.1 EDC was established in 2015 by the UK Government to accelerate the delivery of up to 15,000 new homes and create a 21st-century Garden City in Ebbsfleet, North Kent. Acting as the planning authority for the designated Urban Regeneration Area, EDC also owns key land parcels across Ebbsfleet and its surrounding communities. The Corporation is sponsored by the Ministry of Housing, Communities and Local Government and works closely with KCC by providing grants for programmes and infrastructure improvements to enhance the Ebbsfleet area.

- 2.2 EDC has placed a strong emphasis on cultivating a distinctive identity for Ebbsfleet Garden City. Through the EDC Landscaping Enhancement project, the Corporation aims to transform the arrival experience for residents and visitors by elevating the design and maintenance of key gateway routes, including roundabouts, verges, and primary roads. This initiative seeks to replace inconsistent and low-aspiration landscaping with a cohesive, visually striking, and ecologically rich environment that reinforces Ebbsfleet's image as a modern, sustainable Garden City.
- 2.3 As the highway authority, KCC are responsible for all adopted highway verges and highway landscaped areas across Ebbsfleet. Given the stringent maintenance budgets KCC work within, it is vital that we ensure that any enhancements to our verges require low maintenance, and the regimes are designed so that the costs fall within our existing identified budgets. As such, it is the intention that KCC act as the delivery arm for the scheme.

### Scope

- 2.4 The initial feasibility and outline design work for this programme has been completed through a small-scale feasibility grant from EDC. This includes the production of a landscape design strategy which has informed the design for each site.
- 2.5 The scheme incorporates layered planting strategies, such as species-rich meadows, groundcover shrubs, and seasonal bulbs, to create varied habitats and enhance ecological value across the landscape.
- 2.6 These interventions are designed not only to support wildlife and pollinators but also to deliver nature-based climate solutions and improve residents' access to green space. The project aligns with broader environmental goals, including Kent County Council's "Plan Tree" initiative, which targets the planting of 1.5 million trees and a 19% canopy cover over the next decade.
- 2.7 EDC considered a number of site options for the sites to be investigated as part of the landscaping programme. The long list of sites comprised several off-highway and developer sites, which are not being delivered by KCC. This list was reduced to a shortlist by removing all sites which are expected to come forward through developers or Ebbsfleet will directly deliver. Sites delivered by EDC or developers on private land are not maintained by KCC, with regimes managed by the respective landowners.
- 2.8 The final site locations are highlighted in Figure 1 and listed below:
- A206 Station Approach
  - B255 North
  - B255 South
  - Alkerden Lane
  - Pentstemon Drive
  - Stonebridge Road
  - Hall Road/Springhead Road roundabout
  - Ebbsfleet Gateway Junction
  - Thames Way



Date: 27/11/2024

Author: Ashley Irons

Figure 1: Map of EDC Landscaping scheme

- 2.9 Should approval be given to progress, the high-level forecasted programme of works is:
- **July to August 2025:**
    - o Progress detailed design (utilising existing grant funding)
    - o Agree grant terms with EDC and accept grant
    - o Conduct ecological surveys (summer surveys) to inform the detailed design as required
  - **Autumn 2025 to Spring 2026:** Progress sites which do not require ecological licences. This will include tree planting during the winter period.
  - **Summer 2026 to Spring 2027:** Progress remaining sites.
- 2.10 This programme may be subject to change given potential for ecological licence constraints.

### 3. Financial Implications

- 3.1 The programme will be fully funded through a capital grant from EDC, with the Corporation providing KCC with a grant of up to £2.515m between 2025/26 and 2026/27 to deliver the sites. Subject to the grant agreement terms, this project should come at no revenue or capital cost to KCC and all expenditure (staffing, construction costs, surveys, overheads) will be funded from the grant.
- 3.2 Discussions are ongoing in terms of the purpose of the grant, the terms and conditions as well as eligible expenditure. Full details of the grant are to be established through the ongoing discussions. KCC Legal and financial oversight of the proposed agreement will be undertaken prior to the recommendation to sign to protect the financial interests of KCC. The agreed terms shall conclude the outstanding issues, ensuring that KCC spend within the requirements of the CIPFA Code of Practice. It should also be noted that the grant will be ringfenced to be spent on these schemes only.
- 3.3 The identified sites are all existing KCC highway verge or roundabout areas, no additional landscaping areas are to be created through this programme, instead the existing areas will be enhanced. As such, all maintenance costs will be included within the existing landscaping maintenance budgets and there will be no additional financial burden to KCC for future maintenance.
- 3.4 The Project Cost plan is featured in Table 1.

**Table 1:** Forecast spend for project. This forecast includes £150k feasibility grant previously provided by EDC.

	Prior feasibility spend	2025/26 forecast (existing grant)	2025/26 Forecast (proposed grant)	2026/27 Forecast (proposed grant)	Totals
PM and Legal fees		£30,000			£30,000
Design and Construction costs	£35,139	£84,861	£1,019,866	£1,495,324	£2,635,190
<b>Totals</b>	<b>£35,139</b>	<b>£114,861</b>	<b>£1,019,866</b>	<b>£1,495,324</b>	<b>£2,665,190</b>

#### **4. Other options considered but discarded**

- 4.1 Not accept the funding and forego the opportunity to enhance the habitat and planting at highway verge and roundabout sites across Ebbsfleet Garden City.

#### **5. Legal implications**

- 5.1 Legal oversight will be provided prior to the recommendation to accept the grant agreement.
- 5.2 There are no additional identified legal implications associated with this scheme. No land acquisition or agreements are required to progress the scheme. Equally, as all areas to be enhanced are already designated as highway land, there are no legal costs or requirements associated with land access.

#### **6. Equalities implications**

- 6.1 The Equality Impact Assessment (EqIA) for this scheme is appended to this report (Appendix B).

#### **7. Other corporate implications**

- 7.1 In respect to other projects, no other KCC corporate implications of this report have been identified.
- 7.2 It is noted that some resource will be required from KCC procurement to support the procurement process for a contractor. This resource will be required from late Summer 2025 to Autumn 2025.

#### **8. Governance**

- 8.1 Delegated authority for scope and scheme decisions will be provided to Simon Jones, Corporate Director of Growth, Environment & Transport following prior consultation with the Cabinet Member. Decisions relating directly to Finance will be delegated to the Corporate Director of Finance.

#### **9. Conclusions**

- 9.1 The Highway Landscaping Enhancement Programme is a key scheme to deliver biodiversity enhancement within the Ebbsfleet area. The scheme will deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City. KCC will utilise the results of this programme to review practices elsewhere in the county which could also benefit from adopting enhanced landscaping.
- 9.2 The programme will be fully funded through a capital grant from EDC, with the Corporation providing KCC with a grant of up to £2.515m. This grant is intended to cover all scheme costs including staffing and resource.



## **9. Recommendation(s):**

9.1 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 approval to progress the EDC Highway Landscaping Enhancement Programme through the stages of development and delivery as indicated below and specifically for:

- I. Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director of Finance, Corporate & Strategic Services.
- II. Approval to progress the detailed design and surveys for the project.
- III. Approval to progress all statutory approvals or consents required for the schemes.
- IV. Approval to carry out any additional consultation with stakeholders required for the schemes.
- V. Approval to enter construction contracts as necessary for the delivery of the schemes.
- VI. Approval for any further decisions required to allow the scheme to progress through to delivery to be undertaken by the Corporate Director of Growth Environment and Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

9.2 The proposed decision is attached as appendix A.

## **10. Background Documents**

10.1 Appendix A – Proposed Decision

10.2 Appendix B – EQIA

## **11. Contact details**

Report Author: Robin Hadley  
Highway Soft Landscape Asset Manager  
Email: [robin.hadley@kent.gov.uk](mailto:robin.hadley@kent.gov.uk)

Relevant Director: Haroona Chughtai  
Job title: Director Highways and Transport  
Email: [Haroona.chughtai@kent.gov.uk](mailto:Haroona.chughtai@kent.gov.uk)

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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:**

25/00050

**For publication****Key decision: YES /NO****EDC Highway Landscaping Enhancement****Decision:**

As Cabinet Member for Highways and Transport, I agree to give approval to accept the capital grant from Ebbsfleet Development Company (EDC) and to take the EDC Landscaping scheme through the stages of development and delivery specifically for:

- i) Approval to enter into a funding agreement with EDC subject to the approval of the Corporate Director of Finance, Corporate & Strategic Services;
- ii) Approval to progress the detailed design and surveys for the project.
- iii) Approval to progress all statutory approvals or consents required for the schemes;
- iv) Approval to carry out any additional consultation with stakeholders required for the schemes;
- v) Approval to enter construction contracts as necessary for the delivery of the schemes;
- vi) Approval for any further decisions required to allow the scheme to progress through to delivery to be undertaken by the Corporate Director of Growth Environment and Transport under the Officer Scheme of Delegations following prior consultation with the Cabinet Member.

**Reason(s) for decision:**

KCC Landscaping are working with Ebbsfleet Development Corporation (EDC) to enhance the habitat and planting at highway verge and roundabout sites across Ebbsfleet Garden City. The scheme is fully funded by Ebbsfleet Development Corporation with Kent County Council (KCC) acting as the delivery arm for the project.

•

**Cabinet Committee recommendations and other consultation:**

The proposal is being considered by Members of the Environment and Transport Cabinet Committee at their meeting on 17<sup>th</sup> July 2025.

**Any alternatives considered and rejected:**

Not accept the funding and forego the opportunity to enhance the habitat and planting at highway verge and roundabout sites across Ebbsfleet Garden City

EDC considered a number of site options for the sites to be investigated as part of the landscaping programme. The long list of sites comprised several off-highway and developer sites, which are not being delivered by KCC. This list was reduced to a shortlist by removing all sites which are expected to come forward through developers or Ebbsfleet will directly deliver.

**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

Ebbsfleet Development Company - Highway Landscaping Enhancement

#### Responsible Officer

Robin Hadley - GT TRA

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

Andrew Loosemore - GT TRA

### Type of Activity

#### Service Change

No

#### Service Redesign

No

#### Project/Programme

Project/Programme

#### Commissioning/Procurement

No

#### Strategy/Policy

No

#### Details of other Service Activity

No

### Accountability and Responsibility

#### Directorate

Growth Environment and Transport

#### Responsible Service

Highways and Transportation

#### Responsible Head of Service

Andrew Loosemore - GT TRA

#### Responsible Director

Haroona Chughtai - GT TRA

### Aims and Objectives

#### Overview:

KCC Highways Soft Landscape Team are working with Ebbsfleet Development Corporation (EDC) to enhance the habitat and planting at ten highway verge and roundabout sites across Ebbsfleet Garden City..

#### Background:

The scheme aims to demonstrate Kent County Council's (KCC) and Ebbsfleet Development Corporation's (EDC) commitment to high quality, sustainable placemaking across Ebbsfleet Garden City. The project proposes to deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City, to include roundabouts, verges and along primary road environments. The project is championed and funded by Ebbsfleet Development Corporation but will be delivered in partnership with KCC, with KCC leading the delivery of the landscaping improvements on highway land to ensure that the proposals are to adoptable standard.

The EDC Landscaping scheme fully supports the priorities of Framing Kent's Future, namely Environmental step change and providing infrastructure for communities. The scheme will improve access for our

residents to green and natural environmental in urban areas, and works with partners to deliver quality biodiversity Net Gain across Ebbsfleet. This further supports continuing work to establish new trees across the county to deliver Plan Tree's ambitions of 1.5 million trees and a 19% canopy cover over the next ten years to support the recovery of wildlife, provide nature-based climate solutions, and enrich people's lives.

KCC, as the highway authority, has control over the landscape asset. As such, through acting as the delivery arm for EDC, KCC have ensured there will be no ongoing financial burden to KCC through the maintenance of these sites.

The project aims to implement a model approach for designing and maintaining green infrastructure at key entry points to the Garden City. This initiative will enhance the biodiversity of verges and landscaped areas, contributing to a positive image and identity for the Garden City.

#### Aims and Objectives of the project:

The objectives of the Highway Landscape Enhancement Project are to:

1. Enhance the biodiversity of verges and landscaped areas, contributing to a positive image and identity for the Garden City.
2. Work with wildlife stakeholder partners to deliver and maximise the quality of verges for wildlife within 10 sites in Ebbsfleet.
3. Provide an exemplar method for creating and developing a model approach for designing and maintaining green infrastructure that can be used across Kent.
4. Create green corridors for wildlife to connect within and outside of Ebbsfleet Garden City improving connectivity for species such as the Shrill Carder Bee.
5. Support vibrant regeneration of the area by inspiring local engagement and awareness of the value of highway verges.

#### Summary of equality impact:

Equality & Diversity Screening highlights four protected groups as being particularly affected by the proposed scheme: Age, Disability, Pregnancy & Maternity and Carer Responsibility. Medium level, negative (but temporary) impacts have been identified. However, the scheme results in high level positive outcomes for the group. The negative impacts generated by the proposed scheme come from the short construction period whereas the positive outcomes identified are longer term benefits for the protected groups.

At this point no further investigation or analysis has been undertaken however, the proposed engagement exercises will connect with local stakeholders and any feedback received will be noted and this document updated, as necessary.

#### Adverse Impact:

The adverse effects of the proposed scheme that would have the potential to affect the mobility of vulnerable groups are temporary. Although construction may disrupt journeys for these groups during the construction period, it should not stop journeys being made, as alternative locations and timings will be put in place and advertised. These adverse impacts are far outweighed by the positive impact of the schemes once completed.

Once the schemes are complete the adverse effects will be removed. The improved environment will provide an enhanced travelling experience. With advanced notice and information about the works publicised appropriately any possible adverse effects can be minimised.

#### Positive impact:

The positive impacts from this scheme are wide ranging and will have long lasting effects on every user group in this assessment on some level. The scheme aims to improve the local biodiversity of the area and

its connectivity across Ebbsfleet and will deliver positive enhancements to the network

## Section B – Evidence

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

Yes

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

Yes

**Is there national evidence/data that you can use?**

Yes

**Have you consulted with stakeholders?**

Yes

**Who have you involved, consulted and engaged with?**

Stakeholder engagement has taken place through a workshop held on 24th February. Further stakeholder and public engagement will taken place as needed throughout detailed design.

Cabinet Committee consultation planned: June 2025

Following the recent changes following County Council elections views will be sought and included within the Record of Decision if requested by the Local Members.

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

No

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

Yes

## Section C – Impact

**Who may be impacted by the activity?**

**Service Users/clients**

No

**Staff**

No

**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**

The positive effects of maintaining the asset for increased biodiversity will impact the whole population.

Locally positive impacts include:

1. Enhanced landscape management for biodiversity leading to a greater sense of place for protected groups and awareness of management, creating safer environments. The project will provide for coherent planting across the ten sites to provide some uniformity.
2. Following implementation, the maintenance regime will involve less time involved for teams on site reducing disruption to the highway.
3. Increased biodiversity for all groups through the planting of new street trees and underplanting with wildflowers/bulbs etc. bringing a range of environmental benefits including carbon sequestration, water interceptions, cooling effects from trees as well as reducing air pollution etc

<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
Yes
<b>Details of negative impacts for Age</b>
Walking routes are used frequently by older people and young people (particularly to and from school) . Improvements to highway verges may impact these groups during the construction phase of the project.
<b>Mitigating Actions for Age</b>
The construction phase of the project may require Traffic Management and temporary footpath or road diversions. These will be mitigated for at the time and traffic Management regulations followed with diversion routes to reduce this impact.
<b>Responsible Officer for Mitigating Actions – Age</b>
Robin Hadley
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>
Yes
<b>Details of Negative Impacts for Disability</b>
During the construction phase there may be reduced access to footways and roads.
<b>Mitigating actions for Disability</b>
The construction phase of the project may require Traffic Management and temporary footpath or road diversions. These will be mitigated for at the time and traffic Management regulations followed with diversion routes to reduce this impact.
<b>Responsible Officer for Disability</b>
Robin Hadley
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
No
<b>Details of negative impacts for Sex</b>
Not Applicable
<b>Mitigating actions for Sex</b>
Not Applicable
<b>Responsible Officer for Sex</b>
Not Applicable
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No
<b>Negative impacts for Gender identity/transgender</b>
Not Applicable
<b>Mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Not Applicable
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
No
<b>Negative impacts for Race</b>
Not Applicable

<b>Mitigating actions for Race</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Race</b>
Not Applicable
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No
<b>Negative impacts for Religion and belief</b>
Not Applicable
<b>Mitigating actions for Religion and belief</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Applicable
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No
<b>Negative impacts for Sexual Orientation</b>
Not Applicable
<b>Mitigating actions for Sexual Orientation</b>
Not Applicable
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Applicable
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
Yes
<b>Negative impacts for Pregnancy and Maternity</b>
During the construction phase there may be reduced access to footways and roads.
<b>Mitigating actions for Pregnancy and Maternity</b>
The construction phase of the project may require Traffic Management and temporary footpath or road diversions. These will be mitigated for at the time and traffic Management regulations followed with diversion routes to reduce this impact.
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Robin Hadley
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Applicable
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Applicable
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Applicable
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
Yes
<b>Negative impacts for Carer's responsibilities</b>
During the construction phase there may be reduced access to footways and roads.
<b>Mitigating actions for Carer's responsibilities</b>
The construction phase of the project may require Traffic Management and temporary footpath or road diversions. These will be mitigated for at the time and traffic Management regulations followed with

diversion routes to reduce this impact.

**Responsible Officer for Carer's responsibilities**

Robin Hadley



From: Peter Osborne, Cabinet Member – Highways and Transport

Simon Jones, Corporate Director – Growth Environment and Transport

To: Environment and Transport Cabinet Committee – 17 July 2025

Subject: **Local Highways Maintenance Support Contract (LHMSC) 2025**

Decision No: 25/00051

Classification: Unrestricted

**Past Pathway of report:** None

**Future Pathway of Paper:** For Cabinet Member Decision

**Electoral Division:** All

**Summary:** Kent County Council (KCC) as upper tier Authority is the Highway Authority for highways maintainable at public expense and has such duty to maintain highways county wide in accordance with S.41 of the Highways Act 1980.

The majority of these services are delivered through the main Highways Term Maintenance Contract (HTMC) which is currently nearing the end of the commissioning process to award a new contract to ensure continuity of the highways service from 1st May 2026 when the current contract ends.

The Local Highways Maintenance Support Contract (LHMSC) is designed to augment the HTMC by engaging with providers to deliver local highway maintenance repairs delivered at a local level by the Highway Managers and their teams. Contracts of this nature have been implemented over many years and ensure resilience of delivery particularly in consideration of additional grant funding spend.

**Recommendations(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:

- (i) APPROVE the procurement and contract award of zero value Local Highways Maintenance Support Contracts.
- (ii) DELEGATE authority to the Corporate Director of Growth Environment & 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
- (iii) DELEGATE authority to the Corporate Director of Growth Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to award extensions of the contracts in accordance with the relevant clauses within the contracts as shown at Appendix A.

## **1. Introduction**

- 1.1 Kent County Council (KCC) is the statutory Authority responsible for the delivery of highway services for the residents of Kent (excluding Medway). The Highway Term Maintenance Contract (HTMC) is utilised to deliver the majority of these services by Highways and Transportation (H&T) as client. The Local Highways Maintenance Contracts are used to augment the HTMC contract and provide resilience of resources for delivery at a local level.
- 1.2 Under S.41 of the Highways Act 1980 the council has the legal duty to maintain its highways and all highway assets (e.g. bridges, tunnels, drainage etc). This duty includes responsibility for maintaining, managing and where necessary improving sections of the network and to keep the highways safe for the travelling public. These contractor services need to be commissioned externally to ensure the Council meets its statutory obligations and that service continuity is maintained.
- 1.3 The current contracts that are utilised to augment the HTMC for pothole and patching works are nearing the end of their term and cannot be extended further. To ensure continuity of delivery and spend of capital grant funding in the future new contracts need to be commissioned.

## **2. Background**

- 2.1 There are around 5,445 miles of local roads in Kent (616 miles of A roads, 279 of B roads, 1172 of C roads and 3378 of unclassified roads), one of the largest and most heavily trafficked local authority networks in the country. It includes a high-speed road network of around 119 miles which has a bespoke annual maintenance programme.
- 2.2 Our local highway network is the most valuable asset we own in Kent, with a replacement value of around £24 billion. Our road assets make up around £10.2 billion of that and play a vital part in delivering council objectives set out in Framing Kent's Future by enabling safe and reliable journeys around and through the county.
- 2.3 Within Highways & Transportation there are a number of contracts commissioned to the external market. While a number of the contracts are asset specific (e.g. streetlighting, traffic signals, road asset renewal etc.) the Highways Term Maintenance Contract (HTMC) delivers in the main for the H&T maintenance services but also offers the availability of services across wider GET and KCC teams such as flood risk management and KCC infrastructure teams for construction, maintenance and engineering works.
- 2.4 The Local Highways Maintenance Support Contracts augment delivery of highway maintenance services directly at a local level for the residents and businesses of Kent. The works undertaken as part of these contracts are managed by the local Highway Managers and their teams ensuring the budgets are spent appropriately to repair and prevent potholes and improve highway condition at those locations.
- 2.5 The core services included in these contracts relates to pothole repairs, small to

medium size patching repairs and small-scale resurfacing and associated works. It also supports resources that can be utilised during emergency and severe weather events should it be necessary.

- 2.6 The procurement is being conducted jointly by officers from Highways and the Commercial and Procurement Division (CPD), in accordance with the Spending the Council's Money policy and the Public Contract Regulations 2015. The chosen route to market is a Competitive Procedure with Negotiation (CPN). This is a multi-stage process that assesses potential suppliers on their capability to deliver the contract, the quality of their proposals, and their financial submissions. The procurement process is currently underway, with contract award anticipated in Autumn 2025; though subject to change as the procurement exercise progresses.

### **3. Other options considered but discarded**

- 3.1 Do nothing. These contracts have supported delivery of highways maintenance and repairs very successfully over many years and are required to ensure delivery and resilience in the service. They also ensure that any additional grant funding can be utilised to maximum benefit and within the spend requirements of the grant. The current arrangements are due to expire and therefore new contracts are required to be procured as there are no further options to extend.

### **4. Finance**

- 4.1 This paper is seeking to inform committee members on our intended approach to commissioning and awarding the Local Highways Maintenance Support Contracts and is not seeking to make any specific policy decision.
- 4.2 There is limited financial risks to the Council from developing these zero-value contracts, as the Council is only required to pay for work after it has been delivered. There is also no guarantee of work under the proposed contracts.
- 4.3 In establishing the zero value contracts Kent County Council does not commit in any way to awarding any volume or value of works to the appointed contractors. This will allow flexibility where services required may be affected by KCC budgetary pressures and uncertainty around internal and external funding.
- 4.4 Throughput on these contracts will be in line with the available capital budget and Department for Transport grant funding but could range between £6m and £14m annually dependent on the budget available. Note that these limits are for indication purposes only based on historic spend they are not restrictive.
- 4.5 Whilst there is uncertainty around future government capital grants for maintenance, we would expect a similar level of annual spend going forward. As the contract will be a zero-value contract any changes to KCC base budgets or grant funding will impact financial throughput to revised budget levels.
- 4.6 Additionally base budgets do not take account of attending to weather events such as flooding, high winds (fallen trees), prolonged snow and ice conditions above budgeted levels. These are subject to specific bids to the severe weather reserves and will be above base budget spend levels thus increasing overall spend through the contract.

## **5. Legal and procurement**

- 5.1 There are no specific legal implications. However, the delivery of highway maintenance works is a vital part of our carefully considered approach to highway maintenance, as set out in KCC's Highways Asset Management Plan for 2021/22-2025/26, which helps us to demonstrate that we are a competent highway authority and are fulfilling our duty under the Highways Act 1980 to maintain a safe network.
- 5.2 The procurement of the contract will comply with the requirements of Public Contract Regulations 2025. The Commercial and Procurement Services division is responsible for administering this tender and ensuring compliance to the Public Contract Regulations 2015.

## **6. Equalities**

- 6.1 An Equalities Impact Assessment has been undertaken. There are no equalities implications.

## **7. Conclusions**

- 7.1 The current contracts for potholes and patching cannot be extended further in terms of contract duration or financial spend limits. New contracts are required to be in place September / October 2025 to augment and provide resilience for the delivery of highways maintenance functions and ensure spend of capital grant funding. These contracts enable KCC to undertake highway maintenance works to meet our statutory obligations contained within the Highway Act 1980 and fulfil our duty as Highway Authority.

## **8. Recommendations**

- 8.1 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:
- (i) APPROVE the procurement and contract award of zero value Local Highways Maintenance Support Contracts.
  - (ii) DELEGATE authority to the Corporate Director of Growth Environment & 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
  - (iii) DELEGATE authority to the Corporate Director of Growth Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to award extensions of the contracts in accordance with the relevant clauses within the contracts as shown at Appendix A

## **9. Appendices and Background Document**

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

## 10. Contact Details

Report Author:  
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Relevant Director:  
Haroon Chughtai  
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Simon Jones  
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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:**

25/00051

**For publication**

**Key decision: YES**

**Subject Matter / Title of Decision:** Local Highways Maintenance Support Contract (LHMSC) 2025

**Decision:**

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

- (i) APPROVE the procurement and contract award of zero value Local Highways Maintenance Support Contracts.
- (ii) DELEGATE authority to the Corporate Director of Growth Environment & 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
- (iii) DELEGATE authority to the Corporate Director of Growth Environment and Transport, in consultation with the Cabinet Member for Highways and Transport, to award extensions of the contracts in accordance with the relevant clauses within the contracts

**Reason(s) for decision:**

Under S.41 of the Highways Act 1980 the council has the legal duty to maintain its highways and all highway assets (e.g. bridges, tunnels, drainage etc). This duty includes responsibility for maintaining, managing and where necessary improving sections of the network and to keep the highways safe for the travelling public.

The Local Highways Maintenance Support Contracts augments delivery of highway maintenance services directly at a local level for the residents and businesses of Kent. The works undertaken as part of these contracts are managed by the local Highway Managers and their teams ensuring the budgets are spent appropriately to repair and prevent potholes and improve highway condition at those locations.

**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 17 July 2025

**Any alternatives considered and rejected:**

**Do nothing.** This option has been ruled out. These contracts have supported delivery of highways maintenance and repairs very successfully over many years and are required to ensure delivery and resilience in the service. They also ensure that any additional grant funding can be utilised to maximum benefit and within the spend requirements of the grant.

**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

Procurement for the Local Highway Maintenance Support Contract Ref SC240044

#### Responsible Officer

Joanne Davies - GT TRA

#### Approved by (Note: approval of this EqlA must be completed within the EqlA 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 and Transportation

#### Responsible Head of Service

Andrew Loosemore - GT TRA

#### Responsible Director

Haroona Chughtai - GT TRA

### Aims and Objectives

Programmed pothole repairs and surface treatments are undertaken via the current contracts which are utilised to augment the HTMC. The current contracts that are utilised to augment the HTMC for pothole and patching works are nearing the end of their term and cannot be extended further. To ensure continuity of delivery and spend of capital grant funding in the future new contracts need to be commissioned.

The core services included in these contracts relates to pothole repairs, small to medium size patching repairs and small scale resurfacing and associated works. It also supports resources that can be utilised during emergency and severe weather events should it be necessary.

This EQIA aims to demonstrate that KCC has complied with The Public Sector Equality Duty (PSED).

This contract is centred on the implementation of a contract delivery model that enables the service areas within H&T to deliver the business' objectives, which are to provide the people living, working, and travelling through Kent with the best possible transport network as and when additional funding is made available from Central Government.

Potential Impact:

We recognise that this procurement would result in KCC having more control, for example we would decide which contractors are used. This could potentially be a positive impact for local businesses by bringing more work back into Kent, subject to the regulated public procurement regime with local SME's.

H&T delivers services that are used by most, if not all, residents in Kent and those who travel through it. Our primary focus is to ensure everyone can travel as safely as possible on our highway network. The intended beneficiaries are the travelling public in Kent such as residents, communities and businesses, now and in the future as the highway infrastructure is maintained to a safe standard and improved wherever possible.

As a result the findings are that there are no Protected Characteristics that will be impacted upon either positively or negatively, any decision on day to day management of works or policies is outside of the scope of these works, as the programme is only facilitating contractual mechanisms to commission work.

All individual work where appropriate will therefore be required to produce their own EQIA specific to these orders as and when required. These will be carried out by the responsible manager. Any policy changes that directly affect Kent residents and this contract will also have individual associated EQIAs carried out by the responsible manager.

The overall contract will not particularly affect any single sector of society or any specific protected group. Individual schemes will have bespoke EQIAs completed if they are not part of our usual reactive or planned works. Not undertaking the work in a timely or professional manner will negatively impact some protected groups more than others, for example delays in undertaking repairs to defects in the footway will create a hazard that could be more dangerous to those who are visually impaired, unsteady on their feet or utilise individual wheeled modes of transport (for example wheelchair, pushchair etc.).

The term 'disability' covers a broad range of impairments including physical, mental and sensory abilities. Even within groups there are differences, for example, people with walking difficulties who may require a walking frame far outnumber wheelchair users; visually impaired people may be blind or partially sighted; hearing can vary from severe to mild.

## Section B – Evidence

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

Yes

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

Yes

### Is there national evidence/data that you can use?

No

### Have you consulted with stakeholders?

Yes

### Who have you involved, consulted and engaged with?

There has been internal consultation within Highways and Transportation Division and there have been a number of officers involved in the following subjects:

- Specifications (including missing Sor's and removal of unwanted SOR's)
- Standard Drawings
- Best practice / Health and Safety Requirements

We have undertaken market engagement exercises with Contractors.

The contractors who attended the market engagement meetings were:

CW Surfacing Limited SME – 50 employees Previous contractor – Pothole Blitz 2018  
Duke Contractors Ltd SME – 20 employees Previous contractor – Pothole Blitz 2018  
Ferns Surfacing Ltd Large enterprise – 1000 employees Current supplier – Drainage Works Framework 2023  
G&J Steele Plant Hire Ltd SME – 200 employees Current supplier – Drainage Works Framework 2023  
Gray Plant Hire Ltd SME – 20 employees Have acted as subcontractors on KCC highways contracts  
Initial Systems Limited SME – 5 employees Have acted as subcontractors on KCC highways contracts  
JB Riney & Co Ltd SME – 200 employees Operate primarily within London Boroughs  
Steadline Limited SME – 55 employees Current supplier – Drainage Works Framework 2023  
T Body Jnr Plant Hire Ltd SME – 30 employees Previous contractor – Pothole Blitz  
T Loughman & Co Ltd SME – 40 employees Previous contractor – Drainage Works Framework 2020

**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?**

No. Note: If Question 17 is "No", Question 18 should state "none identified" when submission goes for approval

**Details of Positive Impacts**

Keep the highway in a safe condition, which is of particular importance to those in certain protected groups where an uneven surface etc. would negatively impact on their ability to travel safely and independently around the County. The works undertake will enhance areas of the County, enabling residents to have an improved quality of life.

While works are being implemented there will be short-term negative impacts on the travelling public, including those in some protected groups to a greater extent than others, although this impact is mitigated via advance notification, signage, ramps, lighting, audible warnings etc.

In addition to these mitigations, the contract will require the contractor to minimise the impact on physical health that might be caused by pollution (noise and particulates). It is also important to encourage and assess any feedback from stakeholders on our procedures either prior, during or post works for continual improvement in carrying out highways works. This feedback can then be, where appropriate, included in our working practices.

The principles contained within this EQIA will be incorporated into any new contract documents. Any issues and suggestions raised by stakeholders during the contract period will be considered for future service delivery improvements. The following actions will be considered prior to the implementation of any works:

- Assess if an individual EQIA is required on specific schemes or projects that not covered by this EQIA.
- A Construction Design and Management assessment to be carried out on each specific area of work or scheme. This process will look at risk assessments and methods statements as well as specific safety issues raised at specific locations.
- Ensure advance warnings and notification are communicated to residents and any travelling public, taking into consideration any specific stakeholder personal requirements like the visually impaired or people with mobility problems.
- Outline the positive benefits of the works.
- Ensure there is communication information of the person (s) responsible for the works, available and clearly visible on site.

The positive effects of maintaining the Highway assets impact the whole population of Kent. Locally it may have a greater impact on age or disability, but this will only be identified at the time.

Positive impacts may also include:

1. Unrestricted access for protected characteristics of age and disability.
2. Increased Highway safety for all groups as a result of less trip hazards/obstructions on the highway, etc.
3. Increased resources/ resilience during weather events resulting in safer travelling on the highway which provides positive impacts for all groups.

## 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

approval
<b>Details of negative impacts for Sex</b>
Not Completed
<b>Mitigating actions for Sex</b>
Not Completed
<b>Responsible Officer for Sex</b>
Not Completed
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Gender identity/transgender</b>
Not Completed
<b>Mitigating actions for Gender identity/transgender</b>
Not Completed
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Not Completed
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Race</b>
Not Completed
<b>Mitigating actions for Race</b>
Not Completed
<b>Responsible Officer for mitigating actions for Race</b>
Not Completed
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Religion and belief</b>
Not Completed
<b>Mitigating actions for Religion and belief</b>
Not Completed
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Completed
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Sexual Orientation</b>
Not Completed
<b>Mitigating actions for Sexual Orientation</b>
Not Completed
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Completed
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
No. Note: If Question 26a is "No", Questions 26b,c,d will state "Not Applicable" when submission goes for approval

approval
<b>Negative impacts for Pregnancy and Maternity</b>
Not Completed
<b>Mitigating actions for Pregnancy and Maternity</b>
Not Completed
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Not Completed
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Completed
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Completed
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Completed
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Carer's responsibilities</b>
Not Completed
<b>Mitigating actions for Carer's responsibilities</b>
Not Completed
<b>Responsible Officer for Carer's responsibilities</b>
Not Completed

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

**To:** Environment and Transport Cabinet Committee – 17 July 2025

**Subject:** **Procurement for the receipt and processing of Organic Waste Contract Countywide CN260202**

**Decision Number and Title:**

Key decision – 25/00052

Classification: **Unrestricted**

**Past Pathway of report:** N/A

**Future Pathway of report:** For Cabinet Member Decision

**Electoral Division:** All electoral divisions

**Summary:** KCC as the waste disposal authority for Kent has four contracts for the processing of organic waste received from Household Waste Recycling Centres (HWRCs) and collected by Waste Collection Authorities in East, Mid and West Kent, which are due to expire 31st March 2026. This procurement is seeking to put in place countywide contractual arrangements from 1st April 2026.

**Recommendation(s):**

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

- (i) APPROVE the procurement and contract award of an organic waste contract for an initial 5 years, (plus an extension of up to 5 years) commencing 1st April 2026;
- (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 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
- (iv) 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.

## 1. Introduction

- 1.1 KCC has a statutory responsibility as the Waste Disposal Authority to arrange for the disposal of the organic waste collected at kerbside by the Waste

Collection Authorities and to arrange for the disposal of organic waste deposited at the Household Waste Recycling Centres by Kent residents.

- 1.2 KCC currently contracts out the management of the processing of 94,785 tonnes per annum (2023/24) of organic waste collected at both kerbside and at the HWRCs, across four contracts, split in to geographical regions across Kent:

Contract	Provider	Geographical Region
GW/2004/01 - Composting	Envar Composting Ltd	Southwest Kent (Tonbridge and Malling, Tunbridge Wells) & Maidstone
SS1273 – Organic (Green) Waste	Countrystyle (HWRC waste)	East Kent
SS1273 – Organic (Green) Waste	Envar Composting Ltd	Mid Kent
SS1273 – Organic (Green) Waste	Envar Composting Ltd	West Kent

- 1.3 This report provides information concerning the expiry of the contracts on 31<sup>st</sup> March 2026, and details the commissioning process to commence a new contract for the management of the organic waste from 1<sup>st</sup> April 2026.
- 1.4 It is anticipated that a full retender which aligns all the organic contracts will achieve synergies and economies of scale.
- 1.5 The decision to procure a new contract for the receipt and processing of organic waste is crucial for advancing Kent County Council's environmental sustainability goals. Efficient management of organic waste will support Kent's ongoing efforts to avoid landfill usage, reduce greenhouse gas emissions, and promote recycling.
- 1.6 This initiative also supports the county's commitment to environmental stewardship, the transition to a circular economy and overall sustainability. Adopting innovative technologies and prioritising local processing will further reduce the carbon footprint and foster a greener future for Kent, while also supporting local growth and economic areas.

## **2. Background**

- 2.1 KCC has held a variety of contracts for the management of organic waste across Kent, which have been extended to align the expiry of all contracts to 31<sup>st</sup> March 2026.
- 2.2 The contracts have been varied over recent years in response to changing waste composition, collection methodologies, government reforms and new legislation, which has provided Kent with a sustained, reliable, and beneficial service in which to manage green waste.
- 2.3 KCC is currently achieving an average landfill diversion rate of over 99%, with less than 1% of waste being sent to landfill. This success is largely attributed to a comprehensive range of diversion measures, including the redirection of all separately collected organic waste streams.



- 2.4 There are various effective methods for managing organic waste. KCC currently utilises a mix of ‘In-vessel’ and ‘open-windrow’ composting at various locations throughout the county to minimise haulage costs.
- 2.5 In-vessel composting is a composting method that takes place in an enclosed, controlled environment within a vessel, such as a container, silo, or tunnel. This controlled environment allows for better temperature and airflow management, potentially speeding up the composting process and ensuring the production of a high-quality compost and is used primarily when food and green waste are combined.
- 2.6 Open windrow (open air aerobic processing) composting involves shredding, mixing, and piling green waste into windrows, which are then regularly turned to improve oxygen penetration, regulate temperature, and distribute moisture. Food waste is not allowed to be processed in this way and so must be segregated from the green waste.
- 2.7 Market engagement undertaken in January 2024 demonstrated that there are limited in-vessel and windrow facilities in Kent which can accept the tonnages of green waste that Kent’s HWRCs and collection authorities produce. As such, we are exploring emerging technologies to enhance our processing capabilities while striving to maintain operations within Kent.
- 2.8 KCC is constantly researching emerging technologies for managing Kent’s waste and will collaborate with any new providers to actively pursue innovative solutions that enhance efficiency, sustainability, affordability, and environmental responsibility. The following are areas of interest for KCC in managing green waste in the future:
- Hydrothermal carbonisation: This process is being researched and developed in the UK and can convert green waste into biochar, which can be used for heating and power generation. KCC has a trial ongoing for this method.
  - Fermentation: The UK has several initiatives and companies focusing on fermentation to transform green waste into valuable products like biogas, and biofertilisers.
  - Vermicomposting: Worm composting is widely practiced in the UK, with various suppliers (usually community gardens, commercial nurseries, or garden centres) setting up wormeries to produce high-quality compost.

### **3. Issues, options, and analysis of options**

- 3.1 Whilst ‘in-vessel’ composting systems offer benefits such as quality control, faster processing, and reduced risk of infection due to high-temperature operating methods, the technology and infrastructure requirements involved mean it is more expensive than windrow composting.
- 3.2 Windrow composting processes have a low tolerance for contamination and require a clean stream of green waste to comply with environmental permit conditions. However, green waste collected at Household Waste Recycling

Centres often fails to meet this standard without pre-treatment. Despite active supervision and intervention by site operators, significant amounts of plastic, garden refuse, and general detritus are frequently deposited by the public, making it difficult for offtakers to accept the material.

- 3.3 KCC will ensure that, the contract will mandate that providers adhere to all environmental permitting and planning requirements, including odour control, leachate management, waste acceptance criteria, and operational practices to minimise environmental impact.
- 3.4 KCC aims to prioritise the segregation of food waste from green waste whenever possible and where legislation permits. Under Simpler Recycling legislation, from March 2026, all collection authorities will be required to collect food from the kerbside, with the option of collecting green waste either collected separately or mixed together.
- 3.5 Currently, all collection authorities collect food and green waste separately. The cost of processing segregated food waste is significantly lower (approx. 74% less) than processing blended food and green waste. Keeping food waste separate also reduces the risk of contaminating green waste, which can affect the quality and usability of the compost produced. While it is the collection authority's decision on how they wish to manage their collections, it is important to note the significant cost difference for the waste disposal authority if food and green waste are mixed.
- 3.6 The preferred contract duration is 5 years, with an option to extend up to a further 5 years. This timeframe is intended to ensure a reliable and consistent statutory service during the Local Government Reform transition period and provide sufficient contractual certainty to allow new entrants to the market.
- 3.7 The extension will be considered based on performance and value for money, in accordance with "Securing Kent's Future". This will be assessed through a benchmarking exercise conducted 18 months before the extension clause is activated.
- 3.8 Three lots have been designated for this contract (West, Mid, and East Kent), with the nearest HWRC and Waste Transfer Stations aligned to each geographical lot area. This arrangement aims to reduce haulage costs and improve travel efficiency in operational terms, and additionally, considers the impact of Local Government Reorganisation and the associated reforms, ensuring that where possible, the lotting strategy aligns with proposed governance structures optimising service delivery.
- 3.9 Lotting this contract will enable KCC to deliver material to multiple sites, thereby enhancing operational flexibility and ensuring continuity of service throughout the contract term. In addition, KCC operates a separate contract for food waste treatment via anaerobic digestion. Where appropriate, the new contract may serve as a contingency option for food waste processing, further supporting business continuity. A distinct gate fee will be established for this contingency service to maintain cost transparency and accountability.
- 3.10 The service specification will include the scope of materials to be processed under this contract, including grass cuttings, leaves, weeds, dead flowers, light

garden prunings, hedge trimmings, small branches, untreated wood chippings, and windfalls of fruit.

- 3.11 A new contract will not assume a minimum tonnage commitment, which aligns with the seasonal variability of the waste stream.
- 3.12 The provider will be responsible for the reception, handling, storage, and processing and treatment of all organic waste received.
- 3.13 The contract will have KPI's reflecting required levels of performance and will be designed to enhance service quality and efficiency. Performance against the KPI's will be published annually, as required by the Procurement Act 2023.
- 3.14 Throughout the contract, the provider must be receptive to emerging technologies and support alternative processing methods that offer efficiency, environmental, and financial benefits to KCC.
- 3.15 The output product must meet (or have equivalent) BSI PAS 100 and 110 standards for composting and anaerobic digestion, complying with the Animal By-Products Regulations 2011, have APHA (Animal and Plant Health Agency) registration and be Quality Protocol Compliant.
- 3.16 The provider must maintain a full reporting and audit trail for all materials, from receipt to end market/processor, and provide all data to the authority for auditing and recycling performance reporting.
- 3.17 As part of the tender process, KCC will seek social value initiatives from the provider, which will be monitored throughout the contract to ensure they deliver meaningful community benefits and adhere to agreed-upon standards.
- 3.18 No waste from this contract will be permitted to be disposed of at landfill.

#### **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 receive this material under waste legislation and dispose of it as per the Environmental Protection Act 1990.
- 4.2 **Option 2 - Continue to accept the waste but utilise alternative disposal options by using landfill or incineration** - This is not an option as there is a legal obligation to move material up the waste hierarchy where possible. In addition, KCC's recycling and landfill diversion targets would also not be met. Furthermore, to send this material to incineration would be extremely costly compared to option 4, with almost a threefold increase in gate fee.
- 4.3 **Option 3 - Extend for a further period** - This is not legally possible, as all organic contracts have been extended within the parameters of the existing contracts. Contract end dates are now aligned giving the opportunity to produce economies of scale through a full county re-procurement.
- 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 1<sup>st</sup> April 2026, and to secure a provider/s who can treat and utilise the waste material meeting the circular economy desired outcomes.

- 4.5 The **Recommended Option is Option 4 which is** to procure. This provides an opportunity to KCC to engage with the market following long term contracts, 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 organic waste management carries several risks, including market uncertainty due to limited providers and economic fluctuations, which can impact competition and pricing.
- 5.2 Regulatory and compliance risks include ensuring providers meet environmental permitting and planning requirements and managing contamination levels in waste streams.
- 5.3 Local Government Reform involves elements of unknown risk. Therefore, KCC has chosen to ensure that statutory services remain in place during the transition period. These services can then be reviewed once boundaries and responsibilities are more clearly defined.

## **6. Consultation**

- 6.1 A market engagement questionnaire was posted to the Kent Business Portal with responses received in January 2024. Response to the market engagement were limited (four responses), with the parent company of one provider acquiring one of the others since publication.
- 6.2 The engagement exercise sought information and clarity on a range of subjects including location, facility type and capacity, acceptance criteria, collection of waste, contract term and price, all of which has shaped the recommendation, specification, and proposed route to market.
- 6.3 Key learning from the market engagement, as well as lessons learnt through the current contracts, is that providers have different acceptance criteria for the material. There is also a consideration for the provider's permit and the levels of contamination they can accept. This will be factored into the procurement to minimise any cost to KCC for contaminated / rejected loads.
- 6.4 The Commercial and Procurement Oversight Board convened on 17th April 2025 and approved the commissioning route, number of lots, duration of contract and extension period.

## **7. Financial Implications**

- 7.1 This procurement cost will be met by existing revenue budgets.
- 7.2 KCC will actively seek to spend less than the forecasted costs by negotiating during commissioning, leveraging competitive pricing, efficient service delivery, and providing opportunities for benefits of economies of scale.

- 7.3 Cost for 2024/25: £5.075m, based on the processing of 94,785 tonnes.
- 7.4 Budget for 2025/26 is set at £5.2m.
- 7.5 Inflationary increases are built into the Medium-Term Financial Plan (MTFP) each year, based on forecasts of inflation indices for the month of uplift.
- 7.6 Assumptions have been made that inflation indices will be applied and an MTFP uplift of £220k will be requested for 26/27 to cover price inflation. Tonnage will also increase slightly in line with growth for commencement of the contract in April 2026, resulting in: -
- 7.6.1 An estimated cost for 2026/27 of £5.42m
- 7.6.2 A forecasted budget 2026/27 set at £5.42m
- 7.7 The price adjustment methodology for the current contracts uses both the Consumer Price Index (CPI) and the Retail Price Index (RPI) to calculate cost pressures. The proposed contract will only incorporate CPI as a price adjustment measure as CPI is a widely accepted measure of inflation that is considered more stable and predictable compared to RPI.
- 7.8 No collection authorities have indicated a desire to change their collection methodology at this time, however it is important to note that if all collection authorities chose to blend food waste with green waste, the estimated cost of the contract for 2026/27 would increase by £1.92m.
- 7.9 Discounts will be sought where a provider bids for more than one lot. Economies of scale benefits could be realised, such as reduced gate fee costs due to larger volumes of waste being offered, streamlined and more efficient operations, and lower administrative costs, leading to further savings. Additionally, full tender processes ensure best value, as incentives based on economies of scale score more highly, promoting competitive pricing and efficient service delivery.
- 7.10 To ensure competitive pricing and market alignment, KCC utilise Letsrecycle.com as a benchmarking tool. Letsrecycle provides up-to-date price indicators for various recyclable materials. These price guides reflect prevailing market rates and offer valuable insights into potential revenue streams and cost management.
- 7.11 Haulage costs are accounted for within the HWRC & Transfer Station contracts. By utilising route optimisation based on the proposed lotting strategy, we ensure more efficient haulage, which leads to reduced costs.

## **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 A key function of the Waste Disposal Authority operating under the Environmental Protection Act 1990, Section 51 states that:

It shall be the duty of each Waste Disposal Authority to arrange:

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

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 The circular economy package includes several directives aimed at promoting recycling and reducing landfill usage. It sets targets for recycling rates and requires councils to implement measures to achieve these targets.

8.6 Environmental Permitting (England and Wales) Regulations 2016, require facilities processing organic waste to obtain environmental permits. The permits ensure that operations comply with environmental standards and minimise risks such as odour emissions and groundwater contamination.

8.7 Simpler Recycling legislation requires separate weekly food waste collections from kerbside, which can be combined with garden waste, starting from March 31st, 2026.

## **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 at the kerbside by the waste collection authority or at the 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 An **Environmental Impact Assessment** (EnvIA) was carried out to evaluate the potential environmental effects of the proposed processing and treatment undertaken as a result of this contract. This assessment provided critical insights into the impacts on air quality, water resources, soil health, climate, and biodiversity.

10.2.1 The EnvIA results will inform the specification requirements and the decision-making process, ensuring that any chosen composting method aligns with environmental sustainability goals and regulatory requirements. The findings will also guide the implementation of necessary mitigation measures to minimise adverse effects and enhance positive outcomes.

## **11. Governance**

- 11.1 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.

## **12. Conclusions**

- 12.1 In conclusion, the proposed procurement for the receipt and processing of organic waste is a critical step towards enhancing Kent County Council's waste management capabilities. By aligning all organic waste contracts and exploring innovative technologies, KCC aims to achieve greater efficiency, sustainability, and cost-effectiveness.
- 12.2 The recommended option to commence a full procurement exercise before the end of the current contracts will ensure continuity of service, compliance with environmental regulations, and support for the county's long-term waste management strategy. The Cabinet Committee is asked to endorse this decision to secure a provider who can meet the county's needs and contribute to its environmental goals.

### **13. Recommendation(s):**

The Environment 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 an organic waste contract for an initial 5 years, (plus an extension of up to 5 years) commencing 1st April 2026;
- (ii) DELEGATE authority to the Director of Environment and Circular Economy to take relevant actions to facilitate the required procurement activity;
- (ii) 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
- (iii) 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.

## **14. Background Documents**

Appendix A – Proposed Record of Decision  
Equality Impact Statement

## **15. Contact details**

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Relevant Director: Matthew Smyth  
Director for Environment & Circular Economy  
Telephone number 03000 416676  
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# KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

## DECISION TO BE TAKEN BY:

David Wimble, Cabinet Member for (the Kent) Environment

## DECISION NO:

25/00052

## For publication

## Key decision: YES

**Subject Matter / Title of Decision:** Procurement for the receipt and processing of Organic Waste Contract Countywide CN260202

## Decision:

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

- (i) APPROVE the procurement and contract award of an organic waste contract for an initial 5 years, (plus an extension of up to 5 years) commencing 1st April 2026;
- (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 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
- (iv) 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.

## Reason(s) for decision:

KCC as the waste disposal authority for Kent has four contracts for the processing of organic waste received from Household Waste Recycling Centres (HWRCs) and collected by Waste Collection Authorities in East, Mid and West Kent, which are due to expire 31st March 2026. This procurement is seeking to put in place countywide contractual arrangements from 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 17 July 2025

## Any alternatives considered and rejected:

**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 receive this material under waste legislation and dispose of it as per the Environmental Protection Act 1990.

**Option 2 - Continue to accept the waste but utilise alternative disposal options by using landfill or incineration.** This is not an option as there is a legal obligation to move material up the waste hierarchy where possible. In addition, KCC's recycling and landfill diversion targets would also not be met. Furthermore, to send this material to incineration would be extremely costly compared to the preferred option, with almost a threefold increase in gate fee.

**Option 3 - Extend for a further period.** This is not legally possible, as all organic contracts have been

extended within the parameters of the existing contracts. Contract end dates are now aligned giving the opportunity to produce economies of scale through a full county re-procurement.

**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

Organic Waste Processing Contract

#### Responsible Officer

Kay Groves - GT - ECE

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

Susan Reddick - ECE

### Type of Activity

#### Service Change

No

#### Service Redesign

No

#### Project/Programme

No

#### Commissioning/Procurement

Commissioning/Procurement

#### Strategy/Policy

No

#### Details of other Service Activity

No

### Accountability and Responsibility

#### Directorate

Growth Environment and Transport

#### Responsible Service

RMCE - Service Delivery

#### Responsible Head of Service

Susan Reddick - ECE

#### Responsible Director

Matthew Smyth - GT - ECE

### Aims and Objectives

Kent County Council is seeking a contract to receive and process organic waste arisings from household kerbside collections and green waste deposited at Household Waste Recycling Centres (HWRC) 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 1st April 2026, Kent County Council will:

- Provide a continuous service by contracting with a Provider to process organic waste arisings from kerbside collections within the Authority.
- Provide a continuous service by contracting with a Provider to process garden waste delivered to Household Waste Recycling Centres within the County.

#### Beneficiaries

This EQIA supports the commission and its intended beneficiaries, being the householders as users of the Household Waste Recycling Centre service in Kent and recipients of the district and borough council kerbside collection services.

As the Waste Disposal Authority, Kent County Council 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 Waste Collection Authority (WCA), or at the Household Waste Recycling Centres 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?**

Yes

**Is there national evidence/data that you can use?**

No

**Have you consulted with stakeholders?**

Yes

**Who have you involved, consulted and engaged with?**

Market Engagement carried out in January 2024 to ascertain market appetite and interest

Staff - Team Members

Commissioning

**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**

Service users/clients

**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**

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 and 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 and Ethnicity: Culturally sensitive communication and outreach programs can ensure that there are employment opportunities for all, including under represented 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

<b>Negative impacts for Race</b>
Not Completed
<b>Mitigating actions for Race</b>
Not Completed
<b>Responsible Officer for mitigating actions for Race</b>
Not Completed
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Religion and belief</b>
Not Completed
<b>Mitigating actions for Religion and belief</b>
Not Completed
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Completed
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Sexual Orientation</b>
Not Completed
<b>Mitigating actions for Sexual Orientation</b>
Not Completed
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Completed
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
No. Note: If Question 26a is "No", Questions 26b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Pregnancy and Maternity</b>
Not Completed
<b>Mitigating actions for Pregnancy and Maternity</b>
Not Completed
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>
Not Completed
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Marriage and Civil Partnerships</b>
Not Completed
<b>Mitigating actions for Marriage and Civil Partnerships</b>
Not Completed
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Not Completed
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval

<b>Negative impacts for Carer's responsibilities</b>
Not Completed
<b>Mitigating actions for Carer's responsibilities</b>
Not Completed
<b>Responsible Officer for Carer's responsibilities</b>
Not Completed

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

Simon Jones, Corporate Director of Growth, Environment & Transport

To: Environment & Transport Cabinet Committee

Subject: **HWRC and Waste Transfer Station Operation, Management and Haulage Contracts in Mid, East and West Kent (SC18031 and SC18031 WK)**

Decision Number: 25/00053

Decision Title: Update and options regarding the procurement of the operational, management and haulage services at HWRCs and Waste Transfer Stations in Mid, East and West Kent (SC18031 and SC18031/WK).

Classification: **Classification: Part Unrestricted – Appendix C is Confidential - Paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972**

Past Pathway of report:

- ETCC May 2024
- ETCC (Urgent Decision) October 2024.

Future Pathway of report: **For Cabinet Member decision**

Electoral Division: Ashford, Canterbury, Dartford, Dover, Swale, Folkestone & Hythe, Maidstone, Sevenoaks, Swale, Tonbridge & Malling & Tunbridge Wells.

**Summary:** To carry out our statutory waste disposal obligations, KCC contracts out the operation, management and haulage services of Household Waste Recycling Centres (HWRCs) and Waste Transfer Stations (WTS) in East, Mid and West Kent. In May 2024, a Key Decision was made to procure this contract (following its expiry in 31<sup>st</sup> October 2025), this decision was superseded via an urgent Key Decision in October 2024 to extend the contract for 18 months.

The risk profile of this procurement has increased since this time and this paper explores the risks that must be considered, to determine if continuing with the procurement is the best approach 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 to:

- (i) APPROVE the continuation of the current Household Waste Recycling Centre and Waste Transfer Station operation, management, and haulage contracts in Mid, East, and West Kent (SC18031 and SC18031/WK), by extending the existing arrangements from 18 months to a total of five years, as permitted under the contract terms. The revised contract period will now expire on 31st October 2030;

(ii) DELEGATE authority to the Director of Environment and Circular Economy 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 Kent County Council currently contracts out the management and haulage service of 19 Household Waste Recycling Centres (HWRCs) and Waste Transfer Station (WTS) sites across the Kent.
- 1.2 This report provides information concerning the procurement of two contractual arrangements for the management and haulage services required at HWRCs and WTS across sites in Mid, East and West Kent which covers 17 of the 19 sites, with the remaining two contracts in place until 2035 and 2047 respectively and therefore, out of scope.

## **2. Relevant history**

- 2.1 The service is currently delivered via two contracts. Both contracts perform well in terms of customer satisfaction (97%), and against contractual KPIs.
- 2.2 The first contract, with FCC Environmental Ltd, was commissioned in November 2020 for an initial five-year period with the potential for a further five-year extension based on performance.
- 2.3 The second contract, with Commercial Services Kent Ltd (CSKL), was commissioned in February 2021, for a four-year and eight-month contract, to align to the FCC arrangement. This arrangement also has a five-year extension option.
- 2.4 CSKL operates as a Local Authority Trading Company owned by KCC with any profits on this/other contracts then being recycled back into KCC by means of a dividend.
- 2.5 Both contracts included a costed a five-year extension option, as part of the original contract which evidenced best value at that time.
- 2.6 In May 2024, following a report to the Environment and Transport Cabinet Committee, it was recommended that this extension option was not executed and that the contract was re-tendered.
- 2.7 In October 2024, following the initial market testing, permission was granted via an Urgent Decision for an 18-month extension to allow sufficient time for the mobilisation of the contract in the most cost-effective way for the Council.
- 2.8 The Council commenced the first stage of the tender process in November 2024; by publishing the selection questionnaire and the published value of the contract was £227m.

- 2.9 The contract has been published in two separate lots, split geographically across the county, and is for a 10-year period with a possible six-year extension.
- 2.10 Six organisations responded to this preliminary stage of the tender, and after evaluation, four of those were acceptable to be taken forward to the next stage which is an invitation to submit an initial tender (ISIT). The ISIT has not yet been issued.

### **3. Issues options and analysis of options**

#### **3.1 Issues**

- 3.1.1 The decision to procure the contract rather than extend was made in May 2024 and was based on seeking best value for the Council. By tendering out the contract, the Council would be ensuring the costs were competitive with the current market.
- 3.1.2 Through this process, the tender would be evaluated considering both cost and quality of the bids received.
- 3.1.3 This evaluation, however, would be unable to directly compare these tenders, to the current costs and arrangements within the incumbent's contract(s).
- 3.1.4 The current contracts are currently operating within a known budget envelope. A continuation of the extension to 2030, provides the Council the opportunity for certainty of cost. The continuation of the procurement will allow the Council to test the market to get current best value, but there is unknown impact to the budget.
- 3.1.5 Since the procurement of the current contract, a number of key factors caused by geopolitical issues (such as the Ukraine conflict/global disruption of shipping routes), government fiscal changes, proposals to amend the structure of local government, and legislative changes to reform waste management in England, mean that the risk profile of this procurement has increased. Achieving best value in comparison to the current arrangements may not be possible and in line with 'Framing Kent's Future', options to 'find better ways to deliver services for Kent' are explored in this paper.
- 3.1.6 Inflation - The current contract began in 2020. Since this time, through inflation, costs have increased by 22%, this is accounted for through the current contract via annual indexation increases.
- 3.1.7 Geopolitical issues - Since the procurement of the current contract, raw materials have also increased substantially, and market testing (in Aug 2024) suggest that the cost of the required fleet and plant for a contract of this nature, have increased by 35%. This increase is not reflected in the current contract as vehicles were purchased before these increases. It is therefore anticipated that KCC will need to account for higher vehicle costs within the next contract, should procurement continue.

- 3.1.8 Fiscal changes - There have been, over the last five years, increases to employers' national insurance contribution, and the national and minimum wage. These increases are not represented in the current contract, as they do not represent a change in law, and therefore the contractors must absorb these costs within the current price. KCC will therefore need to account for higher staffing costs within the next contract should procurement continue.
- 3.1.9 Local Government Reform (LGR) - In 2024, the Government published its White Paper on Devolution and Local Government Reform. Whilst KCC has not been accepted onto the Devolution Priority Programme, all authorities in two tier areas have been asked to come forward with proposals to create unitary authorities in their areas by March and November this year, with the government's timescale for a change to the unitary model set to be 2028.
- 3.1.10 The lack of clarity around the future administrative boundaries of the county, may cause uncertainty within the context of this procurement. The very nature of this contract is to comply with our statutory obligation to provide waste infrastructure for both public and local authority waste disposal and therefore encompasses the whole geography of the county.
- 3.1.11 The Council may receive tenders that price in risk around this area of uncertainty, particularly in regard to costs reflecting increasing management overheads, as KCC will be unable (during the tender process) to provide clarity on what will happen to the contract post local government reorganisation.
- 3.1.12 Waste Reforms - Recent legislative changes regarding Simpler Recycling, Deposit Return Schemes (DRS) and the Emissions Trading Scheme (ETS) have left contractors in the waste industry with increased market uncertainty, as the impetus is on local authorities to further reduce residual waste as part of essential cost savings, and in preparation for ETS and DRS will take valuable commodities out of the local authority waste stream, thus potentially reducing revenue from materials and haulage.
- 3.1.13 The Council has not yet issued the Invitation to Submit Initial Tenders and due to the change in the risk profile, the following options have been drawn up for consideration.

## **3.2 Options and analysis**

- 3.2.1 **Option 1** – Do nothing and continue with the procurement without any break/novation clauses. (Not Recommended).
- 3.2.2 Secures best value (on that day) as re-tendering the contract, but a volatile market with uncertainty following Local Government Reform and other facts including national minimum wage and national insurance increases that would be part of a new contract.
- 3.1.1 The Invitation to Submit Initial Tenders (ISIT) was scheduled for release at the end of June. However, should the tenders received be deemed to be unacceptable, and the Council subsequently seeks to change its procurement approach, the risk of a successful legal challenge would increase.

3.1.2 The following issues have been considered:

- Suppliers are likely to price in uncertainty surrounding local government reorganisation, increasing overall contract costs. This could negatively impact the Council's financial position.
- If tenders are not competitive or do not compare with current costs, the Council may be locked into a suboptimal contract when a legally compliant extension, meeting best value considerations, is available.
- The Council will incur exit fees relating to the fleet, even if the incumbent wins the new contract.
- Demobilisation Costs are estimated at £750k, these costs would be incurred sooner rather than being able to have them deferred for 4-5 years.
- It is anticipated that increased vehicle and staffing costs (following increases to National Insurance contributions and increases to National Living Wage and National Minimum Wage), could make the new contract significantly more expensive than anticipated.
- Legal risk to the contract if novation clauses are not considered due to LGR

3.2.3 **Option 2 - Continue Procurement with added flexibilities (Break/Novation Clauses)**

3.2.4 This option involves proceeding with the procurement while incorporating break clauses and/or novation provisions to allow for future contract adjustments.

3.2.5 Secures best value (on that day) as re-tendering the contract but a volatile market with uncertainty following Local Government Reform and other facts including national minimum wage and national insurance increases that would be part of a new contract.

3.2.6 Until the structure of any local government reorganisation is confirmed, defining how the contract might be subdivided remains complex. This uncertainty is likely to lead suppliers to include significant financial risk provisions.

3.2.7 While some risks could potentially be deferred, they would still materialise later either for KCC or a successor authority.

3.2.8 Legally it is possible to draft an acceleration type clause so there may be an additional cost burden, but it only crystallizes in the event of the break being exercised but otherwise continues as usual with the usual mitigation provisions. In addition, legal advice has stipulated that KCC should make it clear to government this would be an additional cost to the extent novation and variation do not solve the problem.

3.2.9 The following issues have been considered:

- Suppliers may inflate prices to cover perceived risks. Some may front-load costs or seek pre-award renegotiations.
- While break clauses may negate long term commitments for the new unitarities, KCC will face high costs if vehicle depreciation is not covered over the term of the contract.
- There is currently no clear estimate of how much risk pricing will add to the contract value
- The Council will still incur exit fees even if the incumbent wins the new contract.
- Demobilisation Costs are estimated at £750k, these costs would be incurred sooner rather than being able to have them deferred.
- Suppliers may withdraw, reducing competition

### **3.2.10 Option 3 - Secure mutual agreement to extend existing contracts by an additional 3.5 Years (Total of 5 Years)**

3.2.11 This option builds on the previously approved 18-month extension, bringing the total extension to five years.

3.2.12 This allows greater clarity on local government reorganisation

3.2.13 Contract costs are known and budgeted for, which allows KCC to obtain price certainty in a volatile market.

3.2.14 The preliminary stage of the tender process has begun, indicating to the market that the contract is ready to be tendered. Withdrawal of the process could leave the Council open to legal challenge.

3.2.15 The Council has already extended for 18 months, and further extension may not be permissible (FCC Contract only).

3.2.16 This risk is low as there is no restrictive language that states multiple extensions are not permitted, the only reference is that the total period of a contract extension does not exceed five years, and the Council has advertised an agreement with an up to 10-year arrangement.

3.2.17 As long as there is mutual agreement between the Council and the contractor, multiple extensions may be permitted (provided they do not exceed a cumulative total of five years beyond the original contract period).

3.2.18 The CSKL contract extension is legally permissible as they are a Local Authority Trading Company.

3.2.19 The following issues have been considered:

- Avoided costs on fleet exit costs. By being able to continue to use the prevailing fleet, rather than also having a new fleet under a new contract.
- £500k avoidable budgeted costs on site demobilisation costs

- £250k unbudgeted avoidable pressure avoided by deferring mobilisation costs until 2030
- There is a risk of legal challenge from suppliers or stakeholders due to abandoning the current procurement (this risk is considered to be low-medium).
- There is a reputational risk due to the perception of indecision or lack of strategic direction which could affect market confidence.
- The current contract (and extension) remain in line with best value considerations at the time of award, plus benchmarking conducted on fleet as well as vehicle, plant and equipment (VPE) indicates an uplift in price of at least a third. This compounded with increases to National Insurance contributions, the National Living Wage and National Minimum Wage means that these pressures would only likely see a future contract increase in price significantly as staffing, fleet and plant/equipment are the main components of the contract.
- Part of mobilisation would also be ensuring the site is improved/upgraded ready for any new contractor to take on the operation and maintenance responsibilities, so this 5 year extension also defers that liability, as well as encourages the incumbent to expand their current services in the knowledge they have 5 years of payback to recover any investment.
- Attempted renegotiation of existing terms and conditions could add cost to the contract and mitigate some of the benefit associated with this option. To mitigate this, it is proposed that the incumbent contractors are given a short window to extend on current terms

3.2.20 **Option 4** – Withdraw the procurement and re-issue the tender with one lot rather than two, to ensure that there is one provider and reduce the contract length. This option has been discounted, due to the timescales required for tender and mobilisation as the contract would not be awarded in time to mobilise the contract in a cost-effective way. This option would also not provide value for money, as the contract needs to be of sufficient length to account for vehicle depreciation.

## 4 Financial implications (Appendix C – Exempt Report)

- 4.1 Total annual budget for the delivery of this service is £14.6m
- 4.2 These contracts are inflated annually using CPI, which for 25/26 is included within the figures above as provisions are made within the Medium Term Financial Plan (MTFP) which is agreed annually at the February County Council meetings.
- 4.3 Both Commercial Services and FCC generate royalties for KCC and growth in returns through their work at the Transfer Stations with regard to accepting commercial waste which would continue if the extension is triggered
- 4.4 Estimated income generation from the sale of commodities and commercial waste royalties is expected to be in region of £4,373,600 per annum, which would again be secured under the extension. Potential for this to be included in any re-tender also but would be subject to negotiation. This has the potential to increase as more commercial opportunities are realised during the term of the

extension as the contractor will be more open to investing in new services with the certainty of payback over a 5 year, as opposed to an 18 month, extension.

4.5 If the extension option is considered, KCC will avoid the following costs:

- £500,000 mobilisation/demobilisation pressure in 25-26. This will be reported as an in-year underspend.
- £250,000 unbudgeted mobilisation/demobilisation pressure in 25-26. Cost avoidance.

4.6 Unfunded pressure in 27-28 in relation to the exit fees payable to the incumbent contractor will be avoided. This was due as the fleet costs were amortised over the full life of the contract but would be avoided if the full extension permitted is exercised. This future liability was included within the MTFP as due for payment in 27-28 but this currently unfunded pressure can be removed and hence helps balance the books for later years.

4.7 Whilst a re-tender exercise meets best value considerations, it only gives the best price/terms available at that point in time and in such a volatile market it is likely to see an increased cost than the legally compliant extension. This could of course see a reduction in cost, but given the £1m exit fee being guaranteed, the new contract value would need to be at least £1m less than current prices to even be comparable. Exacerbating the potential re-tender price uplift are changes to the national minimum and living wage, as well as national insurance employer contributions which a new contractor would factor into their price. The extension ensures the current contract values are only uplifted by CPI inflation.

4.8 A new contract would also likely see the need for significant, as yet unidentified, capital upgrade/improvements to the sites before a new contractor would consider taking on the ongoing maintenance responsibilities, so a further cost avoided.

4.9 The original contract met best value considerations at the time of award as this was subject to full re-tender at the time and the extension is part of that due diligence. Since that point, benchmarking was also conducted on both fleet costs and vehicle, plant and equipment ("VPE") and this indicated an uplift in excess of a third than what the current contract contains, so given the large proportion of the contract cost is staffing, fleet and plant/equipment, extending on current terms mitigates this future uncertain and unfunded cost uplifts in what is a volatile market given LGR is just a few years away. This extension will allow any new authorities to establish contracts in their region/collaboration as the current two lots do not fit any of the considered options for how Kent may be configured.

## **5 Legal implications**

5.1 With regards to the FCC contract, Regulation 72(1)(a) of the PCR allows for extension where it is stipulated within the current contract. Clause 2.2 provides that the Council may request an extension if such an option is stipulated in the contract particulars, and any extension is subject to mutual agreement in writing. The legal risk of extending the existing HWRC agreement with FCC is considered to be low.



- 5.2 Whilst the risk is low, there is still a risk, this can be mitigated through the publishing of a VEAT (Voluntary Ex Anti Transparency Notice) to flush out any potential challenges in the market. This notice would clearly set out KCC's reasons for extending.
- 5.3 The time limits set out for potential challenge are prescribed, after which, KCC can take a position as to whether to proceed with the extension or if it is challenged launch a separate procurement.
- 5.4 The Council contract with Commercial Services Kent Ltd can be extended legally, as they are a local authority owned trading company, and this is permissible by law.

## **6 Equalities implications**

- 6.1 As this service can affect those with protected characteristics, mitigations are recorded within the original EQIA covering the current contract term and any extensions.

## **7 Governance**

- 7.1 The Service Director will inherit the main delegations via the Officer Scheme of Delegation due to the potential financial value of this contract

## **8. Recommendations;**

- 8.1 The Cabinet Committee is asked to consider and endorse or make recommendations to the Cabinet Member for (the Kent) environment to:

- (i) APPROVE the continuation of the current Household Waste Recycling Centre and Waste Transfer Station operation, management, and haulage contracts in Mid, East, and West Kent (SC18031 and SC18031/WK), by extending the existing arrangements from 18 months to a total of five years and
- (ii) DELEGATE authority to the Director of Environment and Circular Economy 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., as permitted under the contract terms. The revised contract period will now expire on 31st October 2030 as shown at Appendix A.

## **9. Appendices:**

Appendix A: Proposed Record of Decision

Appendix B: Equality Impact Assessment

Exempt Appendix C - Confidential commercially sensitive information

## **10. Contact details**

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# KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

**DECISION TO BE TAKEN BY:**

David Wimble, Cabinet Member for (the Kent) Environment

**DECISION NO:**

25/00053

**For publication****Key decision: YES**

**Subject Matter / Title of Decision:** HWRC and Waste Transfer Station Operation, Management and Haulage Contracts in Mid, East and West Kent (SC18031 and SC18031 WK)

**Decision:**

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

- (i) APPROVE the continuation of the current Household Waste Recycling Centre and Waste Transfer Station operation, management, and haulage contracts in Mid, East, and West Kent (SC18031 and SC18031/WK), by extending the existing arrangements from 18 months to a total of five years, as permitted under the contract terms. The revised contract period will now expire in 31st October 2030;
- (ii) DELEGATE authority to the Director of Environment and Circular Economy 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:**

To carry out our statutory waste disposal obligations, KCC contracts out the operation, management and haulage services of Household Waste Recycling Centres (HWRCs) and Waste Transfer Stations (WTS) in East, Mid and West Kent. In May 2024, a Key Decision was made to procure this contract (following its expiry on 31st October 2025), this decision was superseded via an urgent Key Decision in October 2024 to extend the contract for 18 months.

The risk profile of this procurement has increased since this time and this paper explores the risks that must be considered, to determine if continuing with the procurement is the best approach for the Council

**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 17 July 2025

**Any alternatives considered and rejected:**

**Do nothing and proceed with procurement.** This is not recommended due to the high risk and cost uncertainty related to market volatility and uncertainty following impending Local Government Reform and legislative changes, as well as significant exit costs.

**Continue procurement with break and novation clauses.** This is not an option as this would be a complex process related to how the contract might be subdivided, as well as retaining the high risk and cost uncertainty as per Option 1. Tenders may price the risk of the uncertainty and vehicle depreciation may not be covered during the term of the contract.

**Withdraw and Re-tender with revised lotting structure.** This is discounted due to timing and value concerns. The contract would not be awarded in time to mobilise the contract in a cost-effective way and would not be of a sufficient length to account for vehicle depreciation.

**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

Household Waste Recycling Centres and Waste Transfer Station Operation and Management and Haulage services

#### Responsible Officer

Kay Groves - 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

Resource Management and Circular Economy - Service Delivery

##### Responsible Head of Service

David Beaver - GT - ECE

##### Responsible Director

Matthew Smyth - GT - ECE

#### Aims and Objectives

The waste management service is carried out by KCC to meet the Statutory Obligation of Kent County Council as the Waste Disposal Authority.

It is intended to help people to manage their waste and encourages the use of waste as a resource in synergy with economic and housing growth in Kent plus ensure a robust, commercial approach to commissioning, performance and delivery throughout the service. The Service currently manage 19 Household Waste Recycling Centres (HWRCs) and 6 transfer stations and closed landfill sites across Kent. The sites are operated by contracting parties under the remit of Kent County Council.

This EQIA supports the extension term of 5 years for the HWRC and Waste Transfer Station contracts for Mid, East and West Kent sites.

HWRCs are open to all householders within the County (and cross border with a fee).

Customer Satisfaction surveys are carried out six monthly and customer feedback is gathered at that point.

The aims and objectives of the activity are to continue:

- To manage the disposal of waste in an efficient and effective manner whilst minimising risk to the

environment;

- To increase recycling and reuse rates;
- To avoid landfill as a disposal method;
- To realise commodity values;
- To operate the sites within the permitting and legislative framework.

There are also a whole array of projects, policies and procedures undertaken at the HWRCs which are subject to their own specific EQIAs.

Recommendation - There is identified potential for discrimination against certain protective characteristics, although there are mitigating actions also noted. Overall, the judgement is that the HWRC staff are trained to treat their customers fairly irrespective of their age, disability, sex, gender identity, race, religion and belief, sexual orientation or pregnancy/maternity or marriage/civil partnerships.

## Section B – Evidence

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

Yes

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

Yes

**Is there national evidence/data that you can use?**

Yes

**Have you consulted with stakeholders?**

Yes

**Who have you involved, consulted and engaged with?**

There is continual engagement with staff and managers on policies and practices on site. Contract Management Review Group with cross party Members and Senior Officers reviewed the extension proposals. Contract and Compliance Officers meet to discuss operations on a daily basis, and manage the customer engagement aspect of the service. Commissioning Colleagues and Senior Offices have reviewed the extension proposals. Customer surveys are conducted every six months to gauge their satisfaction with the booking system and their customer experience.

**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**

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**

Having an HWRC in every district reduces travel time for a number of residents, which could benefit many individuals who have a protective characteristic this could aid, such as disability, maternity, pregnancy or age.

<b>Negative impacts and Mitigating Actions</b>
<b>19. Negative Impacts and Mitigating actions for Age</b>
<b>Are there negative impacts for age?</b>
Yes
<b>Details of negative impacts for Age</b>
Data held about the HWRC customer base indicates that there are a significant number of people in the 55 year plus age brackets who utilise the HWRCs. Householders may struggle to dispose of waste over retaining walls or where steps are in place.
<b>Mitigating Actions for Age</b>
Older people may require assistance with unloading their vehicle, raising waste over a wall or navigating steps and site staff should be proactive in offering help.
<b>Responsible Officer for Mitigating Actions – Age</b>
Kay Groves
<b>20. Negative impacts and Mitigating actions for Disability</b>
<b>Are there negative impacts for Disability?</b>
Yes
<b>Details of Negative Impacts for Disability</b>
Customers with disabilities may require assistance to unload their vehicles. Customer may have difficulty communicating their needs or the help they require. Customers who are visually impaired may require careful direction or assistance.
<b>Mitigating actions for Disability</b>
Staff should be proactive in assisting people with a disability if they require help. Staff should be trained and skilled to communicate with customers who may have learning difficulties to ensure customer service standard is maintained for all visitors. KCC requires all its providers to ensure staff are adequately trained in Equality and Diversity to equip them to understand and respect differences without prejudice. KCC will not tolerate derogatory comments or actions.
<b>Responsible Officer for Disability</b>
Kay Groves
<b>21. Negative Impacts and Mitigating actions for Sex</b>
<b>Are there negative impacts for Sex</b>
Yes - Add details of the negative impacts and mitigations.
<b>Details of negative impacts for Sex</b>
There is potential for prejudices and gender stereotype perspectives to be relayed by HWRC site staff, for example assumptions made about the customers abilities or access requirements based upon their assumed sex.
<b>Mitigating actions for Sex</b>
KCC Providers must ensure that site staff understand that they must not treat certain customers less favourably than others because of their sex.
<b>Responsible Officer for Sex</b>
Kay Groves
<b>22. Negative Impacts and Mitigating actions for Gender identity/transgender</b>
<b>Are there negative impacts for Gender identity/transgender</b>
Yes - Add details of the negative impacts and mitigations.
<b>Negative impacts for Gender identity/transgender</b>
There is potential for prejudices and gender stereotype perspectives to be relayed by HWRC site staff, for example assumptions made about the customers abilities or access requirements based upon their assumed gender.

<b>Mitigating actions for Gender identity/transgender</b>
KCC Providers must ensure that site staff understand that they must not treat certain customers less favourably than others because of their gender.
<b>Responsible Officer for mitigating actions for Gender identity/transgender</b>
Kay Groves
<b>23. Negative impacts and Mitigating actions for Race</b>
<b>Are there negative impacts for Race</b>
Yes - Add details of the negative impacts and mitigations.
<b>Negative impacts for Race</b>
Where individuals' accents (both customers, site staff colleagues and off-takers) may impact upon understanding and ability to meet the need of the individual,. E.g. understanding where to place an item, collect waste, site staff should communicate respectfully and with patience to meet the individual's needs where they have a low level of the English Language.
<b>Mitigating actions for Race</b>
KCC requires all its providers to ensure staff are adequately trained in Equality and Diversity to equip them to understand and respect differences without prejudice. KCC will not tolerate derogatory comments or actions.
<b>Responsible Officer for mitigating actions for Race</b>
Kay Groves
<b>24. Negative impacts and Mitigating actions for Religion and belief</b>
<b>Are there negative impacts for Religion and belief</b>
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Religion and belief</b>
Not Completed
<b>Mitigating actions for Religion and belief</b>
Not Completed
<b>Responsible Officer for mitigating actions for Religion and Belief</b>
Not Completed
<b>25. Negative impacts and Mitigating actions for Sexual Orientation</b>
<b>Are there negative impacts for Sexual Orientation</b>
No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Sexual Orientation</b>
Not Completed
<b>Mitigating actions for Sexual Orientation</b>
Not Completed
<b>Responsible Officer for mitigating actions for Sexual Orientation</b>
Not Completed
<b>26. Negative impacts and Mitigating actions for Pregnancy and Maternity</b>
<b>Are there negative impacts for Pregnancy and Maternity</b>
Yes - Add details of the negative impacts and mitigations.
<b>Negative impacts for Pregnancy and Maternity</b>
Depending on the stage of pregnancy, customers may require assistance with unloading their vehicle or navigating steps or over retaining walls.
<b>Mitigating actions for Pregnancy and Maternity</b>
Customers may require assistance with unloading their vehicle, raising waste over a wall or navigating steps and site staff should be proactive in offering help.
<b>Responsible Officer for mitigating actions for Pregnancy and Maternity</b>



Kay Groves
<b>27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships</b>
<b>Are there negative impacts for Marriage and Civil Partnerships</b>
Yes - Add details of the negative impacts and mitigations.
<b>Negative impacts for Marriage and Civil Partnerships</b>
There is potential for prejudices and stereotype perspectives to be relayed by HWRC site staff with regard to same sex marriage or civil partnerships which could negatively impact upon the customer experience.
<b>Mitigating actions for Marriage and Civil Partnerships</b>
KCC requires all its providers to ensure staff are adequately trained in Equality and Diversity to equip them to understand and respect differences without prejudice. KCC will not tolerate derogatory comments or actions
<b>Responsible Officer for Marriage and Civil Partnerships</b>
Kay Groves
<b>28. Negative impacts and Mitigating actions for Carer's responsibilities</b>
<b>Are there negative impacts for Carer's responsibilities</b>
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
<b>Negative impacts for Carer's responsibilities</b>
Not Completed
<b>Mitigating actions for Carer's responsibilities</b>
Not Completed
<b>Responsible Officer for Carer's responsibilities</b>
Not Completed

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## Environment and Transport Cabinet Committee – Draft Agenda and Work Programme (Updated 7<sup>th</sup> July 2025)

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

9th September 2025		
No.	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 by Cabinet Members and Corporate Director</i>	<i>At each meeting</i>
	<i>Performance Dashboard</i>	<i>At each meeting</i>
	<i>Winter Service Policy</i>	<i>Annual (September)</i>
	<i>Countryside Parks Management Plan</i>	<i>Requested 06/01/25 TBC</i>
	<i>Lower Thames Crossing Report</i>	<i>Added 03/10/24 Subject to Mays report TBC</i>
	<i>NDORs training contract</i>	<i>September (Target Date)</i>
	<i>Active Travel Grant Consolidated Grant acceptance</i>	<i>September (Target Date)</i>
	<i>Active Travel Grant Tranche 5</i>	<i>September (Target Date)</i>
	<i>Work Programme</i>	<i>At each meeting</i>

Items for Consideration that have not yet been allocated to a meeting	
Report on water supply and sustainability	TBC - added at agenda setting on 07/08/24 to be reviewed at E&T agenda setting
Met Office update on projections for climate change	Requested at agenda setting meeting on 7 August 2024 to be reviewed at E&T agenda setting

Secure a sustainable future for the display and long-term storage of KCC held archaeological archives	Requested 06/01/25 to be reviewed at E&T agenda setting (September)
Sustainable Drainage Partnership with Southern Water – key decision	Requested 06/01/25 to be reviewed at E&T agenda setting (September)
HWRC and WTS Contract	Requested 06/01/25 to be reviewed at E&T agenda setting (September)
Green Finance	Requested 06/01/25 to be reviewed at E&T agenda setting (September)
Energy Performance Certificates	Withdrawn from Jan meeting
Electric Vehicle Charging Update	Added at agenda setting on 03/10/24 – removed from 08/02/25 meeting to come back after procurement.
Southern Water Joint Working	Requested on 06/01/25 – removed from 25/02/25 agenda at agenda setting meeting on 08/02/25 as not ready.
Kent and Medway Safety Camera Partnership	Requested at the meeting of E&T on 25 Feb 2025 defer to next E&T agenda setting (September)
Briefing/Update on KCC Waste Action Plan and work programme	TBC
Highway Verge Improvements for Biodiversity	TBC
Kent and Medway Local Strategy (Making Space for Nature)	TBC
LTC Update	TBC