

From: Linden Kemkaran – Leader of the Council

To: County Council – 16 July 2026

Subject: **Annual Report on Urgent Decisions taken by the Executive – 2025-26**

Classification: Unrestricted

Summary: The Constitution requires that the Leader of the Council reports urgent Executive Decisions to County Council on an annual basis.

Recommendation: The Council is asked to note the report.

INTRODUCTION

1. The Constitution makes provision, under Sections 12.32 and 12.33, for the use of urgency procedures as part of Executive decision-making, complying with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
2. In accordance with Section 12.37 of the Constitution, this paper serves as the required annual report to Council providing details of when urgency procedures have been used. The purpose of this report is to supply a collated list of urgent decisions and draw Members' attention to those instances when urgency has been necessary. The period covered by the report is 11 September 2025 to 8 July 2026.
3. Detailed consideration of these decisions and the related areas of Council business is the responsibility of the Cabinet Committees and the Scrutiny Committee. The relevant Cabinet Committee will have considered these urgent decisions following their implementation, including receiving reports on the urgency and reasons why pre-decision consideration was not possible. The Scrutiny Committee is the appropriate forum for any detailed consideration or Scrutiny of any urgent or out of cycle decisions. Should further consideration of any of these issues be desired, Members are asked to liaise with Democratic Services to explore adding them to their work programmes.
4. Since the last report in September 2025, **three urgent** decisions were taken. **Two** of these decisions were semi-urgent and **one** was progressed via the full statutory urgency process allowing for immediate implementation. Table 1 below shows the number of decisions that have been taken via the urgency procedure from July 2022 to September 2025.

5. Table 1: Number of urgent and semi-urgent decisions taken since 2022

	14 July 2022- 6 July 2023	7 July 2023- 4 September 2024	5 September 2024- 10 September 2025	11 September 2025 – 8 July 2026
Urgent	3	6	5	1
Semi-urgent	7	5	1	2
Total	10	11	6	3

6. This report sets out a summary of each of those decisions taken between mid-September 2025 and early July 2026.
7. The responsibility for determining whether the full statutory urgency procedures are appropriate sits with the Decision-maker (Cabinet or Cabinet Member) - providing that that relevant Senior Officer (commonly the Corporate Director for the relevant Directorate) confirms that the decision cannot be reasonably deferred, taking account of any relevant professional advice. The urgency legislation and constitutional arrangements also require that the use of full urgency procedure be agreed by the Chair of the Scrutiny Committee – such agreement relates only to the urgency requirement, not the merits or otherwise of any decision. Taking account of the Officer and Non-Executive views noted above, the Decision-maker must be satisfied that the use of urgency is correct at the point they make the decision.

The key reasons for the use of urgency procedure

8. In previous years, a common reason for the use of urgency procedures has been the limited timeframes in which KCC was required to respond to directives imposed by central Government or to enter into agreements. Responding to these issues and related governance advice through the Annual Governance Statement and engagement with Governance and Legal Divisions, the Council has made significant progress in ensuring appropriate preparatory work in undertaken in case future decisions are needed, allowing for governance processes to commence at an earlier stage.
9. As a result of the ongoing improvements to decision-making arrangements, the number of urgent decisions has diminished. This represents the continuation of a positive direction of travel, supported by improved governance planning arrangements.

Urgency arrangements

10. When timing challenges for Executive Decisions arise, deferral of implementation is the expected approach to ensure appropriate public notice. However, where this is not viable or has significant negative consequences, the Executive may opt to use urgency to ensure progression.

11. The Executive, when required, uses two types of urgent decision permitted under the relevant legislation and detailed in the Constitution. These are:
- the General Exception route, which is referred to in KCC documentation as 'semi-urgent' because it involves compliance with all normal legal decision-making processes, with the exception that the notice of the proposed decision will have been published on the list of Forthcoming Executive Decisions (FED) for more than 5 but fewer than the standard 28 days; and
 - Cases of Special Urgency, referred to as Statutory Urgency Process or 'full urgency' in KCC documentation. These decisions are subject to a process of requiring agreement by the decision-maker, the relevant senior officer and the Chair of the Scrutiny Committee that urgency is necessary, followed by consultation with relevant non-Executive Members where possible. Such decisions may be implemented immediately, without advance notice on the FED and they are not subject to call-in.
12. To clarify the terminology further; 'urgency' relates to viability of adherence to the lengthy timeframes set out in the relevant Executive Arrangements regulations, which prioritise transparency and public notice periods over dynamic activity. From a practical perspective, implementation of a decision with fewer than six weeks' official notice requires some form of urgency process, and a decision requiring implementation with fewer than two weeks' notice requires a fully urgent decision.
13. The list provided below for Members' information has been organised into urgent decisions (Full Statutory Urgency), followed by semi-urgent decisions:

Urgent Executive Decisions – July 2026 to September 2026

[Decision - 25/00114 - Disposal of the Former Gravesend Adult Education Centre, Darnley Road, Gravesend DA11 0RX - Kent County Council - Council & Democracy](#)

Decision by the Deputy Leader taken on 31 December 2025.

Urgency process:

Statutory urgency – immediate implementation.

Summary:

The Disposal of the former Adult Education Centre was being progressed as part of planned asset management activity. The property was sold at auction and attracted a higher than anticipated sale price.

Reason for Urgency:

The expectation was for the property to be sold via auction under existing and routinely used Officer delegation as part of KCC's Asset Disposal Policy. As the final sale prices exceeded expectations, rising to above £1m, this required Cabinet Member approval due to the total amount exceeding Officer delegation approval

limits. Due to auction processes, immediate implementation was required to allow the Council to comply with transaction requirements.

Decision - 25/00084 - Reinstating a Visitor Economy and Inward Investment Service for Kent & Medway - Kent County Council - Council & Democracy

Decision by the Cabinet Member for Economic Development and Coastal Regeneration, taken on 24 October 2025

Urgency process:

General Exception / Semi-urgency – open to call-in

Summary:

Visit Kent and Locate in Kent ceased trading in September 2025. Kent County Council (KCC) & Medway Council proposed a new delivery model consisting of a single in-house team supported by commissioned activities where required to deliver critical services to support the local visitor economy and attract inward investment to the county.

Reason for Urgency:

Following the commencement of the liquidation process for both organisations in Kent, the tourism industry, key businesses, partners and stakeholders were looking to KCC, and Medway Council, to lead on a practical solution to supporting ongoing service delivery. Swift restoration of the service was critical to ensure that a level of 'Destination Management Organisation' service and Inward Investment activity could continue in Kent & Medway.

Decision - 26/0003 - Concessionary Travel Cards - Contract extension - Kent County Council - Council & Democracy

Decision by the Cabinet Member for Highways and Transport on 17 February 2026

Urgency process

General Exception / semi-urgency – open to call-in

Summary:

The Council is required to deliver statutory and non-statutory Concessionary Travel Schemes for the English National Concessionary Travel Scheme (ENCTS), The Kent Travel Saver (KTS) and the 16+ Travel Saver (16+ TS). To deliver these schemes they are underpinned by a contract comprising of card production (concessionary travel cards) and administrative functions.

The concessionary card contract was sourced through a framework agreement, which was due to expire at the end of March 2026.

Reason for Urgency:

To ensure the continuation of the contract under the terms of the existing framework agreement a contract extension had to be confirmed and signed by 21st March 2026. The extension period was necessary to allow sufficient time for a replacement contract to be procured and there were no other alternative frameworks that could be used to ensure continuity of service for KCC and service users within the available timeframe.

RECOMMENDATION

The Council is asked to note the report.

Background Documents (listed in date order)**Urgent Executive Decisions – FED entries Records of Decision and published Reports:**

[Decision - 25/00114 - Disposal of the Former Gravesend Adult Education Centre, Darnley Road, Gravesend DA11 0RX - Kent County Council - Council & Democracy](#)

Semi-Urgent Executive Decisions – FED entries Records of Decision and published Reports:

[Decision - 25/00084 - Reinstating a Visitor Economy and Inward Investment Service for Kent & Medway - Kent County Council - Council & Democracy](#)

[Decision - 26/0003 - Concessionary Travel Cards - Contract extension - Kent County Council - Council & Democracy](#)

Appendices:

None

Report Authors and Relevant Director

Joel Cook – Head of Democratic Services
03000 416892
joel.cook@kent.gov.uk

Ben Watts – Deputy Chief Executive
03000 416814
benjamin.watts@kent.gov.uk