

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 25th February, 2025

10.00 am

Council Chamber





AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Tuesday, 25 February 2025 at 10.00 am
Council Chamber, Sessions House, County Hall,
Maidstone.

Ask for: **Ashlie Gash**
Telephone: **03000 413007**

Membership (17)

Conservative (12):	Mr S Holden (Chairman), Mr N J Collor (Vice-Chairman), Mr T Bond, Mr C Broadley, Mr T Cannon, Mr D Crow-Brown, Mr M Dendor, Mr A R Hills, Mr H Rayner, Mr D Robey and Mr A Sandhu, MBE
Labour (2):	Ms M Dawkins and Ms K Grehan
Liberal Democrat (1):	Mr I S Chittenden
Green and Independent (2):	Mr M Baldock Mr M Hood

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast announcement
- 2 Apologies and Substitutes
To receive apologies for absence and notification of any substitutes present
- 3 Declarations of Interest
- 4 Minutes of the meeting held on 14.01.2025 (Pages 1 - 12)
- 5 Performance Dashboard (Pages 13 - 24)
- 6 Verbal updates by Cabinet Members and Corporate Director
- 7 River Pollution and Water Supply - Environment Agency Presentation
- 8 2500015 - Bus Stop Maintenance & Civils Contract (Pages 25 - 38)
- 9 2500016 - KMSCP Camera Contract (Pages 39 - 48)
- 10 2500017 - Traffic Systems Asset Maintenance Contract (Pages 49 - 60)

- 11 2500018 - Kent Street Junction Improvements (Pages 61 - 78)
- 12 2500019 - A228/B2017 and B2017/B2160/Mascalls Court Road, Paddock Wood Junction Improvements
To Follow
- 13 Risk Management: Growth, Environment and Transport Directorate (Pages 79 - 90)
- 14 Winter Service– Update Report (Pages 91 - 96)
- 15 Kent Travel Saver – Price – 25/26 (Pages 97 - 100)
- 16 Net Zero 2030 Review (Pages 101 - 136)
- 17 Work Programme (Pages 137 - 138)

Motion to Exclude the Press and Public

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

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Monday, 17 February 2025

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KENT COUNTY COUNCIL

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

MINUTES of a meeting of the Environment & Transport Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 14 January 2025.

PRESENT: Mr S Holden (Chairman), Mr N J Collor (Vice-Chairman), Mr M Baldock, Mr T Bond, Mr C Broadley, Mr T Cannon, Mr I S Chittenden, Mr D Crow-Brown, Ms M Dawkins, Mr M Dendor, Mr A R Hills, Mr M A J Hood, Mr H Rayner, Mr D Robey and Mr A Sandhu, MBE

ALSO PRESENT:

IN ATTENDANCE: Ms H Chughtai (Director of Highways and Transportation), Mr M Smyth (Director of Environment and Waste), Mr P Lightowler (Head of Public Transport), Mr L Burchill (Major Capital Programme Manager), Mr D Joyner (Transport & Development Manager), Ms S Reddick, Mr D Shipton (Head of Finance Policy, Planning and Strategy), Ms H Shulver (Head of Environment) and Mr M Wagner (Chief Analyst)

UNRESTRICTED ITEMS**1. Apologies and Substitutes**

(Item 2)

Apologies were received from Ms Kelly Grehan.

2. Declarations of Interest

(Item 3)

No declarations of interest were received.

3. Minutes of the meeting held on 14/11/24

(Item 4)

- a) It was highlighted that the resolution on item 10 of the meeting on 14 November 2024 should include a specific recommendation to the Cabinet Member regarding Bus Franchise Model options for Kent, rather than it being referenced in the general records of the discussion. It was confirmed that this could be corrected.

RESOLVED that, subject to the correction being made, the minutes be approved as a correct record and that they be signed by the Chair.

4. Draft Revenue Budget 2025-26 and Medium Term Financial Plan (MTFP) 2025-28 Update, and Draft Capital Programme 2025-35

(Item 5)

Peter Oakford, Cabinet Member for Finance, Corporate and Traded Services presented and Kevin Tilson, GET Finance Business Partner were in attendance.

1. Mr Oakford introduced the Budget report, setting out the report's pathway and updates since the Committee's last report in November 2024. He invited the Cabinet Members to add any areas specific to the portfolios of environment and transport, and these were:
 - a. Funding received for the Extended Producer Responsibility was being held in an earmarked reserve.
 - b. Confirmation of a further year's funding for the Bus Service Improvement Plan Funding
 - c. Confirmation of the Highways Maintenance funding.
2. The Committee were invited to ask questions and provide comment.
3. A Member shared their frustrations about an ongoing lack of information provided to Joint Transportation Boards around which highways schemes were to be completed or not, along with what would happen to agreed schemes were local devolution to be agreed. Mr Oakford explained that the priority and delivery of individual schemes was outside the scope of the Budget item. He did note that highways projects would still be a responsibility of authorities in Kent and it was not clear what role the Mayor would play in this. Ms Chughtai offered to speak to the Member outside of the meeting.

RESOLVED that the administration's draft revenue and capital budget proposals be noted.

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

Neil Baker, Cabinet Member for Transport and Robert Thomas, Cabinet Member for Environment, presented their updates. Haroona Chughtai, Director of Highways was also in attendance.

1. Mr. Baker stated that on the 28th November, Louise Hague, the former Secretary of State for Transport, launched a call for ideas for the new integrated National Transport Strategy. This was to be a new transport strategy for England that aimed to achieve an coherent and integrated network to give people choice to meet their needs and underpin economic growth and planning. The Transport Strategy team had drafted a response with input from across Highways and Transportation, Public Rights of Way, which sat under Mrs. Bell, and Public Health under Mr. Watkins, as well as from members through the all-member briefing that was held on the 8th January. The draft response was to be finalised, and Mr. Baker's approval was to be sought before submitting it by the deadline, which was the 30th January.
2. From the 10th December to the 7th March, Transport for the Southeast was running a public consultation to help inform its new draft transport strategy. The new draft transport strategy set out its vision for the Southeast region, highlighting plans to use transport to grow the economy and connect communities for the decades ahead. The draft strategy included five missions

to make life better for everyone: strategic connectivity, resilience, inclusion and integration, decarbonisation, and sustainable growth. It included plans to improve key railways and roads across the Southeast, as well as local public transport and access to major ports and airports. The transport strategy team was preparing a response and was seeking input from members in the coming weeks.

3. Public transport was entering a busy time of year, when the team would be processing the renewal of 20,000 expiring Older People with Disabilities passes between January and the end of March. A process of smart renewal had been in place and used for the past seven years.
4. BSIP funding had been used to defer the need to reintroduce the membership fee on Kent Karrier. Officers were writing to members to advise them of this. Members of the scheme were to be asked to confirm their details, but the charge would not be introduced again for the upcoming year, as had been first suggested. The £2 fare cap was to be retained on the Kent Thameside fast track until the introduction of their electric fleet in April 2025. This reflected the interim nature of the service at that time.
5. The Rennie Drive bus priority scheme for Kent Thameside had been operational. Mr. Baker officially opened it, and it was already showing that journey time reliability had improved. The interim service on Dover fast track had been launched, currently using specially branded low-emission Euro 6 diesel buses. Development work continued regarding the introduction of electric charging buses, which were expected in late 2025 and were developing on schedule.
6. Mr Baker noted that in response to a poor safety record, officers had been working closely with the county member and parish council representatives and had completed the installation of safety cameras at three sites along the A20 main road and in Farningham, Sevenoaks to enforce the 40-mile-an-hour limit. Since the cameras went live on the 18th November and the 6th December, Kent police had issued 231 notices of intended prosecution, and a reduction in post-scheme speeds of around five miles an hour was being observed, which was notable in terms of safety and risk.
7. The permanent traffic signals at the Sandwich toll bridge had recently been refurbished using wireless technology. A control cabinet had been installed on each side of the river to coordinate the traffic movements without the need for cables across the riverbed, which were a large maintenance liability. While this was new to Kent, the arrangement had been used elsewhere in the UK, and thanks were given to the expertise of the maintenance contractor for delivering this scheme, which could be very beneficial.
8. There had been two staff awards. The Kent Safer Road Users team had been recognised with the 2024 Prince Michael International Road Safety Award. The award was for the team's work in boosting road safety awareness among young drivers and passengers. Mr. Baker added his personal congratulations to Ross Dorman in the Highways and Transport Strategic Resilience team for being awarded the King's Police Medal in the New Year's honours. This was very well deserved for Ross' dedication to keeping Kent moving during times

of disruption over many years. Ross had played a key role in helping prepare the county for the impact of the new border controls following the UK's exit from the European Union and in helping partner agencies respond to new rules on freight drivers being introduced during the COVID-19 pandemic and the subsequent closure of the French border in December 2020. Mr Dorman was considered by many partner agencies responsible for highways management as a national expert.

9. Mr Baker and Ms Chughtai responded to questions of detail and noted comments, which included the following:
 - a. The use of AI to predict pothole repair locations would depend on funding from central government.
 - b. Members were updated on the progress of the Galley Hill cliff collapse. KCC worked with Thames Water to ascertain the cause of the collapse. In conjunction, work was undertaken with affected businesses and consultants to develop options to present to the government to secure funding. Updates and details were to be brought to the Committee as soon as possible. Businesses affected by the collapse were kept informed by the local member.
10. Mr. Thomas started his update by commenting on the passing of Matthew Balfour, who had been the chairman of the Kent Nature Partnership and a former Member at KCC. He paid his condolences to his friends and family. KCC continued to work hard with the Kent Nature Partnership to ensure that it was a supportive initiative for our environment agenda in Kent.
11. In regard to waste and recycling, there had been changes in the way that soft furnishings with Persistent Organic Pollutant (POP) were managed for Household Waste Recycling Centres (HWRCs). There were three HWRCs that were unable to accept POPs: Tovil, Dartford, and Sittingbourne Church Marshes. The situation at both Tovil and Sittingbourne was temporary, and once necessary work was completed, these sites would be compliant and able to accept soft furnishings. This was a result of changes nationally.
12. Concerning the textiles and shoe recycling contract, KCC had recently re-procured this contract, and despite the significant downturn in the global market for textiles, KCC achieved a good outcome with a two-year contract with SAIT Recycling, a world-reputed textile recycling company based in Queenborough. SAIT Recycling specialised in the reuse and recycling of textiles, footwear, and accessories, ensuring that 100% of textile waste they handled was diverted from landfills. They worked with Kent-based charities, schools, and clubs from around the Southeast.
13. The Waste Electrical and Electronic Equipment (WEEE) zero-cost contract was due to be extended from April 2025 for a further 12 months, to ensure that KCC had a collection off-taker in place to take waste electrical and electronic equipment from HWRCs across the County. REPIC was a leading non-profit organisation that helped KCC comply with WEEE regulations. They provided

collection, treatment, and recycling solutions for electronic waste, ensuring KCC could meet its environmental responsibilities efficiently.

14. In regard to updates on the environment, the recent weather and flooding incidences in the County led to the River Medway flooding its banks on the 6th January, causing the car park at Teston Bridge Country Park to be closed for one day before reopening to the public. The flood water backed up the pipes in the toilets, causing the pump to fail. The toilets remained closed to the public while repairs were organised, he apologised to the public for any inconvenience.
15. The public consultation on the draft Local Nature Recovery Strategy was soon to be launched, running for eight weeks until 12th March. This was a consultation with Kent and Medway residents and other stakeholders, giving them the opportunity to provide feedback on the draft strategy. The responses to the consultation were to be analysed, and a consultation report outlining the feedback received would be published. The feedback would be used to help finalise the strategy, prior to publication in summer 2025.
16. A member suggested the electric waste collections scheme be promoted more widely and Mr Thomas welcomed ideas on ways to achieve this.

RESOLVED that the verbal updates be noted.

6. Performance Dashboard

(Item 7)

Matt Wagner, Chief Analyst presented the report. Neil Baker was also in attendance.

1. This was the fourth performance dashboard for the 2024-25 financial year and included data up to the end of October 2024. There were 17 key performance indicators (KPIs); 13 were rated green, 4 were rated amber and 1 was rated red. The red rating related to emergency incidents attended to inside of two hours.
2. Mr. Baker assured members that all incidents were addressed. During recent cold weather, several pedestrian crossings had become stuck on green or red. The challenge was reaching all locations within the two hour emergency window, leading to the red KPI rating.
3. It was agreed that regular updates on length of road works and utility company permits, would be brought to future meetings.

RESOLVED to note the Performance Dashboard.

7. Energy Performance Certificates

(Item 8)

Item deferred

8. 24/00114 - Environment Policy Refresh - Key Decision
(Item 9)

Helen Shulver, Head of Environment was in attendance.

1. Mr Thomas (Cabinet Member for Environment) presented the report, setting out the background for the key decision.
2. A Member commented that the strategic nature of the Policy may not be relatable to residents. Mr Thomas explained how residents were kept informed including through a newsletter and publicising the work of the Team. Ms Shulver added that the policy was supported by other strategies that set out plans for resident engagement.

RESOLVED to endorse the proposed decision by the Cabinet Member for Environment to:

- i. Approve the revised Policy for adoption and implementation through ISO14001 Environmental Management Standard framework; and
- ii. Delegate authority to the Director of Environment and Circular Economy to take necessary actions including but not limited to entering into relevant contracts, or other legal agreements to implement this decision

9. 24/00125 - Countryside Partnerships SLA - Key Decision
(Item 10)

Helen Shulver, Head of Environment was in attendance and Kate Boorman, Head of Country Parks and Partnerships was in attendance virtually.

1. Mr Thomas introduced the report, setting out the background to the Key Decision. There were nine partnerships across the county, and this Decision was to approve the signing of the relevant Memorandums of Agreement. The paperwork also set out proposals to increase the annual contributions, the cost of which would be met within existing resources.
2. In response to a question, Mr Thomas confirmed the Agreements were valid for 4 years.
3. Members of the Committee offered their praise to the work of the partnerships.

RESOLVED to endorse the proposed decision of the Cabinet Member for Environment to agree to:

- i. signing of the two expired Kent Countryside Management Partnerships Memorandums of Agreement, and the signing of other Memorandums of Agreement when they expire;
- ii. hosting through the MoA for the four Countryside Management Partnerships;

- iii. increase annual contributions for the four hosted Countryside Management Partnerships in line with KCC's pay strategy annual pay award.
- iv. increase annual contributions for the Countryside Management Partnerships in line with inflation; and
- v. delegate responsibility for the negotiation of any annual increase to contributions to the Corporate Director for Growth, Environment and Transport

10. 24/00110 - Vehicle Parking Standards - Key Decision

(Item 11)

David Joyner, Transport and Development Manager was in attendance and Tim Read, Head of Transportation was in attendance virtually.

1. Mr Baker introduced the report, setting out the background to the Key Decision and updating KCC's vehicle parking standards. KCC was required to balance the rules under the National Planning Policy Framework with the reality and wishes of residents and businesses.
2. Mr Joyner responded to questions of detail and noted comments, which included the following:
 - a. A Member questioned the number of parking spaces required for new residential areas, as set out in Table 1 of the Appendix to the draft Standards. They noted that KCC were requesting 0.2 visitor spaces per unit (i.e. 20 visitor spaces per 100 units). The Member felt this should be a minimum of 0.5 per unit so there was more flexibility for residents. The Committee were in agreement that this should be recommended to the Cabinet Member.
 - b. A Member added that limited parking provision in new estates often created challenges for residents. They provided the example of those with work vans, as there was often no provision for residents to park an extra vehicle at their home.
 - c. Residential parking standards were part of the Kent Design Guide and it was intended to host these within a web-based version which was under development.

RESOLVED to:

- i. Recommend to the Cabinet Member for Highways and Transport that on page 118 of the agenda pack, the reference in the proposed policy of 0.2 vehicles per unit be amended to 0.5;
- ii. Subject to consideration of the specific recommendation change above, endorse the proposed decision of the Cabinet Member for Highways and Transport to:
 - a. ADOPT the Kent County Council Vehicle Parking Standards 2024 as an approved policy; and

- b. DELEGATE authority to the Director of Highways and Transportation to take necessary actions including but not limited to entering into relevant contracts, or other legal agreements to implement this decision as shown at Appendix A.

11. 24/00111 - Network Management Framework - Key Decision

(Item 12)

Remmy Laporte, Senior Network Performance Manager presented the report virtually. Andrew Loosemore, Head of Highways, Chris Beck, Network Manager and Mr Thomas were also in attendance.

1. Mr Baker introduced the report detailing the planned activities of the Highways and Transport departments to ensure they reflected the current legislative requirements. He highlighted that there would be no financial implications of adopting the plan.
2. Mr Baker and Mr Thomas responded to questions of detail and noted comments, which included the following:
 - a. Although the report only touched upon air quality, it was noted that the Environment team would be bringing the Net Zero report to the Cabinet Committee at the meeting in February, which would cover net zero emissions. The Environment and Transport teams would be working holistically on this issue.

RESOLVED to endorse the proposed decision of the Cabinet Member for Highways and Transport to:

- i. endorse and adopt on behalf of Kent County Council the updated Network Management Plan produced by the Network Management Team in accordance with the Traffic Management Act 2004; and
- ii. delegate authority to the Director of Highways and Transportation to take necessary actions including but not limited to entering into relevant contracts, or other legal agreements to implement this decision as shown at Appendix A.

12. Waste reforms and IAAs

(Item 13)

Matthew Smyth, Director of Environment and Waste and Susan Reddick, Head of Resource Management and Circular Economy were in attendance.

1. Mr Thomas introduced the item, followed by a presentation delivered by Mr Smyth. The presentation is appended to these minutes. The presentation covered the legislative changes, the subsequent impact on the Council and next steps.

The meeting was adjourned at 11am due to a fire alarm. The meeting reconvened at 11:45am.

2. Following the presentation, officers responded to questions of detail and noted comments, which included the following:
- a) Different boroughs had different levels of challenges with regard to recycling. Through the Extended Producer Responsibility (EPR), communications and support could be offered individually to help areas with lower levels of recycling. From March 2025, Simpler Recycling would be enforced, making it a requirement for all areas to recycle to a certain level.
 - b) It was confirmed that paper and cardboard lost some of their value if they became wet from the rain.
 - c) There was a trial campaign running in Dover, Folkestone and Hythe aimed at increasing the levels of food waste capture. The communications campaign included stickering bins and increasing awareness through social media to increase awareness. There had been a 10% rise in food waste collections. The trial would be extended to Canterbury.
 - d) The capacity of twin Materials Recovery Facilities (MRF) in Kent was currently sufficient to cope with a new law which would stop the co-mingling of paper.
 - e) All districts and boroughs in Kent were meeting or exceeding their statutory responsibilities to collect two recyclable materials separate from the general waste, as per the government system put in place in 1990. The new legislation provided an opportunity to increase recycling rates significantly.
 - f) There were several factors behind the national decline in recycling rates. For example, packaging companies were incentivised to make their packaging lighter, which affected recycling rates, as they were based on tonnage. Although the same volume of waste was being collected, the actual weight was reducing. In addition, the legislation had changed for wood recycling, meaning that the quality of some of the wood did not meet the recycling standards which led to it being incinerated. However, new trial schemes were blending recyclable and lower-quality wood to improve recycling rates.
 - g) Behavioural change was a hugely complex area to deal with. Enabling people to recycle easily was an important area to focus on. It was suggested that an annual survey would help understand the barriers people faced when it came to recycling and how they changed over time.
 - h) It was important to demonstrate the benefit of investing in recycling schemes by evidencing an increase in recycling rates.

RESOLVED to note the report.

13. A229 Blue Bell Hill Update

(Item 14)

Lee Burchill, Major Capital Programme Manager and Victoria Soames, Major Capital Programme Manager were in attendance.

1. Mr Burchill introduced the report which provided an update on the delivery of the Improvement Scheme. A further public consultation was due shortly. Mr Baker noted the increased cost of the Scheme due to inflationary pressures but considered the importance of its completion.
2. Members of the Committee agreed on the need for the improvements.

RESOLVED to note the content of the report.

14. 24/00123 - Bus Service Improvement Plan (BSIP) Funding

(Item 15)

Phil Lightowler, Head of Public Transport was in attendance.

1. Mr Lightowler introduced the report, setting out the planned use for the BSIP funding. This included the protection of the current bus network and new fare initiatives alongside service enhancements and bus shelter improvements.
2. Mr Baker and Mr Lightowler responded to questions of detail and noted comments, which included the following:
 - a) A Member commented on the need to replace some bus shelters which were not fit for purpose.
 - b) A Member remarked on the need for rail and bus companies to work together to enhance public transport for Kent residents. Mr Lightowler shared that officers had discussed new technology for integrating bus and rail ticketing with Southeastern Railways' new integration manager.
 - c) A Member commended the officer's work on this report, highlighting their support for the improvements to accessibility and punctuality improvement partnerships.

RESOLVED to endorse the proposed decision of the Cabinet Member for Highways and Transport to:

- i. accept Kent's BSIP and BSOG Government funding allocations for financial year 2025/26. This consists of £10,120,289 Revenue and £11,926,302 Capital BSIP and £1,087,788 BSOG funding.
- ii. delegate authority to the Council's Corporate Director of Growth Environment & Transport, and the Section 151 Officer to formally accept this funding and related terms and conditions through the completion and return of anticipated formal award documentation from Government.

- iii. delegate authority to the Council's Corporate Director of Growth Environment & Transport, and the Section 151 Officer to agree and submit Kent's Delivery Plan in response to the funding offer, working to the principles of Value for Money (VfM) and consistent with the principles and potential initiatives in Kent's 2024 BSIP.
- iv. delegate to the Corporate Director of Growth Environment & Transport to take necessary actions including but not limited to entering into relevant contracts, or other legal agreements to implement this decision

15. Work Programme

(Item 16)

RESOLVED to note the Work Programme.

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From: Neil Baker, Cabinet Member for Highways and Transportation
Rob Thomas, Cabinet Member for Environment
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Environment & Transport Cabinet Committee – 25 February 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 fifth dashboard for 2024/25 and includes data up to November 2024.

Thirteen of the seventeen KPIs achieved target for latest performance and are RAG rated Green (the same as the last report). Four KPIs are below target but did achieve the floor standard and are RAG rated Amber (one more than the last report). No KPIs are below the floor standard which would produce a Red rating (compared to one in the last report).

Recommendation(s):

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

1. Introduction

1.1. Part of the role of Cabinet Committees is to review the performance of the functions of the Council that fall within the remit of the Committee. To support this role, Performance Dashboards are regularly reported to Cabinet Committees throughout the year, and this is the fifth 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 November 2024.

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

- 2.4. Six of the eight KPIs in Highways & Transportation achieved target for latest month performance and are RAG rated Green. Two KPIs are below target, but above floor standard and RAG rated Amber, which are Faults reported by the public completed in 28 calendar days, and Streetlights, illuminated signs and bollards repaired in 28 calendar days.
- 2.5. Seven of the nine indicators for Environment and Circular Economy were above target and are RAG rated Green. The other two KPIs are RAG rated Amber; and both relate to the percentage of waste which is recycled and composted.

3. Recommendation(s):

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

4. Contact details

Report Author: Matthew Wagner
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Relevant Director: Simon Jones
Corporate Director, Growth, Environment and Transport
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Environment and Transport Performance Dashboard

Financial Year 2024/25

Results up to November 2024

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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

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

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

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating. Instead, they are tracked within an expected range represented by Upper and Lower Expectations. The Alert provided for Activity Indicators is whether they are within their expected range or not. Results can either be within their expected range (**Yes**), or **Above** or **Below** their expected range.

Key Performance Indicators Summary

Highways & Transportation	Monthly RAG	YTD RAG
HT01 : Reported potholes repaired in 28 calendar days (routine works not programmed)	GREEN	GREEN
HT02 : Faults reported by the public completed in 28 calendar days	AMBER	GREEN
HT08 : Emergency incidents attended to within 2 hours	GREEN	AMBER
HT12 : Streetlights, illuminated signs and bollards repaired in 28 calendar days	AMBER	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	GREEN
WM04 : Percentage of HWRC waste recycled and wood converted to energy at biomass facility	AMBER
WM08 : Overall score for mystery shopper assessment of HWRCs	GREEN
WM10 : Customer satisfaction with HWRCs	GREEN
EW2 : Greenhouse Gas emissions from KCC estate (excluding schools)	GREEN
EW1 : Percentage of statutory planning consultee responses submitted within 21 days	GREEN

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	Neil Baker

Key Performance Indicators

Ref	Indicator description	Aug-24	Sep-24	Oct-24	Nov-24	Month RAG	Year to Date	YTD RAG	Target	Floor	Prev. Yr
HT01	Reported potholes repaired in 28 calendar days	96%	97%	92%	94%	GREEN	95%	GREEN	90%	80%	89%
HT02	Faults reported by the public completed in 28 calendar days	90%	89%	89%	89%	AMBER	90%	GREEN	90%	80%	86%
HT08	Emergency incidents attended to within 2 hours	100%	94%	89%	98%	GREEN	96%	AMBER	98%	95%	94%
HT12	Streetlights, illuminated signs and bollards repaired within timescale	92%	95%	95%	89%	AMBER	93%	GREEN	90%	80%	94%
HT14	Member Enquiries completed within 20 working days*	77%	86%	87%	85%	GREEN	80%	AMBER	85%	75%	61%
DT01	Percentage of public enquiries for Highways Maintenance completed online	64%	65%	64%	61%	GREEN	68%	GREEN	60%	55%	69%
DT03	Percentage of concessionary bus pass applications completed online	80%	78%	76%	79%	GREEN	77%	GREEN	75%	65%	77%
DT04	Percentage of speed awareness courses bookings completed online	91%	91%	89%	86%	GREEN	90%	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 – The year-to-date performance for this indicator is still meeting the target of 90% and the latest month is only missing the target by one percentage point. The service continues to complete more jobs than the anticipated demand levels and pilots are being carried out to help improve performance.

HT08 – Attendance at Emergency Incidents within two hours of notification returned was a Red RAG rating in October, due to very unsettled weather in which the MET office recorded the first named storm of 2024/25, this is a contributing factor causing the Year-To-Date result missing its target of 98% by two percentage points (Amber RAG rating), despite the improvement in November receiving a Green RAG rating.

HT12 – This is a provisional result with further manual checking required before the final result is agreed by the contract board. This usually results in an improved rating to the provisional performance. Currently, despite missing the monthly target by one percentage point, the Year-To-Date result remains at a Green RAG rating.

HT14 – Performance has been above target for the latest three months, with the year-to-date below target due to lower performance earlier in the year.

Division	Corporate Director	Cabinet Member
Highways & Transportation	Simon Jones	Neil Baker

Activity Indicators

Ref	Indicator description	Aug-24	Sep-24	Oct-24	Nov-24	Year to Date	In expected range?	Expected Range Upper Lower	
HT01b	Potholes due to be repaired (arising from routine faults reported)	1,129	974	789	909	12,899	Above	8,700	6,150
HT02b	Routine faults reported by the public due for completion	4,803	3,801	4,449	4,025	42,830	Above	38,700	29,800
HT06	Number of new enquiries requiring further action (total new faults)	5,688	6,849	6,819	6,041	55,632	Yes	66,500	55,400
HT07	Work in Progress (active enquiries/jobs) - end of month snapshot	6,299	5,958	6,194	5,822	N/a	Yes	6,900	5,600
HT08b	Emergency incidents attended	108	144	186	163	1,322	Yes	1,730	1,270
HT13	Street works permit applications submitted*	11,041	12,146	13,478	12,161	98,733	Yes	111,300	91,200

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

HT01b – The number of potholes due for repair remains above expectations for the year to date, although demand has come down considerably from the very high volumes of repairs earlier this year.

HT02b – Similarly, demand was very high earlier in the year, but monthly totals have been within expectations in more recent months.

HT13 – In November, there were 12,161 street works permit applications submitted and 7,508 granted. Of those granted: 4,188 were for Minor works, 584 were for Standard works, 441 were for Major works, and 2,295 were for Immediate/Emergency works.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	Rob Thomas

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

Ref	Indicator description	Nov-23	Feb-24	May-24	Aug-24	Nov-24	RAG	Target	Floor
WM01	Municipal waste* recycled and composted	42%	42%	42%	43%	43%	AMBER	50%	42%
WM02	Municipal waste* converted to energy	58%	57%	57%	56%	56%	GREEN	49%	44%
01+02	Municipal waste diverted from landfill	99.9%	99.9%	99.7%	99.2%	99.2%	GREEN	99%	95%
WM03	Waste recycled and composted at Household Waste Recycling Centres (HWRCs)	45%	46%	47%	51%	50%	GREEN	50%	42%
WM04	Percentage HWRC waste recycled/composted & wood converted to energy at biomass facility	66%	65%	65%	66%	65%	AMBER	70%	65%
WM08	Overall score for mystery shopper assessment of Household Waste Recycling Centres	97%	98%	98%	97%	98%	GREEN	97%	90%
WM10	Customer satisfaction with HWRCs	No Survey	Dec-23 96%	No Survey	Jun-24 96%	No Survey	GREEN	95%	90%

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

WM01 – The KPI continues to maintain performance above the floor standard due to improved recycling rates at HWRCs. 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 have improved 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 previously all went for conversion to energy.

Division	Corporate Director	Cabinet Member
Environment & Circular Economy	Simon Jones	Rob Thomas

Activity Indicators (Rolling 12 months)

Ref	Indicator description	Nov-23	Feb-24	May-24	Aug-24	Nov-24	In expected range?	Expected Range Upper Lower	
WM05	Waste tonnage collected by District Councils	559,662	560,819	558,937	561,212	561,368	Yes	570,000	550,000
WM06	Waste tonnage collected at HWRCs	102,250	103,017	106,586	109,205	112,586	Above	110,000	90,000
05+06	Total waste tonnage collected	661,912	663,836	665,523	670,417	673,954	Yes	680,000	640,000
WM07	Waste tonnage converted to energy at Allington Waste to Energy Plant	326,977	328,261	329,459	331,310	330,277	Yes	340,000	320,000
WM09	Wood Tonnage converted to energy at Biomass Facility	20,839	20,246	19,306	15,784	16,342	Below	25,000	21,000

WM06 – Waste volumes collected at HWRCs continue to increase, though remain 26% 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 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 to ensure that reducing our residual waste remains a priority.

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	Rob Thomas

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

Ref	Indicator description	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	RAG	Target	Floor
EW2	Greenhouse Gas emissions from KCC's overall estate and operations (excluding schools) in tonnes	12,637	11,773	11,477	11,251	10,985	10,323	GREEN	10,729	11,877

EW2 – The greenhouse gas emission target for Quarter 2, 2024/25 has been met with a total of 10,323 tonnes of greenhouse gas emissions compared with the target of 10,797. Energy consumption has reduced significantly from our KCC estate and traded services in the last two quarters. Electricity generated by KCC's Bowerhouse II, and Kings Hill solar farms are having a very positive impact on offsetting KCC's emissions and overall emissions currently remain ahead of the target. Solar PV generation for 2023/24 was approximately twice the emissions offset when compared to 2022/23. KCC and our traded companies still need to continue to progress the reduction of estate and vehicle emissions to ensure we remain on track to meet our Net Zero 2030 target.

Key Performance Indicators (monthly)

Ref	Indicator description	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	YTD 24/25	YTD RAG	Target	Floor
EW1	Percentage of statutory planning consultee responses submitted within 21 days	95%	92%	95%	90%	97%	91%	GREEN	90%	80%

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From: Neil Baker, Cabinet Member for Highways & Transport
Simon Jones, Corporate Director, Growth, Environment and Transport

To: Environment and Transport Cabinet Committee – 25th February 2025

Subject: **Bus Stop Maintenance & Civils Contract**

Key Decision: **25/00015**

Classification: **Unrestricted**

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

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

Electoral Divisions Affected: **All**

Summary: Kent County Council (KCC) currently has a Bus Stop Infrastructure and Information Management (BSIIM) contract in place, which facilitates the maintenance of the Council's existing bus stop assets. This activity includes the replacement of bus stop parts such as flags, timetable cases, clearway plates etc., and the posting of publicity for some of the county's bus services. The contract expires in March 2026.

Separate to this contract, the Council also conducts groundworks activity relating to the repair & upgrade of existing bus stop assets and works to meet local demand for new infrastructure as funding allows. This is currently managed and procured on an individual site basis.

This paper details a proposed decision which seeks to secure a new contract for the delivery of all bus stop infrastructure activity to ensure best value to the Council, increased efficiency and greater control over outcomes.

The Cabinet Committee is asked to note and/or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision:

- (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 as shown at Appendix A

1. Overview

- 1.1 As part of its function as Kent's Highways Authority, KCC has responsibility for the provision and maintenance of bus stop infrastructure and supporting physical access to Kent's local bus network. Kent has for many years issued a contract known as Bus Stop Infrastructure and Information Management (BSIIM) which facilitates the maintenance of its existing bus stop assets to a suitable standard. This existing contract covers maintenance work such as the replacement of timetable cases, flags and clearway plates and facilitates the posting of bus timetable information and the placement of temporary bus stop when this activity falls outside of the responsibility of commercial operators (e.g. for KCC contracted services).
- 1.2 KCC also considers requests for and installs where and when appropriate new bus stops and undertakes civils repairs and groundworks. This activity includes works such as the provision of bus stop poles, bus boarder kerbs and hardstanding areas (as per equalities / DfT Guidance), dropped kerbs & crossing points and bus stop clearway markings. This is currently managed and procured on an individual site basis.
- 1.3 Due to an upcoming contract end date for BSIIM (March 2026), an opportunity has been identified to combine the activities detailed in 1.1 and 1.2, delivering contract management and delivery efficiencies and best value for the Council for these services, in line with the Council's policy of Securing Kent's Future. The intention is to deliver a combined contract providing Lot A - BSIIM and Lot B - Bus Stop Civils to commence from 1st April 2026 for three years, with potential of two extensions of one year each.
- 1.4 The activities carried out under Lot A and Lot B are typically fulfilled by different markets, and it is not considered likely that any one supplier will be able to deliver both cost-effectively. It is therefore expected that the lots will be awarded to separate contractors, but KCC will retain the right to award both to the same contractor, if a single supplier demonstrates its ability to offer best value for money across both lots. This would bring the additional benefit of management efficiencies for the Infrastructure Team.
- 1.5 The contract would also provide an improved model for the delivery of any bus stop infrastructure initiatives related to Kent's ongoing work on its Bus Service Improvement Plan (BSIP) from April 2026 onwards, particularly in the funding stream continues.

2. Future Contract Requirements

- 2.1 To date, existing arrangements for bus stop infrastructure, particularly for BSIIIM, have worked well and have delivered a high standard of work at competitive rates to the authority. The existing BSIIIM contract was awarded following a competitive tender process to Arriva South-East Kent.
- 2.2 The Council therefore wishes to secure a replacement contract for BSIIIM which continues these standards whilst integrating wider civils activity.
- 2.3 The above is particularly important given the emergence of the National Bus Strategy agenda, which has and is anticipated to continue to make funding available to the council for capital bus related schemes.
- 2.4 The contract is proposed to cover KCC's usual annual activities relating to bus stop infrastructure, with no new implications on the authorities overall base budgets. In addition to this, it is also proposed to utilise the contract to deliver any infrastructure related BSIP initiatives from April 2026 onwards. This arrangement could apply for some or all of the lifespan of the contract if further central government funding is made available. If this is not forthcoming, activities relating to the contract will be limited in scope to meet KCC's obligations as the Highway Authority.
- 2.5 The contract is proposed to run for a minimum of three years, with two optional extensions of one year. Extensions will only be considered provided good performance is demonstrated by the contractor through the monitoring of KPIs. The contract length will also be short enough to enable a new tender process during the 2028 – 2029 financial year if necessary.

3. Financial Implications

- 3.1 The contract value of the existing BSIIIM contract is £101,710.67 per annum, running for three years with a one-year extension adjusted for inflation at £112,618.49. The total value of the contract during its active period is therefore £435,411.59.
- 3.2 The Council also currently allocated £60,000 per annum through its Policy & Strategy budget on bus stop civils works. Of this, approximately £25,000 per annum is spent on maintaining existing infrastructure. £35,000 per annum is allocated to upgrading the network where opportunities arise, including bus boarder kerbs, bus stop clearways, installation of hard standing etc.
- 3.3 The new contract combining both activities will utilise the same Policy & Strategy budget allocation. The cost of the statutory "BSIIIM" related activities and essential repairs is anticipated to increase due to inflation; these costs will be absorbed by the £35,000 allocated to proactive works. The new contract is therefore not expected to result in increased costs to the authority.

- 3.4 The new contract value is therefore estimated at £500,000 for three years, with yearly extensions individually costing £160,000. The overall cost to the authority utilising both extensions is anticipated to be approximately £820,000.
- 3.5 The value of the contract beyond the above core work is dependent on opportunities linked to external funding (e.g. Kent's Bus Service Improvement Plan) which may put the value of the contract over £1m during its lifespan of potentially five years. Any activity that will be subject to a further key decision because of external funding will be taken through the appropriate governance.

4. Legal Implications

- 4.1 None anticipated. A full legal review of the commissioning activity will be undertaken as part of the procurement process.

5. Equality implications

- 5.1 An EQIA has been completed for this proposed contract. Several positive impacts have been identified regarding accessibility of the Public Transport Network. Procuring this contract will support the authority with efficiently providing 'bus boarder' kerbs and clearways compliant with DfT and Equalities Act guidelines, along with posting of paper timetabling information for groups with lower digital skills

6. Governance

- 6.1 The Corporate Director of Growth, Environment & Transport will inherit the main delegations as set out in the proposed decision.

7. Recommendations

Recommendations: The Cabinet Committee is asked to note and/or make recommendations to the Cabinet Member for Highways and Transport on the proposed decision:

- (ii) 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 as shown at Appendix A.

Appendices:

Appendix A – Proposed Record of Decision
EqIA

Contact Details

Phil Lightowler – Head of Public Transport
Philip.lightowler@kent.gov.uk

Dan Bruce – Enhanced Partnership and Infrastructure Manager
Dan.bruce@kent.gov.uk

Samuel Bassett – Infrastructure and BSIP Project Delivery Manager
Samuel.bassett@kent.gov.uk

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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Neil Baker, Cabinet Member for Highways and Transport

DECISION NO:

25/00015

For publication

Key decision: YES

Subject Matter / Title of Decision: Bus Stop Maintenance & Civils Contract

Decision:

As Cabinet Member for Highways and Transport, I 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

Reason(s) for decision:

Kent County Council (KCC's) existing Bus Stop Infrastructure & Information Management contract is due to expire in April 2026. As this contract covers a statutory duty of the authority, KCC needs to procure and award a new contract to deliver this activity.

The new contract will also potentially be utilised to support the delivery of bus stop related initiatives in KCC's Bus Service Improvement Plan (BSIP) should BSIP funding be forthcoming beyond the 2025 – 2026 financial year.

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 25 February 2025.

Any alternatives considered and rejected:

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

Bus Stop Maintenance and Civils Contract

Responsible Officer

Samuel Bassett - GT TRA

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

Philip Lightowler - 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

Public Transport

Responsible Head of Service

Philip Lightowler - GT TRA

Responsible Director

Haroona Chughtai - GT TRA

Aims and Objectives

As the Highway Authority, Kent County Council (KCC) has a duty to maintain the public highway and to ensure where reasonably practical that safe passage is available. The provision and maintenance of bus stop infrastructure is a key part of this duty, supporting access to Kent’s local bus network. Kent has for many years issued a contract known as Bus Stop Infrastructure and Information Management (BSIIM) which facilitates the maintenance of its existing bus stop assets to a suitable standard. This existing contract covers maintenance work such as the replacement of timetable cases, flags and clearway plates and also facilitates the posting of bus timetable information and the placement of temporary bus stop when this activity falls outside of the responsibility of commercial operators (e.g. for KCC contracted services).

KCC also considers requests for and installs where and when appropriate new bus stops and undertakes civils repairs and groundworks. This activity includes works such as the provision of bus stop poles, bus boarder kerbs and hardstanding areas (as per the Equalities Act 2010), dropped kerbs and crossing points, and bus stop clearway markings. This is currently managed and procured on an individual site basis.

The provision of Highway infrastructure is relevant to equalities legislation, as there are minimum standards that must be maintained on the public highway to ensure fair access to all. It is particularly relevant to those with disabilities, children, and deprived areas with low car ownership levels due to its

relevance to mobility. Additionally, the works covered by this contract directly correlate with Equalities legislation, including positive improvements to accessibility to the Public Transportation network.

Section B – Evidence

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

No

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

No

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Not Applicable

Who have you involved, consulted and engaged with?

This relates to a procurement exercise linked to a statutory activity KCC must fulfill. Any new bus stops / significant changes to existing bus stops are subject to a consultation process with stakeholders, rather than the overall approach. Due to the nature of working on the public highway, sites are consulted on individually to better adapt to the needs of directly impacted individuals & adapt to the nearby environment.

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

Procurement of this contract will allow Kent County Council (KCC) to continue to provide infrastructure on the highway relating to Public Transportation Infrastructure. This will have a positive impact on several protected characteristics including:

DISABILITY

Provision of bus boarder kerbs, providing access to the Public Transportation network through ensuring an equal level between highway and bus boarding point. This provides easier access to the bus network for those with mobility issues and wheelchair users.

Provision of bus stop clearways; these enable buses to pull up flush to a kerb and reduce the stepping requirements to access the Public Transportation network.

Access to Public Transportation is crucial for disabled people, who are less likely than able-bodied individuals to have access to a car. Improving bus stop accessibility is of particular importance to this group and procuring this contract will increase the accessibility of the network.

AGE

Provision of bus boarder kerbs, providing access to the Public Transportation network through ensuring an equal level between highway and bus boarding point. This provides easier access to the bus network for those with mobility issues and wheelchair users.

Provision of bus stop clearways; these enable buses to pull up flush to a kerb and reduce the stepping requirements to access the Public Transportation network.

Evidence suggests a high proportion of bus users are holders of concessionary passes; these groups are most likely to utilise buses for shopping and attending leisure, personal and health related activities. This group is also least likely to have high digital skills and require access to traditional paper-based bus timetable information. This contract will also enable the provision of paper timetables and timetable cases at bus stops within Kent.

PREGNANCY / MATERNITY / SINGLE PARENT FAMILIES

Provision of bus boarder kerbs, providing access to the Public Transportation network through ensuring an equal level between highway and bus boarding point. This provides easier access to the bus network for prams, children etc.

Provision of bus stop clearways; these enable buses to pull up flush to a kerb and reduce the stepping requirements to access the Public Transportation network.

CARERS

Carers without access to their own car, or who are caring for individuals with limited mobility, will be positively impacted by the procurement of the contract. Bus boarder kerbs will provide accessible boarding points for carers who must accomodate wheelchairs, prams etc.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No

Details of negative impacts for Age

Not Applicable

Mitigating Actions for Age

Not Applicable

Responsible Officer for Mitigating Actions – Age

Not Applicable

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No

Details of Negative Impacts for Disability

Not Applicable

Mitigating actions for Disability

Not Applicable

Responsible Officer for Disability

Not Applicable

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

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

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

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From: Neil Baker, Cabinet Member for Highways and Transport
Simon Jones, Corporate Director, Growth, Environment & Transport

To: **Environment and Transport Cabinet Committee – 25 February 2025**

Subject: Fixed Safety Camera Contract

Decision no: 25/00016

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: Cabinet Member Decision

Electoral Division: **ALL**

Is the decision eligible for call-in? Yes

Summary: Kent County Council is part of the Kent and Medway Safety Camera Partnership, alongside Kent Police, Medway Council and National Highways. KCC has existing contracts for fixed safety cameras which allowed for an initial 5 years' service and up to a maximum extra of five years making a maximum service of 10 years. The first five years of the service have been completed successfully and a further extension of 5 years, to the maximum service period of 10 years, is **due to expire on 31st August 2025**. KCC needs to seek contracts to ensure an ability to continue to procure enforcement camera maintenance and other equipment, when required, to provide technology to support efforts to reduce harm on its highways.

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:

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

1. Introduction

- 1.1 The existing procurement contract for Fixed Safety Cameras is due to expire on 31st August 2025. To enable the continuation of this service and to support the efforts to reduce road casualties, a new contract to secure suppliers must be procured.

2. Key Considerations

- 2.1 The equipment that is used to legally enforce speeding traffic offences is subject to strict Home Office approvals, and as such there are limitations to who can maintain the equipment once it is installed. The choice of suppliers is limited to those that have already installed the equipment, therefore the most appropriate terms in which to award the contracts, is through national frameworks.
- 2.2 The chosen National Framework is Crown Commercial Services (CCS). CCS is a PCR2015 compliant framework that offers a wide range of services within the selected frameworks covering our requirements and best value.

3. Background

- 3.1 Kent County Council is part of the Kent and Medway Safety Camera Partnership, alongside Kent Police, Medway Council and National Highways. KCC has existing contracts for fixed safety cameras that have been let in three separate lots. These contracts allowed the purchase of new digital cameras to replace the previous wet film cameras. In addition, the contracts allowed for their maintenance. The contracts allowed for an initial 5 years' service and up to an extension of up to five years, making a maximum duration of 10 years. The first five years of the service have been completed successfully and a further extension of 5 years, to the maximum service period of 10 years, is due to expire on 31st August 2025. KCC needs to seek contracts to ensure an ability to continue to procure enforcement camera maintenance and other equipment, when required, to provide technology to support efforts to reduce harm on its highways.

4. Options considered and dismissed, and associated risk

- 4.1 Do nothing which would cause delays to maintenance of the existing camera stock would be harmful to kit itself and be an avoidance of the responsibility to adequately maintain assets on the highway
- 4.2 Use of a KCC Teckal company. These do not have the relevant experience and would have to have to procure the same services as a subcontract increasing cost and creating delay.

5 Financial Implications

- 5.1 The total spend on the existing contract is £2,055,297 (including complete equipment upgrade).

- 5.2 Anticipated spend under new contract over 5 years - £1,296,698 (no complete equipment upgrade).
- 5.3 Expenditure through the contract comes from the following sources:
- NDORS surplus for new cameras, or technology improvements
 - KCC for maintenance of cameras that they are responsible for
 - Medway Council for maintenance of cameras that they are responsible for
 - National Highways for maintenance of cameras that they are responsible for
- 5.4 The key investment that is provided through NDORS surplus has already been invested during the previous 10 years of the contract amounting to £2.2M.
- 5.5 The next 5 years will be primarily maintenance costs. It is anticipated that KCC's revenue expenditure will be £75k per annum.
- 5.6 Budgets are allocated each year for KCC maintenance of this asset. Any new camera sites will be funded by the relevant highway authority.

6 Legal implications

- 6.1 There are no key legal issues identified with this contract.

7 Equalities implications

- 7.1 An EqIA was created in 2016 and has been revisited to check if there have been any changes. There is no impact on the protected characteristics and any works will be checked on a job-by-job basis.
- 7.2 The EqIA will be published alongside the ROD and Decision report when the decision is taken.

8 Data Protection Implications

- 8.1 No DPIA required is required as KCC holds no data from the cameras.

9 Governance

- 9.1 The Corporate Director of Growth, Environment & Transport will inherit the main delegations as set out in the proposed decision

10 Conclusions

- 10.1 Due to the existing equipment and future requirements for technology to support work to reduce the number of people killed or harmed on the highway, KCC need to continue to maintain and provide new enforcement technology through national frameworks for at least 5 years and beyond. It is therefore proposed that this can be managed by engaging existing suppliers and

addresses the constraints around Home Office Type Approvals for this type of technology.

11. 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:

(i) APPROVE the procurement and contract award of safety camera equipment and service through national frameworks

(ii) DELEGATE authority to the Corporate Director of Growth Environment & Transport, to take relevant actions to facilitate the required procurement activity;

(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.

12 Background Documents

12.1 Appendix A – Proposed Record of Decision

12.2 EqIA

13 Contact details

Report Author: Tara O’Shea	Director: Simon Jones
Job title: Project Manager, Kent & Medway Safety Camera Partnership	Job title: Corporate Director for Growth, Environment & Transport
Telephone number: 03000 413743	Telephone number: 03000 418181
Email address: tara.oshea@kent.gov.uk	Email address: simon.jones@kent.gov.uk

KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Neil Baker, Cabinet Member for Highways and Transport

DECISION NO:

25/00016

For publication

Key decision: YES

Subject Matter / Title of Decision: KMSCP Camera Contract

Decision:

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

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

Reason(s) for decision:

Kent County Council is part of the Kent and Medway Safety Camera Partnership, alongside Kent Police, Medway Council and National Highways. KCC has existing contracts for fixed safety cameras which allowed for an initial 5 years' service and up to a maximum extra of five years making a maximum service of 10 years. At the end of August 2025, the existing contract for supply and maintenance of fixed safety camera equipment will expire. To continue to provide this vital road safety tool, a new contract needs to be procured to ensure continued efforts to reduce speed related killed and serious injuries across the County.

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 25 February 2025.

Any alternatives considered and rejected:

Do nothing which would cause delays to maintenance of the existing camera stock would be harmful to kit itself and be an avoidance of the responsibility to adequately maintain assets on the highway

Use of a KCC Teckal company. These do not have the relevant experience and would have to have to procure the same services as a subcontract increasing cost and creating delay.

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

.....
signed

.....
date

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EQIA Submission – ID Number

Section A

EQIA Title

Kent and Medway Safety Camera Equipment Replacement and Renewal

Responsible Officer

Tara O'Shea - GT TRA

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

Tim Read - GT TRA

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

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

Tim Read - GT TRA

Responsible Director

Haroon Chughtai - GT TRA

Aims and Objectives

Purpose to procure a new contract for suppliers of maintenance and replacement products for fixed safety camera assets across Kent and Medway. The need to employ contracts to enable maintenance and procurement of legally enforceable safety camera equipment means there is no potential to discriminate and all appropriate measures have been taken to advance equality and foster good relations between the protected groups. No change required.

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?

Not Applicable

Who have you involved, consulted and engaged with?

No stakeholders with protected characteristics are involved in the procurement process and the kit being procured is legally enforceable and not subjected to any discrimination

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
Positive impacts of the presence of safety cameras can be seen that vehicles may drive slower/more considerately and thus improve the lives of those most vulnerable and travelling around our communities
Negative impacts and Mitigating Actions
19. Negative Impacts and Mitigating actions for Age
Are there negative impacts for age?
No. Note: If Question 19a is "No", Questions 19b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Age
Not Completed
Mitigating Actions for Age
Not Completed
Responsible Officer for Mitigating Actions – Age
Not Completed
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval
Details of Negative Impacts for Disability
Not Completed
Mitigating actions for Disability
Not Completed
Responsible Officer for Disability
Not Completed
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Sex
Not Completed
Mitigating actions for Sex
Not Completed
Responsible Officer for Sex
Not Completed
22. Negative Impacts and Mitigating actions for Gender identity/transgender

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

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

From: Neil Baker, Cabinet Member for Highways & Transport
Simon Jones, Corporate Director, Growth, Environment & Transport

To: **Environment and Transport Cabinet Committee – 25 February 2025**

Subject: Traffic Systems Asset Maintenance Contract

Decision no: 2500017

Classification: Unrestricted

Future Pathway of report: Cabinet Member Decision

Electoral Division: ALL

Is the decision eligible for call-in? Yes

Summary: The Council has a statutory duty to ensure that all Traffic Systems Assets on the public highway are maintained in safe working order and enable the efficient movement of all road users on the network.

This report seeks permission to procure and award a replacement maintenance contract, once the current arrangement with Telent Technology Service Ltd end.

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

- 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 as shown at Appendix A.
-

1. Introduction

- 1.1 The existing maintenance contract for Intelligent Transport Systems (ITS) assets was procured via an OPEN tender procurement process, whereby Telent

Technology Services Limited were the successful bidder. The contract was structured with an initial term of five years, commencing on 1 April 2016 and included the option of extending the contract on one or more increments up to a maximum of 10 years. These extensions have been initiated and therefore mean the contract shall expire on 31 March 2026.

1.2 The Intelligent Transport Systems inventory of equipment comprises the following:

- 365 traffic signal-controlled junctions
- 417 traffic light-controlled crossings (pelican, puffin, toucan, pegasus)
- 148 electronic roadside message signs (VMS)
- 236 electronic vehicle activated warning signs (VAS)
- 191 highway monitoring CCTV cameras
- 1 over-height vehicle detection site

1.3 This Service manages a full maintenance provision for existing and new technology assets on the Kent Highway network, primarily traffic signals but also electronic message signs, CCTV and associated communications infrastructure, to include:

- Routine inspections of equipment to meet statutory duties
- Fault repairs due to wear and tear or third-party damage
- Temporary switch off traffic signals to allow third parties to undertake works
- Planned works to modify existing assets or renew life expired equipment
- Communications between on-street units and the Traffic Operations Centre
- Provision, operation and management of a fault reporting/monitoring platform
- Emergency call outs to make damaged equipment safe during out of hours

2. Key Considerations

2.1 All traffic systems assets used to manage the highway network are of a very specialist and technical nature. As such the market for providing the required maintenance service is limited to three suppliers, all with the capability to deliver the whole contract. Therefore, it is key to encourage all three to submit compliant bids to ensure a competitive procurement process and achieve best value.

2.2 Due to the specialist nature of ITS works, there are only a limited number of providers delivering this type of work. The market leaders are Siemens, Telent and Imtech (formerly Peek Traffic). Following engagement with a number of authorities and providers, it has been established that the best approach is to create a contract that deals with routine and non-routine works. Essentially this is similar to the current contract; the new contract will therefore define the means, measures and payment mechanism for maintaining the ITS asset effectively including an appropriate balance of risk.

3. Background

3.1 The service designs, operates, manages and maintains a wide variety of on-street technology to make efficient use of the highway network. The existing contract covers the maintenance of traffic signals with associated vehicle detection systems, as well as electronic message signs, speed/hazard warning signs, CCTV cameras, over-height vehicle detection and the associated fibre

optic cables, mobile phone communication links, fixed broadband circuits and other systems used by the Traffic Operations Centre (TOC) based at Aylesford.

- 3.2 Traffic signals form most of this asset group and are used to manage conflict on the highway between vehicles, pedestrians, cyclists and horse-riders. These are all designed to comply with national standards and technically approved by the Traffic Operations and Technology Team. This ensures a consistent approach across the county and provides safe crossing facilities for vulnerable users and those with mobility impairments.
- 3.3 There are a variety of electronic road side message signs across the county from various suppliers, some of which are obsolete and cannot be efficiently maintained. These are being reviewed to assess their long-term effectiveness and some may be removed.
- 3.4 The contract also includes CCTV maintenance, as this is a key tool used to manage traffic on the highway network by the TOC, although images are not recorded. Many of the cameras are located at signal-controlled junctions and use the same communications infrastructure.
- 3.5 There are several miscellaneous ITS assets on the highway network, e.g. automatic rising bollard in Ashford, over-height vehicle detectors, etc. These will be maintained by the new ITS contractor. Additionally, the new contract will cater for maintenance of new equipment, such as electric vehicle charging points, Bluetooth devices and potentially traffic enforcement cameras to ensure maximum flexibility and will include future proofing and innovation.

4. Options considered and dismissed, and associated risk

- 4.1 Several options have been considered for delivery of the maintenance service, as traffic systems are fundamentally different from other assets and packaging these with other contracts is not appropriate.
- 4.2 Option 1 – Cost reimbursable with open book (NEC Option E)
Contractor would be paid actual costs with an agreed percentage increase for overheads and profit. This does not offer good value for money and places all the pricing risk on KCC.
- 4.3 Option 2 – Lump sum routine and rates for non-routine works (NEC Option A)
Day to day fault repairs and inspections of all ITS assets would be at a fixed monthly sum. All non-routine works would be agreed prior to delivery and paid at the defined rates. This offers control over spend and allows works to be prioritised to budget and would transfer the appropriate risk to the contractor at a price.
- 4.4 Option 3 – Lump sum for routine and non-routine works (NEC Option A)
Day to day fault repairs, inspections and non-routine work would be at a fixed monthly sum. This offers no incremental financial controls or work prioritisation and does not allow a flexible approach to changes.
- 4.5 Option 4 – Insourcing with a supply only contract for equipment
Transfer contractor staff to KCC employment and procure a supply only contract

with one of the traffic signal suppliers. These staff would require specialist training and increase the risk to KCC with little financial incentive.

- 4.6 For each of the above, there are two fundamentally different approaches to how the contractor prioritises fault attendance:
- Response based: The contractor must attend faults within a defined period which is measured. It offers limited opportunity for the contractor to deploy resources efficiently and often results in significant lost time due to travelling.
 - Availability based: The contractor is measured on the availability of the ITS asset and has scope to manage the way in which this is best achieved. This can result in more first-time fixes and a more strategically based approach.
- 4.7 The preferred contractual arrangement is Option 2 with a combination of Availability and Response based performance measures and targets. The inclusion of a Fault Management System within the contract is essential to ensure an efficient means of tracking faults and performance. This removes the need for the client to procure a separate application which may adversely impact the ability of the contractor to deliver the service.

5. Financial Implications

- 5.1 There are no financial implications, beyond the current revenue commitment, as this is to ensure continuation of an existing service by procuring a replacement for the current maintenance arrangements. The figures below are solely related to the provision of the maintenance service and do not include staffing, which will be unaffected.
- 5.2 This service is funded from within an existing revenue allocation currently £1.4M per annum, which has been uplifted each year of the contract due to inflation. There is confidence that the market will be able to provide the required service and quality at a comparable rate, although the scope of works is scalable to remain within the budget limits.
- 5.3 In addition, there is capital funding of £750k per annum for asset refurbishment and replacement, allocated from the government maintenance block settlement. This contract will not include new installations by third parties and there is no guarantee of the capital spend level.

6. Legal implications

- 6.1 As the contract value is above £1,000,000.00, a legal review of the contract will be completed.
- 6.2 This decision is necessary to ensure continuity of an existing statutory duty under Section 41 of the Highways Act to maintain assets on the public highway network.

6.2 Procurement will be done under PCR regulations.

7. Equalities implications

- 7.1 An EqIA has been completed and is attached as Appendix A. This will be published alongside the ROD and Decision report when the decision is taken.
- 7.2 There are no adverse impacts for any of the protected characteristics.
- 7.3 There are some benefits to the young, elderly and those with sight and mobility impairments, through the provision of features at signal-controlled crossing facilities.

8. Data Protection Implications

- 8.1 There is no need for a DPIA, as no personal data is processed.

9. Other corporate implications

- 9.1 There are no wider corporate implications, as this is to replace an existing contract and maintain continuity of this specialist service.

10. Governance

- 10.1 The recommendations include for delegation to the Corporate Director for Growth, Environment and Transport to take decisions on this contract, as appropriate.

11. Conclusions

- 11.1 There is a need to replace the term service maintenance contract for traffic systems assets on the highway network to ensure continuity of service. A full procurement process will be followed, aimed at encouraging bids from the three suppliers capable of delivering the requirements.
- 11.2 The preferred contractual arrangement is Option 2 (NEC Option A) with a combination of Availability and Response based performance measures and targets.
- 11.3 There are benefits for the young, elderly and those with sight/mobility impairments, with the provision of measures at signal-controlled crossing facilities which must be maintained.

12. Recommendations

- 12.1 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. 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 as shown at Appendix A.

13. Background Documents

None

14. Appendices

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

15. Contact details

<p>Report Author: Toby Butler Job title: Traffic Operations and Technology Manager Telephone number: 03000 413554 Email address: toby.butler@kent.gov.uk</p>	<p>Director: Simon Jones Job title: Corporate Director for Growth, Environment & Transport Telephone number: 03000 418181 Email address: simon.jones@kent.gov.uk</p>
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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Neil Baker, Cabinet Member for Highways and Transport

DECISION NO:

25/00017

For publication

Key decision: YES

Subject Matter / Title of Decision:

Traffic Systems Asset Maintenance Contract

Decision:

As Cabinet Member for Highways and Transport, I 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

Reason(s) for decision:

The Council has a statutory duty to ensure that all Traffic Systems Assets on the public highway are maintained in safe working order and enable the efficient movement of all road users on the network.

This decision is necessary to ensure continuity of an existing statutory duty to maintain assets on the public highway network when the current contract ends.

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 25 February 2025.

Any alternatives considered and rejected:

Cost reimbursable with open book (NEC Option E) where the contractor would be paid actual costs with an agreed percentage increase for overheads and profit. This does not offer good value for money and places all the pricing risk on KCC.

Lump sum for routine and non-routine works (NEC Option A). Day to day fault repairs, inspections and non-routine work would be at a fixed monthly sum. This offers no incremental financial controls or work prioritisation and does not allow a flexible approach to changes.

Insourcing with a supply only contract for equipment. Transfer contractor staff to KCC employment and procure a supply only contract with one of the traffic signal suppliers. These staff would require specialist training and increase the risk to KCC with little financial incentive.

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

Traffic Systems Asset Maintenance

Responsible Officer

Toby Butler - GT TRA

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

Tim Read - GT TRA

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

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 & Transportation

Responsible Head of Service

Tim Read - GT TRA

Responsible Director

Haroona Chughtai - GT TRA

Aims and Objectives

There is a need to procure a replacement maintenance contract for traffic systems equipment in order to secure the current level of service. The Authority has a statutory duty to look after highway assets provided at public expense and an obligation to ensure informed, reliable journeys for Kent citizens by managing traffic flows, looking after transport systems and providing real time traffic and travel updates.

This EqIA focuses on the replacement of the existing term service maintenance contract for traffic systems on the highway network. The current arrangement ends on 31 March 2026 and a tender is being prepared to appoint a contractor to maintain, repair and improve existing and new technology infrastructure.

The beneficiaries of the contract are the highway users in Kent using such traffic systems on a daily basis.

To improve road safety and provide safe opportunities for pedestrians to cross highly trafficked roads.

Every controlled crossing facility is equipped with:

- Dropped, flush kerbs with tactile paving to indicate the crossing location and direction.
- Rotating cones beneath the push button unit so those with visual impairments can use the crossing safely.
- Red/green indicators to provide a visual reference.
- Detection equipment to monitor pedestrians and provide extra crossing time for less mobile users.

There are no adverse impacts for any of the protected characteristics.

There are some benefits to the young, elderly and those with sight and mobility impairments, although this is a direct replacement of an existing service.

Section B – Evidence

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

No

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

No

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

No

Who have you involved, consulted and engaged with?

No specific consultation is proposed as this contract will maintain the existing levels of service provision which aim to improve road safety and minimise congestion for all highway users.

The systems are designed to meet national standards and provide a consistent experience for all road users across the county and make signalised crossing as accessible as possible.

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

No

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

There are some benefits to the young, elderly and those with sight and mobility impairments, with the features incorporated within the design of the crossings.

Every crossing facility is equipped with:

- Dropped, flush kerbs with tactile paving to indicate the crossing location and direction.
- Rotating cones beneath the push button unit so those with visual impairments can use the crossing safely.
- Red/green indicators to provide a visual reference.
- Detection equipment to monitor pedestrians and provide extra crossing time for less mobile users.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

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

Details of negative impacts for Age

Not Completed

Mitigating Actions for Age
Not Completed
Responsible Officer for Mitigating Actions – Age
Not Completed
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval
Details of Negative Impacts for Disability
Not Completed
Mitigating actions for Disability
Not Completed
Responsible Officer for Disability
Not Completed
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Sex
Not Completed
Mitigating actions for Sex
Not Completed
Responsible Officer for Sex
Not Completed
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Gender identity/transgender
Not Completed
Mitigating actions for Gender identity/transgender
Not Completed
Responsible Officer for mitigating actions for Gender identity/transgender
Not Completed
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Race
Not Completed
Mitigating actions for Race
Not Completed
Responsible Officer for mitigating actions for Race
Not Completed
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Religion and belief
Not Completed

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

From: Neil Baker, Cabinet Member for Highways and Transportation
Simon Jones, Corporate Director, Growth, Environment & Transport

To: Environment and Transport Cabinet Committee - 25 February 2025

Subject: Kent Street junction improvements and road widening of A228 Malling Road between Kent Street and Beech Road, Tonbridge and Malling.

Key decision: 25/00018

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: For Cabinet Member Decision

Divisions Affected: Malling Rural East

Summary: This paper provides an update on the Kent Street junction signalisation and road widening of A228 Malling Road between Kent Street and Beech Road, Tonbridge & Malling.

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:

- 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 as shown at Appendix 1.

1.0 Background

- 1.1 S106 developer funding agreement was secured from Kings Hill Phase 2 development and carried through to the S106 developer funding agreement for the Phase 3 development.
- 1.2 The funds are for 'Local Traffic Management and Calming' for A scheme at Kent Street, Mereworth junction with the A228 designed to mitigate the impact of traffic arising from the Development and to enhance safety and conditions for local residents, pedestrians and cyclists.
- 1.3 Design options were undertaken aimed at improving visibility at the Kent Street junction with the A228 along with widening of A228 Malling Road between Kent Street and Beech Road.
- 1.4 A signalised junction incorporating a controlled pedestrian crossing on the A228 and widening the carriageway between Kent Street and Beech Road was consulted on and a recommendation to proceed to construction agreed by the Tonbridge and Malling Borough Council Joint Transportation Board in September 2023. Noting that visibility improvements could not be achieved whilst exiting Kent Street without incorporating a signalised junction.

2.0 Update and governance

- 2.1 Over the last 12 months, detailed design work has progressed along with agreeing additional land requirements outside the existing highway boundary with the adjacent landowner.
- 2.2 The designs have altered following the consultation feedback with the removal of the cycleway between Kent Street and Beech Road. The footway provision on the north side of the A228 extent has been reduced to a length between Kent Street and a new bus stop north of Kent Street – **see Appendix A – General Arrangement Drawings** to provide budget savings. There is an existing footway on the south side.
- 2.3 The project has now got to a point where the detailed design is complete and a contractor ready to commence construction in April 2025 via the Highway Term Maintenance Contract. In the following few months the co ordination of the various elements of the scheme is required which includes, finalising and

instructing utility companies to undertake the diversion of their underground and overground apparatus, gaining appropriate approvals for the removal of the hedgerow, removing the hedge and trees within the hedgerow prior to the bird nesting season, placement of a temporary or permanent fence line along the new highway boundary to secure the landowners land and provision for a compound area to accommodate temporary machinery, materials and welfare facilities.

- 2.4 The construction is likely to be phased, starting in April 2025, following the removal of the hedge and installation of the boundary fence. A programme of work will be developed along with the temporary traffic management phasing; although some of the work can still accommodate two way running lanes of traffic, there will be the need for temporary traffic lights and road closures at various times to install ducts across A228, provide sufficient working space and resurface parts of the road.
- 2.5 Advance notification of the work will take place and temporary traffic signals manually operated, when necessary, will be needed to reduce the impact of the work; however, delays will occur as the A228 is a busy route. During road closures, there will be a signed diversion route which will be a significant detour although it is anticipated that local traffic will find their own routes. We will be working with the local Parish Councils and County Members to agree how best to reduce the impact on the minor roads.

3.0 Environmental, Ecological and Arboriculture Assessments

- 3.1 KCC has commissioned Waterman consultants to undertake all necessary Environmental, Ecological and Arboriculture assessments and to advise on any relevant approvals, mitigation and actions to be undertaken.

4.0 Other options considered but discarded

- 4.1 Other potential scheme options were considered as part of an option appraisal process and consulted on, however none of these were suitable alternatives as they did not improve the visibility for vehicles exiting Kent Street West and Kent Street East onto the A228 Malling Road. The option of not promoting upgrades to the local road network was also considered not to be feasible due to the road safety implications and proposed development growth within the district and neighbouring districts with additional large vehicle movements through a narrow section of the route between Mereworth and Kings Hill.

5.0 Financial Implications

- 5.1 The estimated cost of the scheme is £1.3m and is being funded partly by developer contributions already banked (£1.0m) and Kent County Council via the Kent Lane Rental Fund (£0.3m). The detailed costings have been scrutinised and the budget available from the two sources is adequate to deliver the scheme. The costings include an element to cover risk and contingency, and use of the already procured contracts reduces any cost uncertainty to ensure it is affordable within our funding envelope.

6.0 Programme

6.1 It is anticipated that the construction period will be from April 2025 to November 2025 but in a phased approach as stated in paragraph 2.4.

7.0 Legal

7.1 The proposals are permitted development and do not require planning permission.

7.2 Consultation with and necessary approvals from the Local Planning Authority in relation to the removal of hedgerows has been undertaken (as they have been identified as protected hedgerow under the Natural Environmental and Rural Communities Act 2006 - NERC Act, 2006).

7.3 The scheme requires additional land from the adjoining land owner – see **Appendix B- Land plan**. The land owner has supported this improvement with the agreement for land to be dedicated as Highway about to be signed and sealed on confirmation that this report is supported and approved for progression to construction. The consideration for the land to be dedicated as public highway has been agreed at £7,876.25.

8.0 Equalities

8.1 The Equalities Impact Assessment (EqIA) is included in **Appendix C** and shows that there will be positive impacts for all users as the proposed improvements will separate users from vehicular traffic wherever possible therefore creating a safer environment for all users, encouraging walking and wheeling bringing overall health benefits.

8.2 In the temporary arrangement during construction, there will be a need for a number of alterations to the existing pedestrians' facilities.

8.3 Access to properties will be always maintained. KCC site staff will be agreeing appropriate access with those immediately affected by the work.

9.0 Governance

9.1 The Corporate Director of Growth, Environment & Transport will inherit the main delegations as set out in the proposed decision.

10.0 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:

- 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 as shown at Appendix 1.

11.0 Appendices

Appendix 1 – Proposed Record of Decision
Appendix A - General Arrangement Drawings
Appendix B – Land Plan
Appendix C – EqlA

12.0 Contact Details

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- E-mail: haroona.chughtai@kent.gov.uk

Corporate Director: Simon Jones

- Corporate Director of Highways, Transportation & Waste, GET
- Phone number: 03000 411683
- E-mail: Simon.Jones@kent.gov.uk

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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Neil Baker, Cabinet Member for Highways and Transport

DECISION NO:

25/00018

For publication

Key decision: YES

Subject Matter / Title of Decision:

Kent Street junction improvements and road widening of A228 Malling Road between Kent Street and Beech Road, Tonbridge and Malling.

Decision:

As Cabinet Member for Highways and Transport, I 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

Reason(s) for decision:

From 23 May to 3 July 2023, Kent County Council (KCC) consulted on proposals for a junction improvement scheme at Kent Street and A228 Malling Road in Maidstone. The junction currently has very poor visibility for vehicles wishing to turn out and into the A228 Malling Road from Kent Street. The scheme proposes to install traffic signals at the junctions on Malling Road and Kent Street, widening of the carriageway widths to aid heavy goods vehicles (HGVs) and turning in to Kent Street, create a push button pedestrian crossing facility on Malling Road and construct a shared cycle and footway along Malling Road.

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 25 February 2025.

A signalised junction incorporating a controlled pedestrian crossing on the A228 and widening the carriageway between Kent Street and Beech Road was consulted on and a recommendation to proceed to construction agreed by the Tonbridge and Malling Borough Council Joint Transportation Board in September 2023.

Any alternatives considered and rejected:

Other potential scheme options were considered as part of an option appraisal process and consulted on; however none were considered suitable alternatives as they did not improve the visibility for vehicles exiting Kent Street West and Kent Street East onto the A228 Malling Road.

The option of not promoting upgrades to the local road network was also considered not to be feasible due to the road safety implications and proposed development growth within the district and neighbouring districts with additional large vehicle movements through a narrow section of the route between Mereworth and Kings Hill.

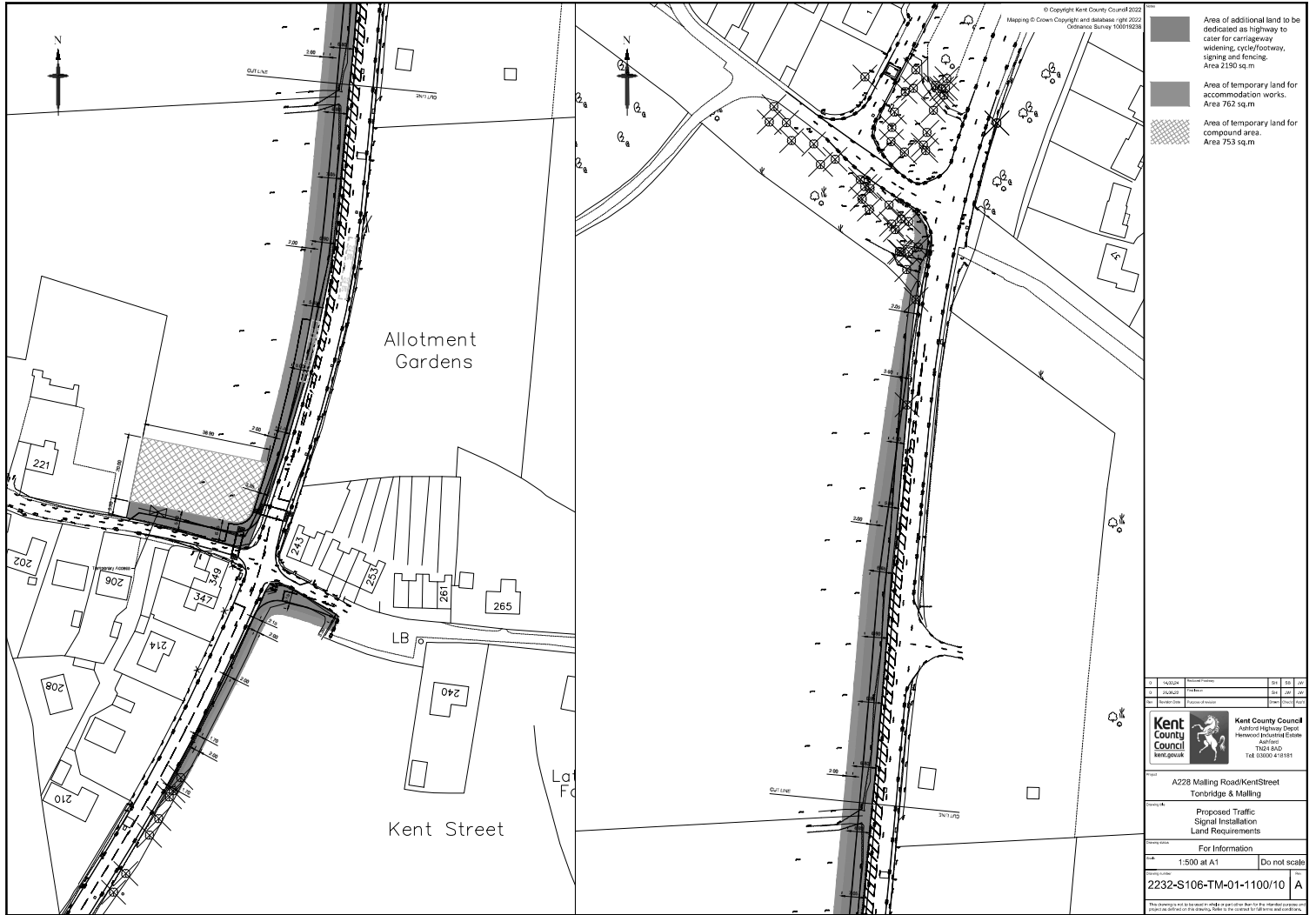
Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

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- Area of additional land to be dedicated as highway to cater for carriage-way widening, cycle/footway, signing and fencing. Area 3195 sq.m
- Area of temporary land for accommodation works. Area 762 sq.m
- Area of temporary land for compound area. Area 753 sq.m

1	Author	Project Name	Rev	Iss	App
2	Author	Project Name	Rev	Iss	App
3	Author	Project Name	Rev	Iss	App
4	Author	Project Name	Rev	Iss	App

Kent County Council
 Ashford Highway Dept
 Renewed Roadside Estate
 Ashford
 TN24 8AD
 Tel: 03300 418881

**A228 Malling Road/Kent Street
 Tonbridge & Malling**

**Proposed Traffic
 Signal Installation
 Land Requirements**

For Information

Scale: 1:500 at A1 Do not scale

2232-S106-TM-01-1100/10 **A**

This drawing is not to be used in whole or part for any other project without the written consent of the author. Refer to the contract for the full conditions.

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EQIA Submission – ID Number

Section A

EQIA Title

Kent Street and Malling Road Junction Improvements

Responsible Officer

Sebastian Bures - 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

Road Safety and Active Travel Group

Responsible Head of Service

Tim Read - GT TRA

Responsible Director

Haroona Chughtai - GT TRA

Aims and Objectives

Background: The junction has very poor visibility for vehicles wishing to turn out onto the A228 Malling Road. The existing carriageway width makes it very tight when large vehicles pass each other, any incidents on this route can cause a high-level of disruption to the surrounding road network.

Aim: The scheme aims to improve vehicle turning movements in and out of Kent Street, and provide pedestrian and cycling facilities crossing and running along Malling Road

The proposals promote access by all users and abilities.

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?

- Local KCC Member
- Tonbridge and Malling Borough Council
- Businesses in the immediate vicinity
- Mereworth Parish Council
- Kings Hill Parish Council
- Residents in the immediate vicinity
- Residents from the wider surrounding area, including Kings Hill and Mereworth
- Road users, including haulage companies
- Statutory highway consultees
- Tregothnan Estate (owner of adjacent private land)

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

Enhanced access for pushchair and wheelchairs by installing a new crossing point. Upgrades to also include a wider footway and cycleway to enhance access for users.

Young and less confident cyclists will also be catered for by provision of additional facilities not currently available.

New crossing points will have tactile paving to aid visually impaired people.

Traffic signal control will aid road users who are less confident at the junction.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

Yes

Details of negative impacts for Age

Implementation of traffic signals will cause delay to traffic travelling along the A288 Malling Road. Many users of public transport are older and this could negatively impact these users.

Mitigating Actions for Age

Delays are likely to impact a few minutes at most. Side roads will be vehicular activated control to reduce red timings on main route. Unable to fully mitigate delays however improved pedestrian crossings and access will allow for better access to walking and wheeling users at the junction along this route.

Responsible Officer for Mitigating Actions – Age

Sebastian Bures

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

No. Note: If Question 20a is "No", Questions 20b,c,d will state "Not Applicable" when submission goes for approval
Details of Negative Impacts for Disability
Not Completed
Mitigating actions for Disability
Not Completed
Responsible Officer for Disability
Not Completed
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No. Note: If Question 21a is "No", Questions 21b,c,d will state "Not Applicable" when submission goes for approval
Details of negative impacts for Sex
Not Completed
Mitigating actions for Sex
Not Completed
Responsible Officer for Sex
Not Completed
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No. Note: If Question 22a is "No", Questions 22b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Gender identity/transgender
Not Completed
Mitigating actions for Gender identity/transgender
Not Completed
Responsible Officer for mitigating actions for Gender identity/transgender
Not Completed
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No. Note: If Question 23a is "No", Questions 23b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Race
Not Completed
Mitigating actions for Race
Not Completed
Responsible Officer for mitigating actions for Race
Not Completed
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No. Note: If Question 24a is "No", Questions 24b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Religion and belief
Not Completed
Mitigating actions for Religion and belief
Not Completed
Responsible Officer for mitigating actions for Religion and Belief
Not Completed
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation

No. Note: If Question 25a is "No", Questions 25b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Sexual Orientation
Not Completed
Mitigating actions for Sexual Orientation
Not Completed
Responsible Officer for mitigating actions for Sexual Orientation
Not Completed
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
Yes - Add details of the negative impacts and mitigations.
Negative impacts for Pregnancy and Maternity
Implementation of traffic signals will cause delay to traffic travelling along the A288 Malling Road. This could affect journey times and impact on pregnancy emergency care.
Mitigating actions for Pregnancy and Maternity
Delays are likely to impact a few minutes at most. Side roads will be Vehicular activated control to reduce red timings on main route. Unable to fully mitigate delays fully however improved pedestrian crossings and access will allow for better access to walking and wheeling users at the junction along this route.
Responsible Officer for mitigating actions for Pregnancy and Maternity
Sebastian Bures
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No. Note: If Question 27a is "No", Questions 27b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Marriage and Civil Partnerships
Not Completed
Mitigating actions for Marriage and Civil Partnerships
Not Completed
Responsible Officer for Marriage and Civil Partnerships
Not Completed
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No. Note: If Question 28a is "No", Questions 28b,c,d will state "Not Applicable" when submission goes for approval
Negative impacts for Carer's responsibilities
Not Completed
Mitigating actions for Carer's responsibilities
Not Completed
Responsible Officer for Carer's responsibilities
Not Completed

From: Neil Baker, Cabinet Member for Highways & Transport
Robert Thomas, Cabinet Member for Environment
Simon Jones, Corporate Director for Growth, Environment & Transport

To: Environment and Transport Cabinet Committee – 25th February 2025

Subject: **Risk Management: Growth, Environment and Transport Directorate**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper: None

Electoral Division: All

Summary:

This paper presents the strategic risks relating to the Environment and Transport Cabinet Committee, comprising of 2 risks on the Corporate Risk Register that fall within the relevant Cabinet portfolios, plus a summary of key risks from within the Growth, Environment and Transport directorate.

Recommendation(s):

The Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the risks presented.

1. Introduction

- 1.1 Risk management is a key element of the Council's internal control framework and the requirement to maintain risk registers ensures that potential risks that may prevent the Authority from achieving its objectives are identified and controlled.
- 1.2 Corporate and Directorate risks are reported to Cabinet Committees annually and contain strategic or cross-cutting risks that potentially affect several functions across the Growth, Environment & Transport directorate, and often have wider potential interdependencies with other services across the Council and external parties.

- 1.3 Corporate Directors also lead or coordinate mitigating actions in conjunction with other Directors across the organisation to manage risks featuring on the Corporate Risk Register.
- 1.4 The majority of these risks, or at least aspects of them, will have been discussed in depth at the relevant Cabinet Committee(s) throughout the year, demonstrating that risk considerations are embedded within core business.
- 1.5 A standard reporting format is used to facilitate the gathering of consistent risk information and a 5x5 matrix is used to rank the scale of risk in terms of likelihood of occurrence and impact. Firstly, the current level of risk is assessed, taking into account any controls already in place to mitigate the risk. If the current level of risk is deemed unacceptable, a 'target' risk level is set and further mitigating actions introduced, with the aim of reducing the risk to a tolerable and realistic level. If the current level of risk is acceptable, the target risk level will match the current rating.
- 1.6 The numeric score in itself is less significant than its importance in enabling categorisation of risks and prioritisation of any management action. Further information on KCC risk management methodologies can be found in the risk management guide on the 'KNet' intranet site.

2. Growth, Environment and Transport led Corporate Risks

- 2.1 The Corporate Director for the Growth, Environment and Transport directorate is the lead, on behalf of the Corporate Management Team, for several of the council's corporate risks that fall within the Highways and Transport and Environment Cabinet portfolios. A brief summary of changes over the past year are outlined below, with full details contained in the risk register extract attached as Appendix 1. The risks are regularly reviewed by directorate and divisional leadership teams.

Risk Reference	Risk Description	Current Score	Target Score
CRR0042	Border fluidity, infrastructure and resilience. <i>(Current risk rating reduced but remains High and target rating reduced to Medium)</i>	High (20)	Medium (12)
<p>The UK operates a full, external border as a sovereign nation and controls are now placed on the movement of goods and people between the UK and the EU.</p> <p>New border controls for people, including the Entry/Exit System (EES) which sees non-EU citizens fingerprinted and photographed at borders, were originally due to be introduced in October 2024. This implementation date was subsequently delayed</p>			

and then put formally on hold due to a lack of preparedness from several bordering nations.

The KCC Resilience team have undertaken various internal resilience activities to plan for and prepare responses to potential impacts arising. They have also undertaken several external partner activities to ensure preparedness and collaborative working is sufficient to mitigate foreseen risks.

KCC continues to work with KMRF partners and government in anticipation of the new implementation date for EES. This is dependent on revised EU legislation allowing for a phased introduction of the levels of checks over a period of several months, anticipated to begin at some point between May and November 2025.

CRR0052	Adaptation of KCC services to climate change impacts. <i>(Risk revised)</i>	High (16)	Medium (12)
<p>This risk has been revised to ensure it relates to the adaptation of the services the Council provides to short, medium and long-term impacts of climate change and the need to embed environmental considerations in our operating model and meet our environmental commitments.</p> <p>The Environment Plan and Climate Change Adaptation Plan were approved for adoption at Cabinet on 28 November 2024. These plans set the strategic direction for the Council from 2025-28 to embed climate change adaptation into its assets and services. Successful delivery of the plan will not be without risk, particularly as it will rely in part on securing external funding, as well as being delivered by staff across the organisation that are required to embed the work into their day-to-day operations in a time of considerable resource constraint.</p>			

3. Growth, Environment and Transport Directorate risk profile

3.1 The current risks present on the GET Directorate risk register are shown below:

Risk Reference	Risk Description	Current Score	Target
GT0025	Capital Investment and Asset Management. <i>(Current risk rating increased)</i>	High (25)	High (16)
<p>This risk relates to financial pressures in maintaining and improving Kent highways and all assets including structures and bridges. The increase in costs of backlog of works results in challenges to the sufficiency of capital funding for Highway Asset Management and Infrastructure growth as well as achieving Net Zero for the KCC estate by 2030 (cross-reference to GT0026 below).</p>			

The risk has increased in rating in the past year to ongoing and increased financial pressures.

More external funding will need to be secured, which presents risks related to resources required to develop feasibility / bids for these, alongside any “abortive costs” if bids are not successful, plus the sometimes onerous and challenging grant conditions that come with the funding that could expose KCC to financial risk.

Shortfalls in capital funding that impact on the KCC estate can also present implications for services in the directorate that operate from KCC buildings.

An ever-increasing risk is the annual shortfall in funding to achieve “steady state” in terms of asset management and the impact of significant inflationary pressures in recent years. Actions continue to take place to source additional capital funding with ongoing oversight within the directorate.

Risk Reference	Risk Description	Current Score	Target
GT0036	UK Emissions Trading Scheme (UKETS). <i>(Risk escalated)</i>	High (20)	High (16)

This risk relates to the UK Emissions Trading Scheme (UKETS) that went live on 1 January 2021, replacing the UK’s participation in the EU Emissions Trading Scheme.

The UKETS applies to regulated activities which result in greenhouse gas emissions, including combustion of waste for fuel recovery. New legislation is set to be introduced in April 2028 to incorporate Energy from Waste Activities into UKETS, and costs will then become applicable to KCC due to waste disposal responsibilities. Based upon the 2023/24 forecast, expenditure cost pressures may be as high as £19m per annum.

Officers are continuing engagement with Kent Enviropower Limited and wider industry bodies to clarify ramifications of the UK trading scheme.

The risk has been escalated to the GET Directorate Risk Register until such time that the full impacts and mitigations are known.

Risk Reference	Risk Description	Current Score	Target
GT0031	Recruitment and Retention challenges for key roles.	High (20)	High (16)

This risk relates to the directorate’s recruitment shortfalls and retention challenges and has remained high over the past year.

There are a number of key or specialist roles across the directorate for which the postholders often have skillsets that are transferrable to other sectors, which presents

risks to the recruitment and retention of suitably trained and experienced staff. It is particularly challenging to compete with salary demands for some key specialist roles.

The risk carries potential consequences for workforce capacity, capability and morale. A Workforce Strategy Action Plan is in place and regularly reviewed alongside the Directorate Organisational Design Group. Succession planning is another mitigation in place.

Risk Reference	Risk Description	Current Score	Target
GT0020	Identification, planning and delivery of Medium-Term Financial Plan targets.	High (20)	High (16)

This risk relates to the directorate's responsibilities to the MTFP and has remained high over the past year due to increasingly challenging financial pressures, particularly with ongoing uncertainty over the medium-term funding envelope for the council and the fact that there are significant levels of savings still to be identified.

The directorate is required to make its contribution to the challenging savings targets required by the council over the medium term. There is a reduced ability for the directorate to mitigate year-on-year, but the directorate participates fully in financial monitoring processes and has developed savings and income proposals that have been fed into the MTFP that require timely decision-making to ensure successful delivery. Key projects are monitored and managed by the GET Directorate Leadership Team.

Risk Reference	Risk Description	Current Score	Target
GT0026	Net Zero and insufficiency of funding	High (16)	Medium (9)

This risk relates to the capital investment needed to meet the 2030 Net Zero objective for KCC's corporate estate and traded companies, which is not yet fully identified.

The risk has remained static over the past year, although some funding has been secured for estate decarbonisation and funding opportunities continue to be sought and applied for.

The changing nature of Government funding presents challenges, with some schemes now requiring match funding from KCC at a time when revenue and capital resources are under significant pressure.

Mitigations include the recently approved Environment and Adaptation Plans which are focused on organisation-wide business change activity to ensure climate change adaptation is included, both in operational service delivery and projects.

Risk	Risk Description	Current	Target
------	------------------	---------	--------

Reference		Score	
GT0027	Provision of suitable ICT systems and reliance on KCC technology projects.	Medium (12)	Medium (12)
<p>The directorate is increasingly reliant on information held electronically and would be impacted by staff being unable to continue working remotely due to equipment or network failure. Business Continuity Plans have been updated to include plans to mitigate against this risk and equipment is upgraded when available and necessary.</p> <p>This risk rating has remained the same over the past year.</p>			

Risk Reference	Risk Description	Current Score	Target
GT0021	Availability and quality of resources provided to the directorate.	Medium (12)	Medium (12)
<p>The directorate liaises regularly with other organisational services to ensure they can provide expert support and advice to services at the right time. However, it is acknowledged that there are capacity challenges elsewhere across the organisation that can impact on the level and timeliness of support available. The risk has therefore not changed over the past year.</p> <p>The Directorate Leadership Team is also continually liaising with KCC commissioners on any issues regarding performance of service providers (e.g. KCC Local Authority trading companies or outsourced services), and the directorate's services are increasingly being involved as key stakeholders in matters of strategy and service design.</p>			

Risk Reference	Risk Description	Current Score	Target Score
GT0001	Health and Safety considerations.	Medium (10)	Medium (10)
<p>Services across the directorate need to pay due regard to potential health and safety issues due to the nature of the work they undertake and this risk has remained static over the past year.</p> <p>Recommendations from health & safety reviews are monitored, with any improvements made as required. Sound health & safety systems are maintained at waste sites, including reviews of any accidents or near misses, while services work with Facilities Management regarding regular risk assessments of directorate sites and testing for hazards.</p> <p>A Health, Safety and Wellbeing Board for the directorate has been established and is reviewing the priority areas for action, including reporting mechanisms. The risk is in the process of being revised to incorporate wellbeing factors or creating a separate risk if deemed required in this area.</p>			

3.2 Previously reported risk GT0019 - Delivery of in-year budgets has been withdrawn due to being classified as an issue that is being managed by the directorate. At the time of reporting to Cabinet on 30th January 2025, the GET directorate was forecasting a £6.3m overspend for the 2024-25 financial year, largely due to the English National Concessionary Travel Scheme, Waste Facilities & Recycling Centres and Highways Asset Management.

4. Recommendation

The Cabinet Committee is asked to **CONSIDER** and **COMMENT** on the risks presented in this report.

Contact details:

Report Author:

Mike Hand, Risk and Delivery Assurance Officer

Mike.Hand@kent.gov.uk

Relevant Corporate Director:

Simon Jones, Corporate Director, Growth, Environment and Transport

Simon.Jones@kent.gov.uk

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APPENDIX 1 - 2025 02 10 CRR0042 & CRR0052

Risk Register - Corporate Risk Register

Current Risk Level Summary

Green	0	Amber	0	Red	2	Total	2
				Current Risk Level Changes	1	4	↗
					1	4	↗

0	0	0	0	0	0
0	0	0	1	1	
0	0	0	0	0	
0	0	0	0	0	
0	0	0	0	0	

Risk Ref	CRR0042	Risk Title and Event	Assigned To	Last Review date	Next Review		
		Border fluidity, infrastructure and resilience	Simon Jones	20/01/2025	20/04/2025		
<p>That changes in border customs, checking and processing routinely disrupt local communities and both the strategic and local road networks.</p> <p>That the Government does not provide sufficient capital and revenue financial support to departments, agencies, local authorities and other infrastructure stakeholders necessary to address the necessary infrastructure, legislation and controls to ensure a long term plan for frictionless border movements.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Changes at the UK border with Europe means additional controls now exist on the movement of goods and people between the UK and the EU.	Significant slowdown in the existing flow of goods and people through the Kent Ports leads to long delays in accessing the Port of Dover and Eurotunnel.	High 20 Major (5) Likely (4)		<ul style="list-style-type: none"> Preparation for impacts of two separate but interconnected schemes that will affect non-EU citizens travelling to most EU countries; implementation of the EU Entry/Exit System (EES) system and the EU European Travel Information and Authorisation System (ETIAS). 	Andy Jeffery	A -Accepted	Medium 12 Serious (4) Possible (3)
The UK Government and the EU have introduced new border controls and further changes are being introduced including the new Entry/Exit System (EES) and European Travel Information and Authorisation system (ETIAS).	Impacts on strategic traffic routes as a result of Operation Brock and other traffic management measures, leading to an increase in local and pan Kent road journey times, impacting communities and businesses.			<ul style="list-style-type: none"> KCC contributes to the Kent & Medway Resilience Forum Operation Fennel strategic plan Working with Government to develop short, medium and long-term plans for border resilience looking at infrastructure and technological solutions. 	Toby	Control	
KCC has been working with partners at a local and national level to assess potential implications for the county and prepare for various	Significant detrimental impact on the county's economic competitiveness, attractiveness for inward investment and quality of life for Kent residents.			<ul style="list-style-type: none"> Regular presentations to Cabinet Committee on potential impacts relating to people and goods. Regular engagement with senior colleagues in relevant Government Departments. 	Simon Jones	Control	
	Significant increase in imported				Simon Jones	Control	

Risk Register - Corporate Risk Register

<p>scenarios.</p> <p>KCC is reliant on coherent, coordinated governance and information across Government to aid the Local Authority and partners locally in planning their contingency arrangements and responding appropriately.</p> <p>KCC continues to work with KMRF partners and government in anticipation of the new implementation date for EES. This is dependent on revised EU legislation allowing for a phased introduction of the levels of checks over a period of several months, anticipated to begin at some point between May & November 2025.</p>	<p>goods subject to statutory checks by Trading Standards including consumer goods and animal feeds.</p> <p>Imported animals now subject to welfare checks at Border controls posts, breaches of welfare subject to investigation by Trading Standards.</p> <p>Shortages and delay may impact supply chains.</p> <p>Interruption and effect on business services, both statutory and discretionary, such as: Adult's and children's social care workers being able to reach necessary areas. Care homes in the affected areas. Officers and Community Wardens working in affected areas and those officers who live in affected areas but deliver face to face services. Critical infrastructure including schools, KCC buildings and other KCC responsible areas.</p>			<ul style="list-style-type: none"> • Several training exercises have taken place to prepare for various scenarios and to ensure staff competency is maintained, including Exercise Barra and Exercise Jura. • KCC are leading on the Kent and Medway Resilience Forum which undertakes EES planning work. • Government funding to support improving access to the borders. • KCC are part of the KMRF EES Strategic and Tactical Planning Groups (multi agency planning groups for potential disruption at Port of Dover and Eurotunnel). These groups plan work across KMRF to prepare for the impacts of EES and KCC lead on this work. • A KCC EES planning structure has been implemented which manages EES on behalf of CDRF. • Regular and ongoing testing and review of internal KCC business continuity and response plans • KCC contribution to multi-agency communications in the 'response' phase, and leadership of communications in the 'planning' and 'recovery' phases • KCC services are continually reviewing business continuity arrangements, taking potential scenarios into consideration, with co-ordination via Directorate Resilience Group. 	<p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Andy Jeffery</p> <p>Christina Starte</p> <p>Service Managers</p>	<p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p> <p>Control</p>		
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Review Comments 20/01/25 - reviewed by Andy Jeffery with no changes needed to content or ratings at this time. Added additional statement under cause to reflect continuation of preparations.
 20/01/2025

Risk Register - Corporate Risk Register

Risk Ref	CRR0052	Risk Title and Event	Assigned To	Last Review da	Next Review		
		Adaptation of KCC Services to Climate Change impacts.	Simon Jones	10/02/2025	10/05/2025		
<p>There is a risk that a failure to adapt KCC services to climate change leads to adverse impacts on and increased costs to the Council, as a result of damage to or loss of physical and financial assets, staff sickness and lower productivity, transport disruption, and others.</p>							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
A lack of adaptation by the Council services (including those delivered and commissioned by KCC) to climate change as a result of inadequate planning and a lack of resourcing.	KCC bears significant financial costs due to the destruction/deterioration of its assets and services. Services responsible for the safety and wellbeing of staff and the general public are placed under greater demand for their services, resulting in greater expenditure and lower productivity. Kent's residents experience a decline in the quality of services that KCC provides across the county, leading to customer dissatisfaction and reputational damage.	High	12	<ul style="list-style-type: none"> Delivery of the KCC Climate Change Adaptation Plan (including service level climate change adaptation risks and incorporating climate adaptation into project and BAU activity delivery, etc.). Building environmental risks into KCC project work and the delivery of the KCC Environment Plan. Delivery of KCC's Net Zero Plan (2030). Strategic Statement – Priority 3 re Environment Delivery of the Kent Environment Strategy and Energy and Low Emissions Strategy. Estate rationalisation and building in additional measures to reduce emissions. ISO 14001 accreditation (the international standard for Environmental Management Systems) implemented and maintained 	A -Accepted		Medium
		16 Serious (4) Likely (4)	4 ↗				
Review Comments		10/02/25 - reviewed at DLT. Current rating increased to 16 to reflect Adaptation Plan being in place but still a risk regarding delivery of objectives. Target rating increased to 12 to reflect risks around funding and adoption across the organisation					
		10/02/2025					

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From: Neil Baker Cabinet Member for Highways and Transport
Haroon Chughtai Director of Highways and Transportation

To: Environment & Transport Cabinet Committee Meeting – 25 February 2025

Subject: Winter Service– Update Report

Key decision: No

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: All Districts.

Summary: This report updates the committee on the progress of our Winter Service up to the end of January 2025.

Recommendation:

The Cabinet Committee is asked to note the details of this report and actions being taken regarding our ongoing winter service.

1. Introduction

- 1.1 A report detailing the Winter Service Policy was presented to ETCC on 19th September 2024.
- 1.2 The winter service started on the 18th October 2024 and runs through to 18th April 2025. It was agreed we would bring an update mid-season to the committee.
- 1.3 This report is a current update on our winter service, which covers not only the normal winter hazards, but also the demands on our service for other weather events such as high winds and rain.
- 1.4 During the period 18th October 2024 to 31st January 2025 we have had four named storm events covering wind and rain with additional enquiries being received across the highway's teams.

2. Background

- 2.1 Kent County Council's winter service starts on Friday 18 October 2024 and runs until Friday 18 April 2025. This means we are closely monitoring weather and road conditions to be ready to deploy our winter service resources at any time.
- 2.2 **October** saw a mix of settled and unsettled conditions due to some high-pressure systems, followed by wet and windy weather from a succession of low-pressure systems, including the first named storm of the 24/25 season [Ashley](#) 20th-21st

October. An Atlantic low-pressure system arrived on the 6th bringing rain across the south, which overall saw 103% long-term average rainfall for October. Temperatures were marginally above average across the whole of the UK (+0.7°C); which other than a brief spell of below average temperatures in early October was overall mild for most.

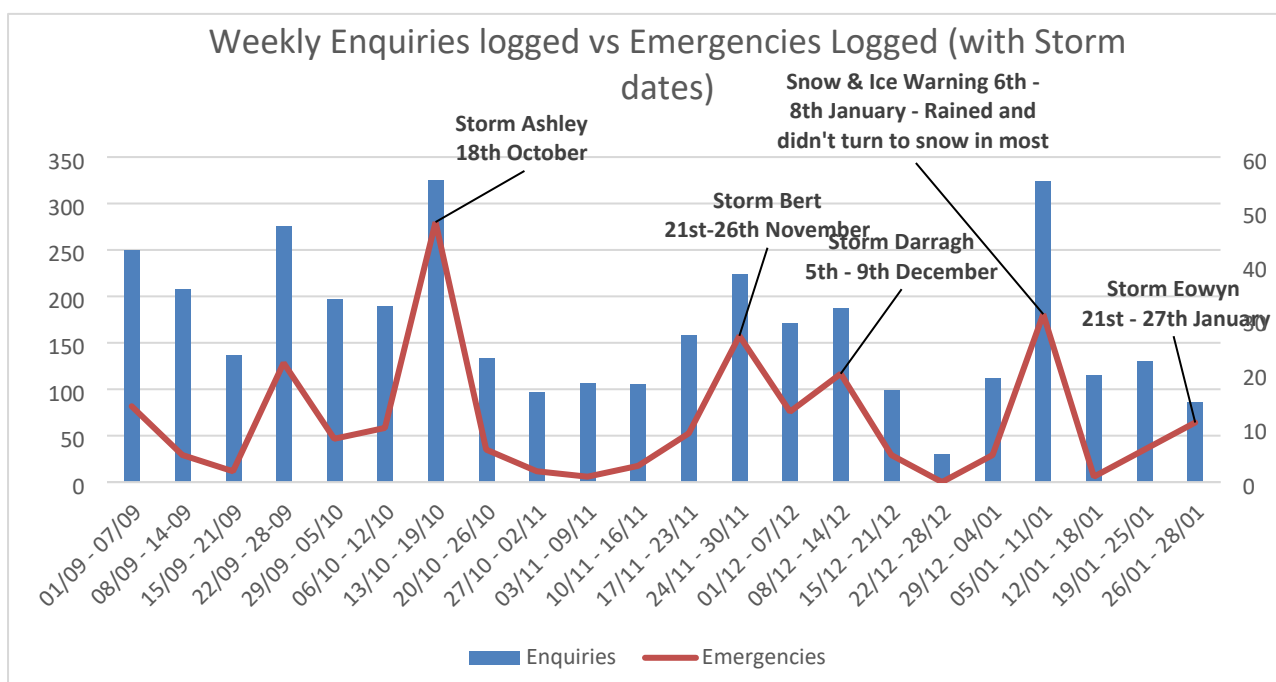
2.3 **November** had two contrasting halves: The first was dull, dry and mild with very low sunshine levels, the second saw cold conditions with frequent showers and included both [Storm Bert](#) and [Storm Conall](#). November saw below average rainfall overall (68%) however this was mostly grouped on the latter half of the month and the impact of Storm Cornall caused brought widespread rainfall and road/rail disruption across the Southeast.

2.4 **December** had a series of unsettled weather patterns beginning with rain and wintry showers followed by [Storm Darragh](#) with multiple hazards warning of heavy rain and severe gales. After the storm, high pressure settled the weather bringing calmer and colder conditions, before frontal systems provided fog and drizzle. December saw slightly above long-term average rainfall (110%) and much shorter long-term average sunshine hours (57%).

2.5 **January** – started with cold temperatures and wintry showers. The second week had more settled conditions, although temperatures were below average causing both frosts and disruptive fog. The end of January saw storm [Herminia](#) bring heavy rain and strong winds across the south. The temperature across the whole of the UK was 0.9°C below long-term average; and southern England saw slightly above average rainfall.

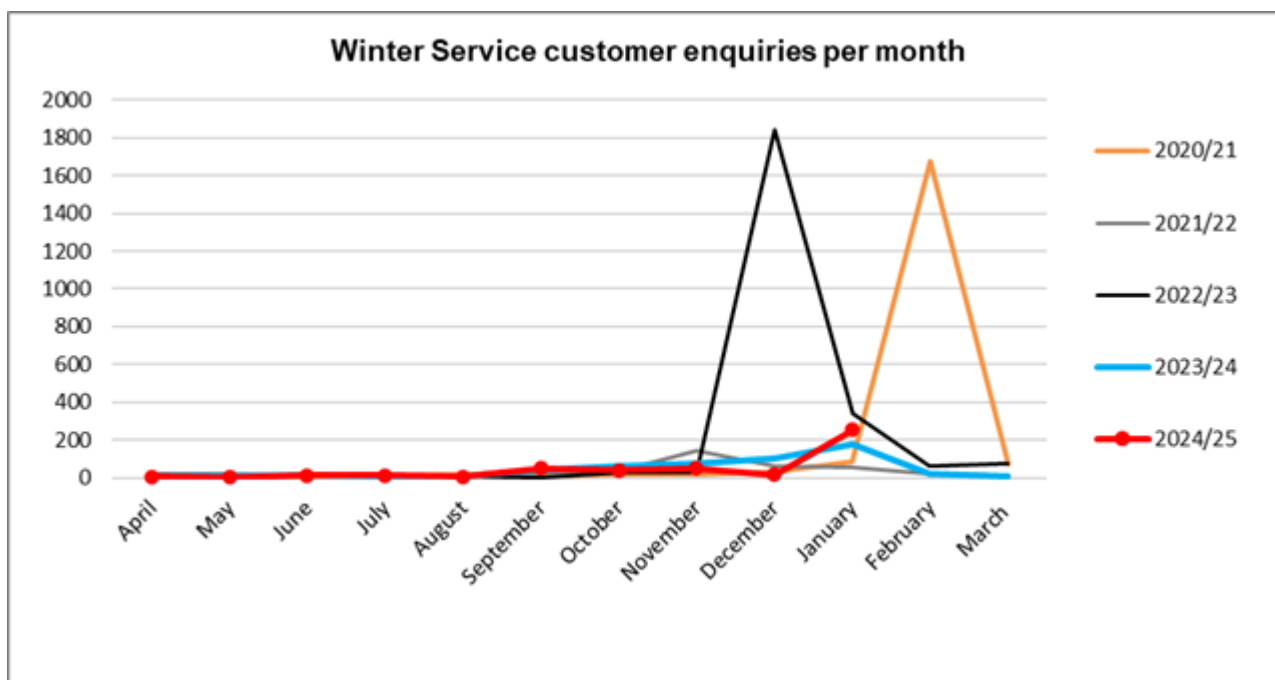
2.6 These weather events have put additional demand on our operational teams both financially and in terms of resources, to deal with the various events both in and out of hours with well over 1000 additional enquiries received, which included fallen trees and drainage issues.

2.7 Drainage enquiries



Winter Service

2.8 The data provided below demonstrates our current general winter service enquiries:

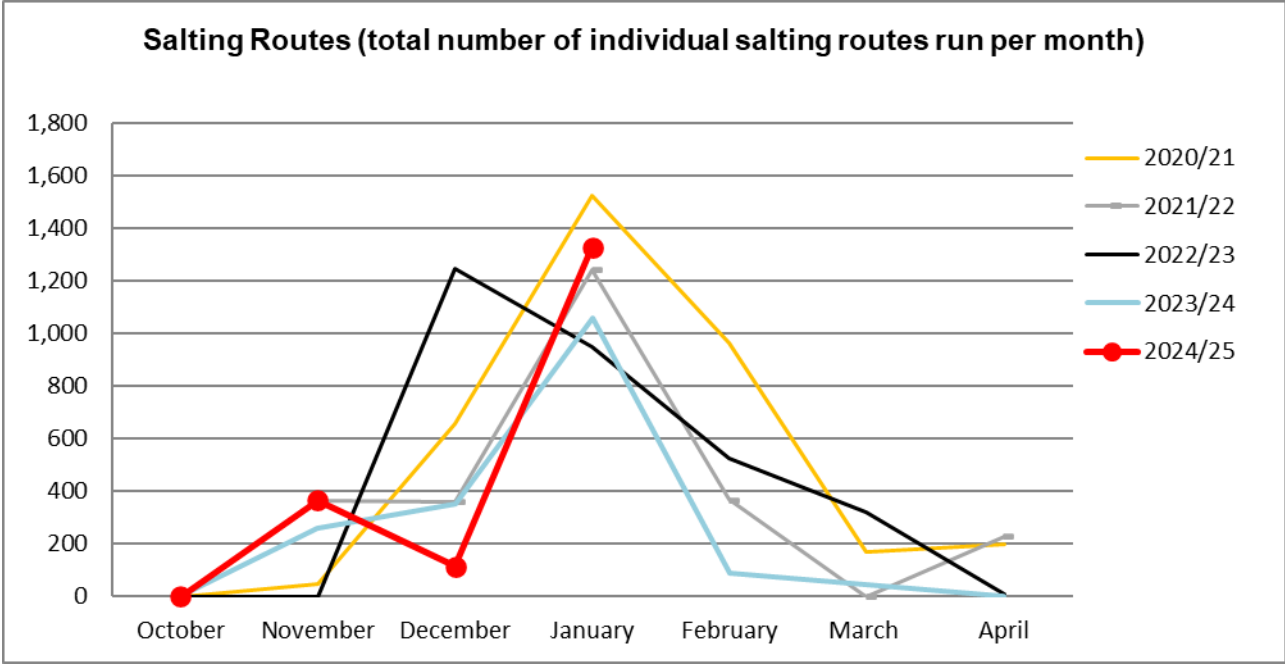


- 2.9 Our annual winter service budget is **£4.3** million this does not budget for emergencies or other exceptional weather events.
- 2.10 If icy conditions or snow is expected, we salt about a third (30% - 2586 km) of the county's total carriageway (road) network which includes the A and B roads, major strategic, other strategic and locally important roads – these are termed Primary Routes.
- 2.11 Salting routes are published online at www.kent.gov.uk/highways, throughout the winter service.
- 2.12 This service is time sensitive. The salt must be laid before ice forms or snow falls to be effective. Action instructions are issued based on the days' forecast received from DTN (MeteoGroup), our weather forecasters.
- 2.13 A series of infographics have been prepared which gives information about the winter service in an engaging manner. These feature in a range of media, including social media. Updating when crews are going out, giving details of where we are operating, and the expected road hazards.
- 2.14 In addition to the 60 salting vehicles which are on standby, we have more than 100 farmers around the county with snow ploughs, that can be fitted to their tractors. Under a signed agreement, they clear pre-determined rural routes, when there is more than 50mm of snow on the ground.
- 2.15 In addition to our normal out of hours service, we have four dedicated Winter duty Officers, monitoring and actioning salting instructions throughout the winter period.

3.0 Monitoring

3.1 Winter data is produced monthly highlighting the volume of salting shouts and the action taken by the winter duty officers.

3.2 Since the start of the season (18th October 2024 – 31st January 2025) we have had 34 salting shouts covering 1805 individual salting runs, using 7,708 t of rock salt.



3.3 **Salting Routes:** January had highest in month demand over the past four years at 1328 individual salting runs. This January also saw the largest increase from a previous December within the past five years.

3.4 The Operation Performance Measure 17 (OPM17) across the season so far, for Salting runs completed within the specified timeframe **99.1%**.

3.5 Each of our depots has received an additional **200 tonnes** of salt, with a further **500 tonnes** delivered first week of February. This is to ensure we meet our minimum resilient stock levels for the remainder of the season and are ready for any further winter events.

3.6 Salt is supplied from Cleveland Potash Limited, Boulby Mine, Loftus Saltburn by the Sea Cleveland.

3.7 We continue to monitor requests for additional roads to be added to our primary salting routes.

3.8 In most cases, it is not possible to add additional sections of road to our existing primary salting routes, without removing something from a route. Our routes have been designed to capacity, either in length of network covered or available time to complete the salting operation.

- 3.9 At the end of the season we will review all our routes, to ensure that any changes to the network are considered and altered, as deemed necessary in-line with our Winter Service Policy.
- 3.10 Where we are unable to include extra sections of network on our primary routes or snow routes and we have identified at certain times it may benefit the community if treated, then these may be considered for inclusion in the Highway District plans for local action, if the need arises during an event. These will be subject to the primary routes and snow routes being clear along with the available resources.
- 3.11 A common statement we receive if the road is a bus route, so it should be treated. Unfortunately, it is not possible to treat every route a bus takes, we do however cover many routes, as they form part of the primary routes or snow routes.
- 3.12 Following the end of the 2024/25 winter season (post April), we will provide a further report for the committee to consider, with lessons learnt and the next steps for the 2025/26 winter season.

4. Financial Implications

- 4.1 The allocated budget for winter service for 2024/25 is £4,324,100. The budget is broken down as follows:

Winter Service	Budget	Spend to 31/01/25
Pre-Salting Gritting Operation	1,661,500	760,000
Plant & Equipment	2,457,700	2,048,083
Maintenance of Farmers Ploughs	50,000	25,000
Weather Forecasting	20,700	20,700
Ice Prediction	36,300	36,300
Maintain Salt Bins and Jumbo Salt Bags For Both Parish And Unparished Areas	82,700	13,759
Supply of Salt to Districts	10,200	6,410
Publicity Campaign	5,000	350
Total	£4,324,100	£2,910,602

5. Legal implications

- 5.1 N/A

6. Equalities implications

- 6.1 Not applicable, as this report is for information and has no effect on policy or service standards.

7. Background Documents

- 7.1 Link to KCC web site for Winter Service <https://www.kent.gov.uk/roads-and-travel/what-we-look-after/winter-service>

8. Recommendation:

The Cabinet Committee is asked to note the details of this report and actions being taken regarding Winter Service.

9. Contact details

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From: Neil Baker, Cabinet Member for Highways and Transport
Simon Jones, Corporate Director, Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 25 February**

Subject: **Kent Travel Saver – Price – 25/26**

Classification: **Unrestricted**

Past Pathway of Paper: None

Future Pathway of Paper:

Electoral Division: Countywide

Summary: The Kent Travel Saver (KTS) is a discretionary concessionary travel product, for those attending school in years 7 to 11.

The scheme provides free travel at point of use, within core hours and there is no limit on the buses it can be used for during those core hours. The scheme is available on all local bus services in Kent. To access the scheme, users pay a charge on application.

Since 23/24, KCC has been able to suppress the increase in the user charge for KTS, by using BSIP funds, as a ticketing initiative. In 23/24 the user charge was frozen and for 24/25, the user charge for full cost payers, was increased by £100. At the time of the increase in 24/25, future tranches of BSIP funding were not confirmed.

However, KCC is to receive a further allocation of BSIP for 25/26 and in line with previous years, as a ticketing initiative, will look to suppress the increase in the cost of the user charge for KTS.

For 25/26, the charge will increase by £30 for those on full cost KTS (from £550 to £580) and by £15 for low income KTS (from £120 to £135). All other terms and conditions will remain as is.

Recommendation: Members are asked to note and make comment on the content of the report.

1. Introduction

1.1 The Kent Travel Saver (KTS) is a discretionary concessionary travel product, for those attending school in years 7 to 11.

1.2 The scheme provides free travel at point of use, within core hours and there is no limit on the buses that can be used during those core hours. The scheme is available on all local bus services in Kent.

- 1.3 Access to this concessionary product is by means of an application and associated payment, with a discounted rate for those on low income and for specific groups i.e. in care, passes are allocated at no charge (namely, receiving full KCC subsidy).
- 1.4 On an annual basis the charge for accessing the scheme, including the low-income group is reviewed.
- 1.5 This paper sets out the plan in respect of pricing for the KTS in the financial year of 2025/6.

2. Background

- 2.1 The current cost of the Kent Travel Saver is £550 and is £120 for those on low income.
- 2.2 Over the past two years, we have made use of BSIP funding to limit the price increase for users, we have had to apply to the KTS. Under the rules of BSIP funding, KCC has been allowed to use funds for ticketing initiatives, of which supporting the cost of the KTS has been one.
- 2.3 In 23/24, using BSIP Tranche 1, we were able to hold the price of the KTS, at the then price of £450 (with no change to low-income charge). For 24/25, using BSIP Tranche 2 funding, again we were able to limit the increase in the cost of the KTS to £100 (again with no change in the rate for low-income charge), with the other £100 uplift (due to double digit inflation) covered by the BSIP revenue allocation.
- 2.4 In early 2024, when we were setting the price for the KTS, it was highlighted that future rounds of BSIP were not confirmed. However, it has now been confirmed, as outlined to ETCC on the 14th of January 2025, that for 25/26, there will be an additional round of BSIP funding (now renamed the Bus Grant). KCC has been allocated £10,120,289 Revenue and £11,926,302 Capital, for 25/26.
- 2.5 On the basis we once again are seeking to limit the increase in the cost of the KTS, to help families with the cost of travel to school. For 25/26 we intend to increase the cost of the full KTS by £30, from £550 to £580. In addition, for the first time in a significant number of years, we look to increase the cost of the low income pass by £15 from £120 to £135.
- 2.6 The average cost per pass has increased considerably over the past 3-4 years and BSIP will again be used in lieu of passing on the full inflationary increases over that time, however if BSIP is not repeated in 26/27 and beyond then the cost of the standard pass would need to increase considerably as per the previous key decision to offset the operator fare inflation with a rise in the cost of the pass to ensure KCC's previous base c£5M base contribution is maintained.
- 2.7 KTS will continue to provide the option to pay up front or spread the cost across eight direct debit payments.

- 2.8 The application window for the 24/25 KTS is planned to open in early June 2025 and the deadline for applications, to ensure a pass is at school by the beginning of September is expected to be at the beginning of the second week of August 2025.
- 2.9 Based on the planned cost increase, it means that over a three-year period, although the cost of the full price KTS has risen from £450 to £580, using BSIP funding has ensured that a significant discount is still provided to users of the KTS, when compared with single tickets and when compared to the overall cost to KCC.
- 2.10 At £580 full cost, a user making full use of the ticket 190 academic school days, travelling twice a day, is paying £1.53 per trip/£3.05 per return. This is on an assumed base level of use, however the KTS can be used at any time between 06.00-19.00 on bus services across Kent and during school holidays, except for the summer school holidays, therefore for some users, the discount will be even greater. Even with the national fare cap, currently in place, for some students not using a KTS a return would cost £6 per day, compared to £3.05 if a KTS used.

3. Financial Implications

- 3.1 The KTS budget for 24/25 has been set at £15.501M gross, £10.425M income, so delivering a net budget of £5.075M.
- 3.2 The increase in the price of the KTS is forecast to generate £435,690 in additional income, based on ticket sales in 24/25.
- 3.3 BSIP will be used to make up the difference between actual income and budgeted income, so the net budget to KCC remains as per the 25/26 budget.

4. Legal Implications

- 4.1 No legal implications identified.

5. Equalities

- 5.1 For the first time in a significant number of years, we are increasing the cost of the low income KTS. However, although this is an increase in cost, the low-income ticket still provides a very significant discount compared to bus services. It enables users to access a £0.39 per trip/£0.79 per return trip fare, based on 190 days use.
- 5.2 We do not believe the increase in the low income KTS, will preclude users from accessing the scheme.

6. Corporate Implications

- 6.1 There are no corporate implications.

7. Conclusion

- 7.1 The Kent Travel Saver (KTS) is a discretionary concessionary travel product, for those attending school in years 7 to 11. The scheme provides free travel at point of use, within core hours and there is no limit on the buses can be used during those core hours. The scheme is available on all local bus services in Kent. To access the scheme, users pay a charge on application.
- 7.2 Since 23/24, KCC has been able to suppress the increase in the user charge for KTS, by using BSIP funds, as a ticketing initiative. In 23/24 the user charge was frozen and for 24/25, the user charge for full cost payers, was increased by £100. At the time of the increase in 24/25, future tranches of BSIP funding were not confirmed.
- 7.3 However, KCC is to receive a further allocation of BSIP for 25/26 and in line with previous years, as a ticketing initiative, will look to suppress the increase in the cost of the user charge for KTS.
- 7.4 For 25/26, the charge will increase by £30 for those on full cost KTS (from £550 to £580) and by £15 for low income KTS (from £120 to £135). All other terms and conditions will remain as is.

8. Recommendation(s):

- 8.1 Members are asked to note and make comment on the content of the report.

9. Contact details

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From: **Robert Thomas, Cabinet Member for Environment**
Simon Jones, Corporate Director for Growth, Environment and Transport

To: **Environment and Transport Cabinet Committee – 25 February 2025**

Subject: **Net Zero 2030 Review**

Key decision: **No**

Classification: **Unrestricted**

Past Pathway of report: **None**

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

Electoral Division: **Whole Council**

Summary: Kent County Council is committed to achieving Net Zero for its estate and operations by 2030. The Net Zero Review provides a comprehensive evaluation of the progress so far and the future deliverability of KCC's Net Zero 2030 commitment considering current understanding, best practice, and context of the organisation. The review provides the evidence base to enable informed decision making about the current pathway and the risks and opportunities associated with the current trajectory towards Net Zero.

Recommendation(s): The Environment and Transport Cabinet Committee is asked to consider the Net Zero review and make recommendations to the Cabinet Member for Environment on priorities to enable the Net Zero 2030 plan to be amended, ensuring that it is realistic and achievable.

1. Background

- 1.1 Kent County Council's (KCC) Net Zero Plan sets out how the organisation will reduce greenhouse gas emissions from our own estate, operations and wholly owned traded services to Net Zero by 2030.
- 1.2 KCC has made good progress against the plan. Since it was adopted, KCC's greenhouse gas (GHG) emissions have decreased by 11,818 tonnes of carbon dioxide equivalent (tCO₂e), or 51% from the baseline year (2019-20) to date (2023-24).
- 1.3 KCC's related achievements over this period include:
 - Construction of two solar farms delivering 25MW of green electricity (saving over 5,500 tCO₂ annually)
 - 57% reduction in oil, 56% reduction in electricity, and a 17% reduction in gas emissions in our estate (a reduction of 5,347 tCO₂)

- Efficiencies and savings across the estate, including rationalisation of estate saving over 838 tCO₂e (of combined electricity and gas emissions) annually
- 70% reduction in waste from KCC's estate and operations and 30% reduction in mileage emissions (a reduction of 1,441 tCO₂)
- Significant heat pump projects at five sites providing savings of 677 tCO₂e annually
- Continued roll-out of LED lighting and Solar PV saving an additional 380 tCO₂e annually.

2. Considerations

- 2.1 KCC net zero projects have predominately been funded through government schemes. Changes to these schemes mean that requirement for match-funding has increased significantly and there continues to be uncertainty regarding future funding schemes and how these may change going forward.
- 2.2 Delivery of the Published Plan in full will reduce KCC's emissions to 3,210 tCO₂e. It is assumed, under the current plan, that to reach zero, remaining emissions will be offset. The quantum of these remaining emissions mean that additional carbon reduction initiatives where technological solutions exist are required to reduce the offsetting requirement.
- 2.3 The review sets out the indicative level of investment required to deliver the remaining actions in the plan. Some of these actions have a 1-5 year return on investment, whilst others have very long pay back periods.
- 2.4 Given the emissions gap and payback periods, officers are currently investigating opportunities to go further with existing actions and exploring the potential for other interventions that would reduce greenhouse gas emissions. This includes:
- Updating and extending targets to maximise emissions savings and reduce leftover emissions
 - Exploring alternative fuels and new technologies not accounted for in the current plan
 - Potential new infrastructure such as EV charge points and solar PV
 - Creating a Scope 3 plan to understand KCC's larger contribution to carbon emissions through contracts and service delivery.
- 2.5 Officers are also exploring green financing opportunities where investment from outside of KCC could be accessed to enable the delivery of projects.

3. Today’s meeting and next steps

3.1 The Committee is asked for their reflections on the Net Zero review and priorities going forward. This feedback will be then used to update the existing Net Zero Plan.

4. Financial implications

4.1 The Net Zero review has been carried out by base-funded staff and at no additional cost to the council.

4.2 Relevant spending controls will be considered including Securing Kent’s Future in any revision to the plan. Any project created because of an action in the Net Zero Plan will be considered individually and requests for further funding will be brought forward after the development of robust business cases. Where match funding or in-kind funding may be required, it will be assessed on a project-by-project basis.

4.3 One of the key reasons for updating the plan is to ensure that costs are understood in detail to reduce financial risk and deliver a business case for projects with correct financial information.

4.4 Financing options underpinned by KCC’s emerging green finance strategy provide an alternative route to funding for environmental outcomes. This will be crucial in funding environmental interventions moving forward, as current budgets are highly unlikely to be able to fund the measures that are needed to meet the scale of the environmental challenge faced by KCC, unless there are significant changes to how local government is funded.

5. Legal implications

5.1 There are no legal implications identified.

6 Recommendation(s):

The Environment and Transport Cabinet Committee is asked to consider the Net Zero review and make recommendations to the Cabinet Member for Environment on priorities to enable the Net Zero 2030 plan to be amended, ensuring that it is realistic and achievable.

7. Background Documents

- Net Zero Review
- Net Zero Risk Register

8. Appendices

- Appendix 1: Review of KCC Net Zero 2030 Plan
- Appendix 2: Net Zero Risk Register

Appendix 3: Equality Impact Assessment

9. Contact details

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Kent County Council

Review of KCC Net Zero 2030 Plan

Q4 2024

Contents

Executive summary

1. Emissions in KCC's estate and operations
2. Progress and key achievements
3. Current plan
4. Progress of individual actions in the Net Zero plan
5. What about business miles?
6. What about other Scope 3 emissions?
7. Where does the published plan take us?
8. How much will it cost to deliver KCC's existing Net Zero plan?

Appendices

Executive summary

KCC published a [Net Zero Action Plan](#) in 2020 which aimed to deliver net zero for its own estate and activities by 2030. This report charts overall progress and key achievements through the delivery of this plan. Individual actions in the plan are then quantified in terms of tonnes of carbon dioxide equivalent (tCO₂e) alongside a summary of key issues. Emissions data is then used to calculate 'where the plan takes us' in terms of emissions that are left over and sets out estimated costs of carbon offsetting. Indicative costs are provided for delivering the remaining targets. Business miles and Scope 3 data is discussed separately.

Key findings

- KCC has made good progress against the Net Zero Plan. Since the plan was adopted, KCC's greenhouse gas (GHG) emissions have decreased by 11,818 tonnes of carbon dioxide equivalent (tCO₂e), or 51% from the baseline year (2019-20) to date (2023-24).²
- KCC's related achievements over this period include³:
 - Construction of two solar farms delivering 25MW of green electricity (saving over 5,500 tCO₂ annually)⁴
 - 57% reduction in oil, 56% reduction in electricity, and a 17% reduction in gas emissions in our estate (a reduction of 5,347 tCO₂)
 - Efficiencies and savings across the estate, including rationalisation of estate saving over 838 tCO₂e (of combined electricity and gas emissions) annually
 - 70% reduction in waste from KCC's estate and operations and 30% reduction in mileage emissions (a reduction of 1,441 tCO₂)
 - Significant heat pump projects at five sites providing savings of 677 tCO₂e annually
 - Continued roll-out of LED lighting and Solar PV saving an additional 380 tCO₂e annually.
- KCC net zero projects have predominately been funded through government schemes. Changes to these schemes mean that the latest round required match-funding, with some uncertainty regarding how this scheme design may change going forward.
- To reach the targets set out in the original plan, additional savings of 6,223 tCO₂e need to be delivered.
- Delivery of the Published Plan in full will reduce KCC's emissions to 3,210 tCO₂e. It is assumed, under the current plan, that in order to reach zero, remaining emissions will be offset. The quantum of these remaining emissions mean that additional carbon reduction initiatives where technological solutions exist are required to reduce the offsetting requirement.
- The understanding of costs and savings to deliver the Plan is indicative.
- The Plan blends operational footprint (Scope 1 & 2) and service delivery (Scope 3) meaning that certain elements of the plan are outside of KCC's direct control and therefore do not fit with an operational Net Zero plan.
- The totality of KCC's Scope 3 emissions (all the goods and services KCC procure and deliver) is currently unknown but is estimated to be in the region of 400,000 – 800,000 tCO₂e.

1. Emissions in KCC's estate and operations

In 2020, Kent County Council “committed to reduce greenhouse gas emissions from our own estate, operations and wholly owned traded services to Net Zero by 2030” and published an “accelerated target with associated action plan”.¹ KCC has measured carbon dioxide emissions arising from its own estate and operational activities since 2005, and in September 2021, established a new baseline and methodology (following the Greenhouse Gas (GHG) Protocol) for reporting emissions.²

The GHG Protocol organises emissions into three scopes:



Scope 1: emissions from things we burn; oil, gas, petrol and diesel.



Scope 2: emissions from the electricity we purchase.



Scope 3: emissions from service delivery and supply chain activities. Currently we only consider business miles and waste from our estate and operations within Scope 3.

KCC’s emissions (Scope 1, 2 and 3) for 2023-2024 were 11,279 tCO₂e.

Figure 1 sets out KCC’s GHG emissions by scope and compares emissions from 2019-20 and 2023-24.

Figure 2 sets out KCC’s emissions by use for the latest full year of data.

See Appendix 1 and 2 for full details on GHG emissions from Scope 1- 3.

Figure 1: KCC’s GHG emissions (tCO₂e) by scope

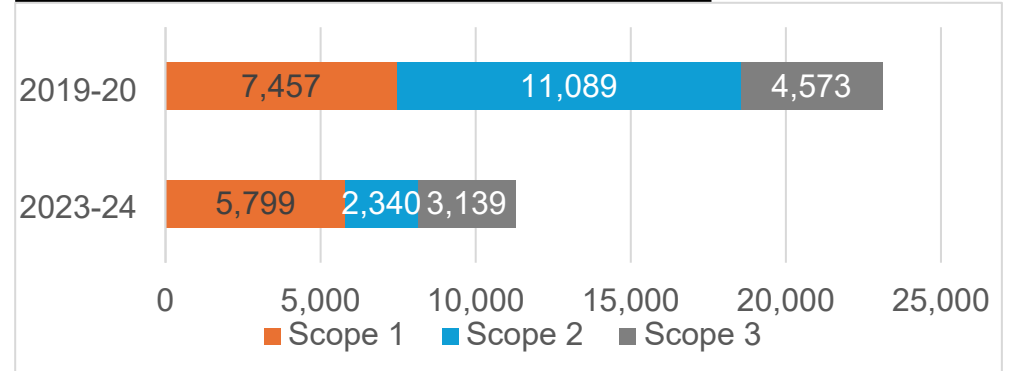
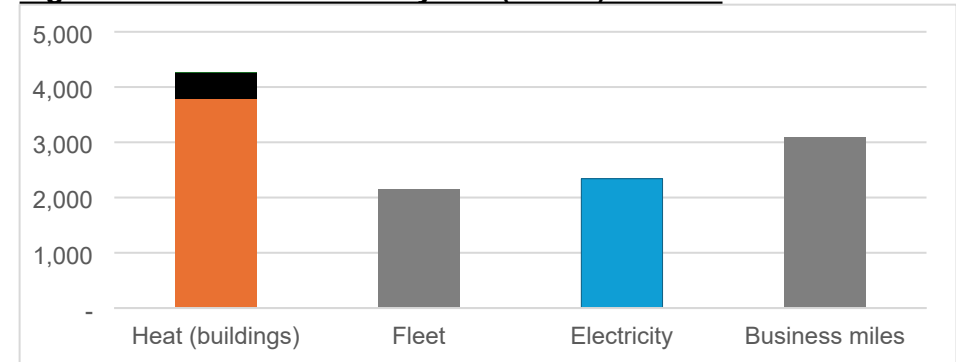


Figure 2: KCC’s emissions by use (tCO₂e) 2023-24



2. Progress and key achievements

¹ [Our Net Zero action plan - Kent County Council](#)

² [Approach to monitoring KCC Net Zero Report.pdf](#)

Since the baseline year (2019-20), KCC's greenhouse gas (GHG) emissions have decreased by 11,841 tonnes of carbon dioxide equivalent (tCO₂e), (or 51%) to March 2024 (the latest full year of data).

KCC's related net zero achievements over this period include³:

- Construction of two solar farms delivering 25MW of green electricity (saving over 5,500 tCO₂e annually).⁴
- 57% reduction in oil, 56% reduction in electricity, and 17% reduction in gas emissions in our estate (a reduction of 5,347 tCO₂).
- Efficiencies and savings across the estate, including rationalisation of estate saving over 838 tCO₂e (of combined electricity and gas emissions) annually.
- 70% reduction in waste from KCC's estate and operations and 30% reduction in mileage emissions (a reduction of 1,441 tCO₂).
- Significant heat pump projects at five sites providing savings of 677 tCO₂e annually.
- Continued roll-out of LED lighting and Solar PV saving an additional 380 tCO₂e annually.

Net zero projects - as identified in the Net Zero Plan - have contributed to a total saving of 9,548 tCO₂e (2023-24) (of the observed 11,841 tCO₂e decrease). Changing emissions factors, additional opportunities outside of the Net Zero Plan (specifically those of Highways such as street lighting optimisation and LED rollout), and a change in usage patterns post-pandemic have all contributed to the overall observed reduction in emissions.

Key observations:

- The largest reductions have been achieved in Scope 2 (electricity use), largely due to the purchase of the solar farm Bowerhouse II.
- Reductions in building emissions (Scope 1) have been realised through a combination of building closures and heat pump projects.
- Since the significant drop during the pandemic business miles have been steadily increasing back towards the previously seen levels. The current year saw a 30% decrease when compared to the baseline.



3. Current Plan

³ There is some overlap between these figures, i.e. 57% reduction in oil, 56% reduction in electricity and the 17% reduction in gas also represented in rationalisation, the oil and gas savings also overlap with the savings from heat pump projects.


⁴ Only 5,059 tCO₂e are recorded in this report from Bowerhouse II as Kings Hill Renewable Energy Guarantees of Origin (REGO) was not recognised by OFGEM until after April 2024.

KCC's Net Zero Plan published in 2020 identifies 26 actions. 11 of these actions are directly relevant to decarbonising KCC's operational footprint. The other 15 actions in the Plan contribute to Net Zero but do not have a direct or quantifiable impact on GHG emissions and therefore sit outside of the scope of this review. Progression of these enabling actions that will support but not directly form part of the GHG emissions assessment have been moved to form actions in the new KCC Environment Plan and are not detailed further in this review. Actions are organised (by scope) in Table 1 below, alongside the total estimated savings from the action (based on 2019 emissions factors).⁵ Note: Estate rationalisation has been split into two separate actions to show its impact on gas and electricity reductions.

Table 1: Actions in the Net Zero Action Plan (published in 2020) organised by scope with associated estimated savings (tCO2e)

Scope	Action	Description	Total estimated potential tCO2e saving if delivered 100%
 Scope 1	35% rationalisation (gas)	Reduce gas consumption in KCC buildings by 2030. Reduce buildings by 35%	1,566
	Electrify fleet	100% of fleet miles to be via electric vehicle by 2030.	1,117
	Maidstone Heat Network	Build Maidstone Heat Network, subject to ongoing feasibility and development	727
	30% Heat pumps	Move 30% of gas heating to heat pumps, insulate those buildings for 20% reduction in heat loss	938
	Switch out oil boilers and transition all back up generators to lower carbon alternatives	Switch remaining oil boilers to gas/heat pumps where practical	1,537
 Scope 2	Solar farms	Enable 75MW of solar parks to help meet KCC's energy needs	7,080
	35% rationalisation (electricity)	Reduce electricity consumption in KCC buildings by 2030. Reduce buildings by 35%	1,677
	LED lighting	Roll out LED lighting in KCC buildings where practicable	777
	Solar rooftop	Install solar on roofs of 16 KCC buildings	193

⁵ [Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK](https://www.gov.uk/government/conversion-factors-for-company-reporting-of-greenhouse-gas-emissions)

 Scope 3	Reduce business miles by 33%	Reduce business miles travelled by 33% by 2030	2,986
	80% of business miles to be via electric vehicle by 2030	Scope out opportunity for electric only lease car scheme	3,565

4. Progress against individual actions in the Net Zero Plan

Figures 3, 4a and 4b provide an overview of progress made against individual targets in the Net Zero plan. Progress is expressed as a percentage in Figure 3 and as a relative contribution to emissions reduction in Figures 4a and 4b*

Figure 3: Progress of net zero actions as a percentage complete

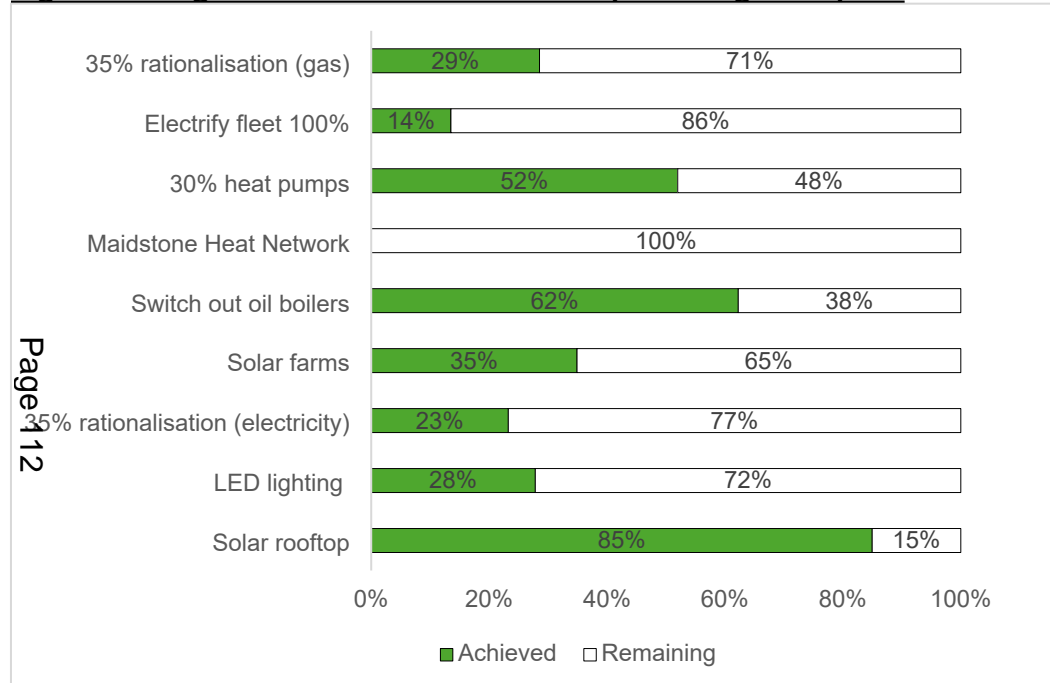


Figure 4a: Progress of net zero actions (achieved vs remaining) relative size tCO2e (solar farms shown separately in Figure 4b, below) **

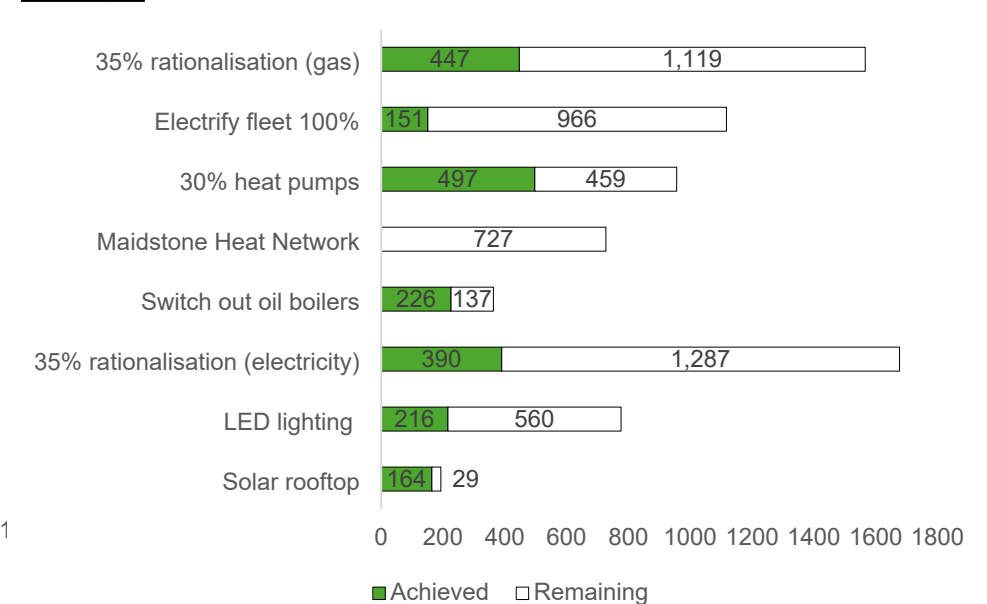
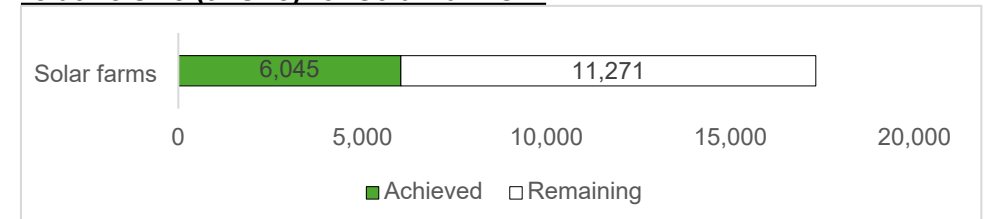




Figure 4b: Progress of net zero actions (achieved vs remaining) relative size (tCO2e) for solar farms **




*Note: Business mileage targets have been removed from this analysis. Unlike Scope 1 and 2 activities, Scope 3 activities are not in KCC's direct control. Business mileage targets are reported on page 9.

**Note: Solar farm progress (Figure 4a, 4b) is displayed on a separate scale to the other actions due to its relative size.

Table 2: Progress / summary of key issues for each action

Scope	Action	Summary of key issues
 Scope 1	Estate rationalisation (gas)	There are several dependencies around estate rationalisation, including political decisions and public consultations that need to be considered. The 35% target refers to a number of buildings and does not take account of associated carbon savings. Other actions are dependent on rationalisation being progressed, but the full effect of rationalisation will be dependent on the final buildings that are removed from the estate.
	Electrify fleet	It is understood that this action refers to KCC fleet miles only (not traded companies) which represents 40% of total 'fleet emissions'. Action needs to be understood in terms of <i>leased</i> and <i>owned</i> fleet which have different treatments: Leased Fleet - The leased fleet is to be transitioned to EVs where alternatives exist. The estimated uplift cost for transitioning the leased fleet to EVs is not substantial, however there are other costs (EV infrastructure, potential sub-station upgrades) that still need to be determined. There is a critical date (2026 for some vehicles) where new leases would need to be in place for EVs to avoid contractual 'lock in' at 2030. A full business case and pilot is currently being developed. Owned fleet - Transitioning the owned fleet is more complicated due to fact that vehicles will need to be sold and replaced with new EV alternatives. 66% of the owned fleet do not currently have viable EV alternatives due to the specialist nature of those vehicles. Due to this there is currently uncertainty around how to fully achieve this action to 100%. A significant challenge to fleet electrification is the need for additional EV Charge Point infrastructure.
	Maidstone Heat Network	KCC could not progress Maidstone Heat Network due to a substantial increase in costs. A private company in connection with the Allington Energy from Waste Facility has proposed to build the Maidstone Heat Network, connecting the top three emitting buildings in the KCC estate. The private bid was awarded commercialisation funding (July 2024). KCC is currently engaging with this process. KCC's ability to progress this action is dependent on external parties. Ongoing costs are anticipated to be cheaper than gas prices and connection costs are expected to be considerably cheaper than any other heat decarbonisation option, although exact cost is yet to be determined.
	30% Heat pumps	Two heat pump installations have been progressed through external PSDS funding. There is a limited pipeline of future projects and a funding gap to achieve this action.
	Switch out oil boilers	Three heat pump installations have been progressed through external PSDS funding contributions. Building closures have also contributed to the reduction of emissions from oil boilers. There is a limited pipeline of future projects and a funding gap to achieve this action.
 Scope 2	Solar farms	The original 75MW solar farm ambition is more than double the amount required to offset KCC's electricity consumption (even when factoring the increased projected use from EVs and electric heating). There are several financing options including 'rent-a-roof' Power Purchase Agreements, and new technologies (solar carports) that should be explored alongside solar farms. A decision on how best to proceed with solar farms is required.
	Estate	See estate rationalisation (gas) – as above.

	rationalisation (electricity)	
	LED lighting	There is a timing issue with the current budget (£257k). It is estimated that the cost of fitting LED lighting across the full estate is in the region of £1.2 million. If we rely on the five-year return on investment before investing in more LED lighting it will be 25 years before this action can be fully completed. The LED programme is tied to estate rationalisation – LED projects are to be avoided in buildings that are likely to be removed from the estate.
	Solar rooftop PV	The original target for 16 buildings is almost complete. This target does not consider the generation potential of Solar rooftop PV across the KCC estate. It should also be considered alongside the <i>solar farm</i> target. This work is also tied to estate rationalisation. Projects are to be avoided in buildings that are likely to be removed from the estate.
 Scope 3	Reduce business miles 33%	The pandemic interrupted operating models, creating a significant - but temporary - reduction in mileage. Pandemic-related backlogs plus inherent growth in service demand is putting mileage targets under pressure.
	80% of business miles to be via electric vehicle by 2030	<p>At present 0.69% of KCC's grey fleet miles are by EV. Progress includes:</p> <ul style="list-style-type: none"> • A KCC salary sacrifice scheme for EVs has been agreed by HR but not yet scheduled (it is dependent on the new Oracle implementation in 2025). • KCC HR estimates that 6% of eligible staff will take up the salary sacrifice scheme. <p>The latest official Office for Budget Responsibility (OBR) forecast estimates 22% of new vehicle purchases will be EV in 2024, increasing to 38% by 2027 and 80% by 2030.</p>

5. Where does the published plan take us?

Table 1 (above) provides an estimate of the associated carbon savings from the actions in the published plan. The cumulative effect of completing these actions has been deducted from 2023-24 emissions (Figures 5, 6) to show the projected 'residual' emissions in 2030. Figure 5 shows 2024 emissions (Scope 1 and 2) and the projected 'left-over' 2030 emissions based on the savings from the actions in the published plan (i.e. in Table 1). Figure 6 shows this information by emission source. Business mileage has been removed from this analysis for reasons described above.

The left-over emissions are predominantly from heat (gas use) in our buildings and fleet vehicles in traded companies.

Figure 5: 2024 emissions (Scope 1 and 2) and projected residual emissions in 2030 (tCO2e)

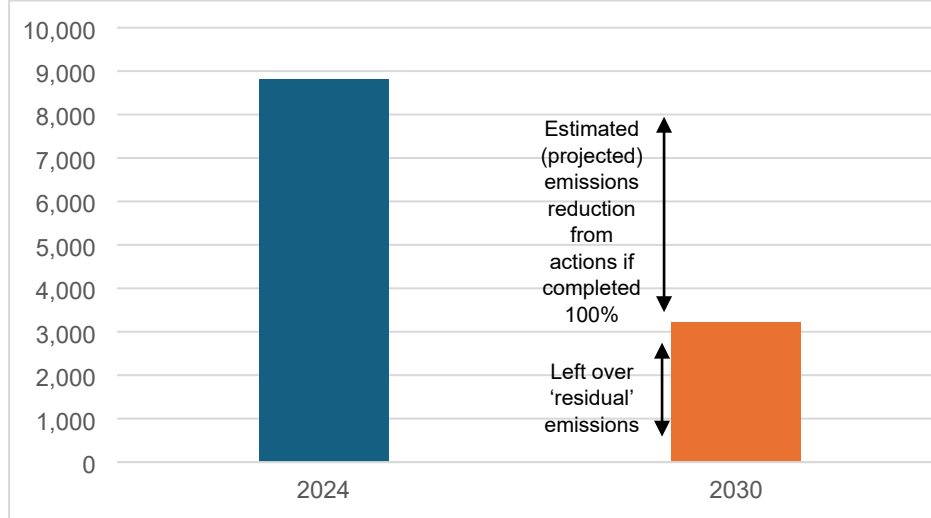
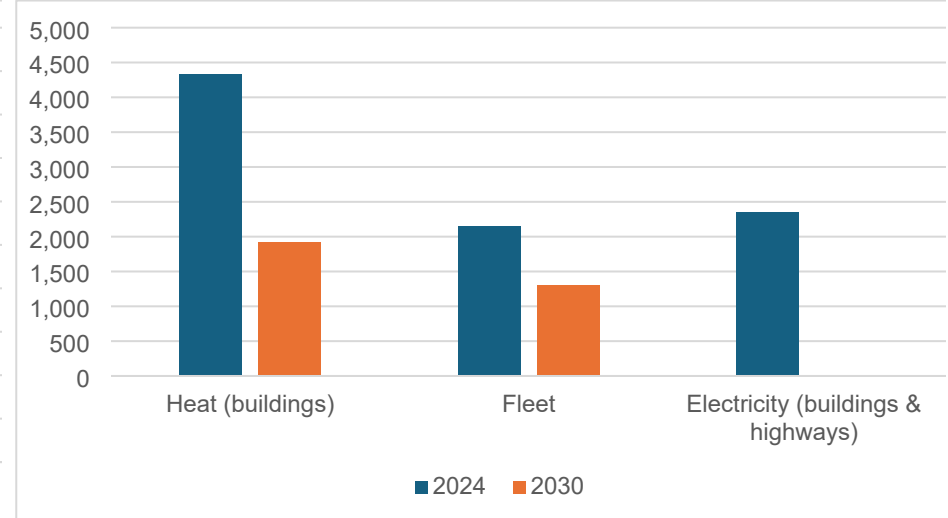


Figure 6: Emissions by source 2024 vs published plan position 2030 (tCO2e)



Offsetting

The assumption is that KCC will achieve “net zero” through the purchase of carbon credits equivalent to the value of ‘left-over’ emissions. It is widely accepted that offsetting will play a role in compensating for unavoidable and difficult-to-remove emissions after all practicable efforts have been made to reduce Scope 1 and 2 emissions. The Science Based Targets Initiative (SBTI) states that **offsetting should not be used to compensate for emissions reductions**, and only used for the last, residual emissions.⁶

Estimated cost of offsetting

In 2030, it is estimated that UK Government approved offset schemes will cost between £87 - £118 per tonne. Offsetting would need be paid every subsequent year to ‘balance’ any remaining carbon emissions. The cost of offsetting is projected to increase each year. By 2050, it is estimated that carbon credits will be priced between £138 - £172 per tonne.⁷

As outlined above (Figures 5 and 6) if all published actions relating to Scope 1 and 2 in KCC’s Net Zero plan were to be achieved in full, 3,210 tCO₂e would still need to be removed to attain ‘Net Zero’. In 2030, offsetting this amount is projected to cost between £179,760 and £378,780, based on current estimates.⁸ Over the period 2030-2035, to offset this amount would cost KCC between £1,996,620 and £2,751,210. **Offsetting would continue indefinitely** until KCC’s net emissions reach zero. Projecting the cost of offsetting these emissions to 2050 would cost between **£5,916,030 and £10,570,530**. This approach means that KCC would ‘pay twice’- once to (eventually) replace emitting technologies, and again, to offset emissions from these technologies.

Offsetting is distinct from renewable energy generation. KCC’s acquisition of solar farms (of Bowerhouse II and King’s Hill) generate green electricity. In the year 2023-24, Bowerhouse II generated green electricity equivalent to saving 5,059 tCO₂e. Certification from OFGEM (Renewable Energy Guarantees of Origin) allows KCC to deduct green electricity generated at our solar farms from electricity consumed in our estate. This has helped to reduce KCC’s Scope 2 emissions by 68%.

The solar farms have been our single most effective carbon reduction measure to date. Energy generation cannot be used to offset Scope 1 emissions in the same way. Emissions from Scope 1 can only be ‘offset’ through carbon sequestration projects.

⁶ [Science-Based Net-Zero Targets: ‘Less Net, more Zero’ - Science Based Targets Initiative](#)

⁷ [Traded carbon values used for modelling purposes, 2023 - GOV.UK \(www.gov.uk\)](#)


⁸ [Traded carbon values used for modelling purposes, 2023 - GOV.UK \(www.gov.uk\)](#)


6. How much will it cost to deliver KCC's Net Zero plan?

This page provides indicative costs to deliver against the remaining targets in the current Net Zero Plan. **All costs are estimates** and do not take into account specific sites. Savings can be achieved in a variety of ways which are difficult to account for i.e. oil boilers can be removed from the estate by replacing them with heat pumps or the building could be rationalised. Costs are calculated by LASER, against the remaining **targets** in the Net Zero Plan.

Note: Costs are indicative desktop assessments (provided by LASER) based on industry best-practice; previous project delivery and current market conditions but are not site specific. Actual costs and returns will vary with full feasibility studies. All values are in current terms and do not account for inflation, energy, supply chain and labour cost fluctuations. See Appendix 3 for assumptions used in this analysis.

Table 3: Indicative cost to deliver against the remaining targets in the Net Zero plan

Scope	Action	tCO2e savings	Capital investment (£000)	Annual net savings (£000)	ROI (years)	Commentary
 Scope 1	35% estate rationalisation (gas)	1,566	0	4,543	n/a	Savings are generated from money saved from gas bills. There is a cost to delivering this programme but no additional cost related to carbon reduction
	Electrify KCC fleet (leased)	491 - 703	224	168	1	Leased vehicles are costed separately to KCC-owned vehicles. Capital investment is the estimated 'uplift' cost from transitioning 213 vehicles from KCC's leased fleet.
	Electrify KCC fleet (owned) *Represents 100% of savings. This is not technologically feasible at this time	394 - 614*	830	180	5	Costs are the estimated difference of 'buying new'. 75 of 108 owned vehicles (66%) in the KCC fleet do not currently have EV alternatives.
	Maidstone Heat Network **Analysis includes Sessions House which has subsequently been confirmed to be sold. Numbers likely to reduce by two-thirds.	727**	30**	43**	1	This is the cost of heat exchangers for Invicta House, Sessions House and the Kent History and Library Centre to enable these buildings to join the Maidstone Heat Network (being progressed by a private company). This estimate was produced before the decision to exit Sessions House which will reduce costs and tonnage for connection.
	30% Heat pumps	459	2,703	39	n/a	This is the estimated cost to deliver against the remaining Heat Pump target of 30%.
	Replace oil boilers	137	526	2	n/a	This is the estimated cost to replace remaining oil boilers on the KCC estate with heat pumps. This

						action could also be met through rationalisation.
Scope 2 	Solar farms (additional 50MW)	10,669	48,000	4,065	14	This is the cost to meet the overall 75MW target. KCC only requires an additional 12MW to meet electricity usage. The current target overshoots our electricity requirement by 9,750tCO2e.
	35% rationalisation (electricity)	1,119	0	1,653	n/a	Savings are generated from money saved from electricity bills. There is a cost to delivering this programme, but no additional cost related to carbon reduction.
	LED lighting	560	1,285	237	5	This is the estimated cost of delivering 100% LED lighting in the estate.
	Solar rooftop PV (one building)	29	105	20	5	This is the estimated cost to deliver solar rooftop PV for one building, the remaining target of 16 from the initial plan.

7. What about business miles?

Business mileage is a Scope 3 emission and as such is outside of KCC's direct control. Figure 7 shows GHG emissions from recorded business mileage from the baseline year (2019-20) to 2023-24. Figure 8 shows annual percentage reduction in business mileage compared to the baseline. KCC's Net Zero plan has a target to reduce business miles by 33% based on 2019-20 emissions. At best this reduction is a snapshot in time and does not reflect the trends in the data, nor growth in service demand or changing operating models. Business miles derive from employees' personal vehicles over which KCC has no control.

The most recent year 2023-24, for example, represents a 31% reduction in business mileage. In comparison, 2020-21 saw a 58% reduction in business mileage. There has been an upward trend in business miles since 2021 which has plateaued in the most recent set of data. Given that service demand is expected to increase in some directorates, mileage is expected to follow.

Directorates focus on in-year mileage targets and have a blanket 4% emission reduction target each year. Less than 1% of business miles are driven in EVs.

Figure 7: GHG emissions from recorded business mileage

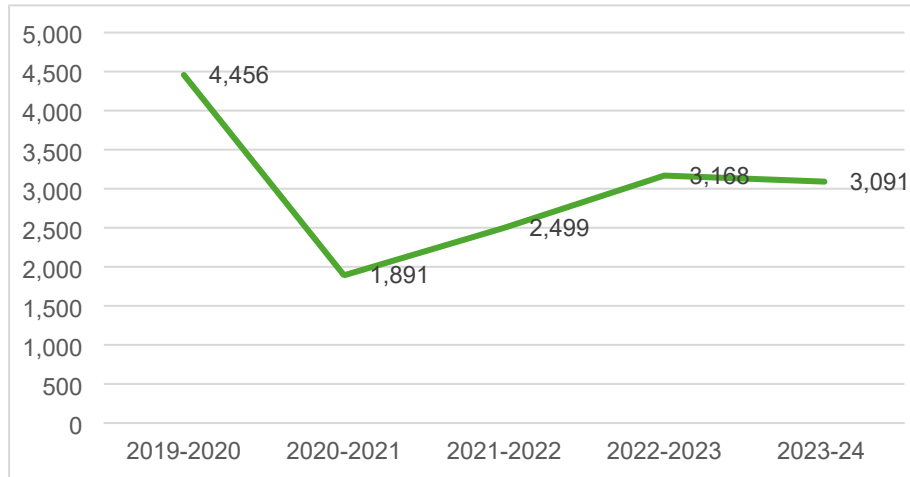
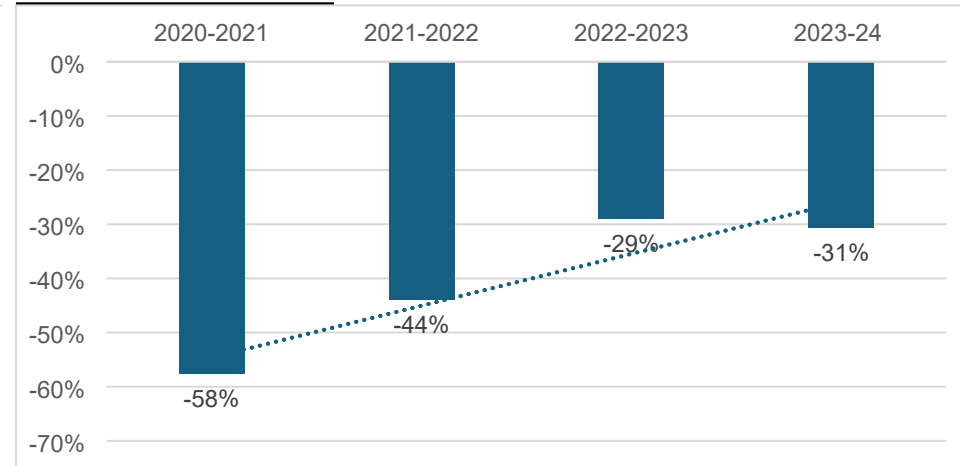


Figure 8: Annual business mileage reduction as a percentage of the baseline 2020-2024



8. What about other Scope 3 emissions?

Scope 3 emissions from service delivery and supply chains are indirect emissions that occur in our value chain but are not directly controlled by KCC. Scope 3 emissions can broadly be understood through five categories:

1. Purchased materials and fuels
2. Transport related activities (including commuting and business miles)
3. Waste Disposal (processing of waste).
4. Leased assets and franchising, outsourcing (all contractor emissions)
5. Sold goods and services (emissions related to the use of local authority services).

The measurement of Scope 3 emissions is an emerging area, but they usually represent a significant portion (70-80%) of a local authorities' overall emissions.⁹ Provisional data estimates this to be in the region of 400,000 tCO₂e – 800,000 tCO₂e (compared to the 8,140 tCO₂e from KCC's Scope 1 and 2).

A wider exercise should be undertaken to understand Scope 3 emissions. As such, business mileage targets will be re-categorised under this banner of work and removed from the 'operations and estate' Net Zero Plan.

⁹ [Climate Change: reporting guidance for local authorities | Local Government Association](#)

Appendices

Appendix 1: GHG Protocol reporting financial years 2019-2020 to 2023-24 based on varying emissions factors

Scope	Usage		2019-2020	2020-2021	2021-2022	2022-2023	2023-24
Scope 1	Heating: Gas used in buildings	FM	4,207.55	4,322.44	4,155.90	3,683.54	3,454.73
		Non-FM	268.06	288.33	297.35	225.69	223.73
		Commercial services	51.01		69.68	79.86	103.45
		Invicta Law	7.34	32.70	19.74	-	-
		The Education People	0.19	1.85	1.64	1.19	1.21
	Heating: Oil used in buildings	FM	630.77	334.21	521.91	296.47	262.74
		Non-FM	83.17	42.25	15.38	6.78	11.84
		Commercial Services	426.61	50.80	49.92	58.62	199.83
		The Education People	-		3.07	3.07	7.68
	Heating: Other	FM	7.77	6.41	11.59	10.14	10.21
	Transport: Fuel used by fleet (Fuel card)	KCC	1,001.74	733.62	742.71	815.59	845.32
		Commercial Services	747.95	677.04	695.56	667.51	644.40
		The Education People			4.86	5.69	4.28
		Cantium Business Solutions	3.30	1.96	2.83	1.51	1.48
Commercial Services		747.95	677.04	695.56	667.51	644.40	
F Gas	KCC	22.16	26.61	-	-	28.60	

Appendix 1 (continued : GHG Protocol reporting financial years 2019-2020 to 2023-24 based on varying emissions factors

Scope	Usage		2019-2020	2020-2021	2021-2022	2022-2023	2023-24
Scope 2	Electricity used in buildings	FM	4,211.32	2,832.89	2,867.17	2,484.93	2,429.29
		Non-FM	575.07	349.57	499.96	499.58	512.98
		Commercial services	310.20	248.48	244.35	240.87	267.66
		Invicta Law	44.53	10.42	9.22	-	-
		The Education People	1.78	1.62	2.16	2.08	2.34
	Electricity used by Highways	Lighting	5,113.15	3,887.94	3,884.64	3,501.28	3,718.83
		Lighting Signals	132.45	111.59	114.64	92.13	100.37
		Other Highways	700.70	478.63	450.98	433.40	368.46
	Generation	Bowerhouse II	-	-	-	-2,764.50	-5,059.07
Scope 3	Grey fleet	KCC directorate	4,120	1,819	2,367	2,944	2,836
		Commercial Services	90.21	18.25	38.84	89.21	124.70
		Invicta Law	8.74	0.11	0.21	2.45	3.51
		Education People	159.75	21.59	56.77	90.99	77.09
		Cantium	77.67	32.31	36.29	41.48	49.56
	Waste	KCC	81	115	175	24	11
		Commercial Services Waste	13.61	11.70	8.77	7.73	8.85
		Invicta Law Waste	0.19	0.22	0.26	-	-
		The Education People Waste	0.06	1.72	4.25	4.83	0.31
		Cantium Business Solutions Waste	0.09	0.05	0.02	-	28.6

Appendix 2: Summary of GHG emissions by scope financial years 2019-2020 to 2023-24 based on varying emissions factors

Scope total	Emissions (tCO2e)				
	2019-20	2020-2021	2021-2022	2022-23	2023-2024
Scope 1 total	7,457.64	6,518.24	6,592.13	5,855.65	5,799.51
Scope 2 total	11,089.20	7,921.15	8,073.14	7,254.27	7,399.91
Scope 3 total	4,573.66	2,046.70	2,687.80	3,204.60	3,139.51
Gross total	23,120.50	16,486.09	17,353.07	16,314.52	16,338.93
Generation	-	-	-	-2,764.50	-5,059.07
Net total	-	-	-	13,550.03	11,279.86

Appendix 3: Description of assumptions used in the workstream analysis

Action	Description / assumptions
35% estate rationalisation (gas)	No cost is assumed. Savings are associated to a flat reduction of purchased gas and electricity (averaged over the estate, not tied to specific buildings).
35% estate rationalisation (elec.)	
Business mileage	2023-24 costs (business mileage claims) have been included as an indicative measure but not costed at the current time.
Electrify (leased) fleet	Estimated additional cost (uplift) of changing leased vehicles to EV where alternatives exist. The leased fleet has been separated from “owned” fleet to demonstrate the different carbon savings and costs associated to each action. No costs for charging points have been included, nor has any other cost for infrastructure / DNO costs. Several options for charge point provision exist, including, where practical, installing charge points at employee residences.
Heat Network	Estimated cost of purchasing heat exchanges for Invicta House, Sessions House and Kent History and Library Centre to join the proposed heat network. Savings are the difference between the expected cost of heat from the network p/kWh compared to current gas price. CO2e from the heat network is expected to be 80% less than gas.
LED lighting	Additional LED lighting, average savings compared to alternatives not tied to specific sites representing ~100% coverage. Costs are aligned to the remaining target and expresses the ‘minimum’ amount of savings to be realised by this action.
Solar rooftop PV	Additional solar rooftop PV to meet the original ambition of solar PV on 16 rooftops, average savings compared to alternatives, not tied to specific sites. Costs are aligned to the remaining target and expresses the ‘minimum’ amount of savings to be realised by this action.
Electrify (owned) fleet	Estimated additional cost of purchasing EV over new petrol or diesel vehicle where alternatives exist.
30% heat pumps	Installation percentages relate to gas consumption that will be reduced within the portfolio by moving from conventional boilers to heat pumps. A coefficient of performance of 2.83 has been used based on recent industry information from a government source, and the capital investment figure of £1.50/kWh has been calculated using an average figure based on numerous surveys carried out for multiple LASER customers. An assumption that buildings will be insulated to reduce consumption by 20% has been used, with a payback of 10 years used to calculate the required investment.
Oil boilers	As above
Solar farms	Additional 12.1 MW solar farm sufficient to meet the expected increase in electricity demand from KCC estate and operations accounting for increase in EV charging and electric heating.
Additional 60% heat pumps	Cost of purchasing and running heat pumps to meet an additional 60% of the estate’s heat demand.

2025 01 24 Energy & Climate Change Risk Register

Risk Register - Energy and Climate Change

Current Risk Level Summary

Green	0	Amber	4	Red	2	Total	6
Current Risk Level Changes							

0	0	0	0	0	1
0	0	1	1	0	0
0	0	1	0	2	0
0	0	0	0	0	0
0	0	0	0	0	0

Risk Ref	Risk Title and Event	Assigned To	Last Review da	Next Review
ECC0006	Net Zero reserve funding is insufficient to fund actions on the Net Zero Strategy.	Helen Shulver		26/02/2025
insufficient financial resources will not enable the delivery of the Net Zero Strategy in the 2030 timeline				

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
The KCC debt ceiling currently prohibits taking on more debt (required) to fund projects. Access to public funding schemes / green finance is not possible without investment from KCC.	Net zero target is not achieved within the agreed timeframe. Opportunities to benefit from national match-funded schemes are missed. The cost of achieving net zero increase as well as potential future costs associated with the upkeep of KCC's estate. Associated reputational cost associated with failing to meet Net Zero commitment.	High		<ul style="list-style-type: none"> The revised 2024-25 capital budget includes specific amounts for delivering Net Zero 2030. 	Ben Hudson	Control	
		25 Major (5)					High
		Very Likely (5)					20 Major (5) Likely (4)

Review Comments

**Growth, Environment and
Risk Register - Energy and Climate Change**

Risk Ref	ECC0007	Risk Title and Event	Assigned To	Last Review da	Next Review		
County council elections lead to a change in political leadership or membership at KCC.			Helen Shulver		26/02/2025		
There is a risk that a change in political leadership/membership negatively affects delivery of the Net Zero strategy, rolling back on targets.							
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
County council elections could lead to a change in political leadership or membership at KCC.	Targets are rolled back or removed. Plans are diminished, further delayed or dissolved. Delivery teams are reduced / made redundant.	High		<ul style="list-style-type: none"> Ensure that the narrative towards and updates made to Net Zero Strategy are agreeable across a range of political perspectives. Continued communication with KCC members 	Ben Hudson	31/03/2025	Medium
		16 Serious (4) Likely (4)			Matthew Smyth		A -Proposed Control
Review Comments							

Growth, Environment and

Risk Register - Energy and Climate Change

Risk Ref	ECC0008	Risk Title and Event	Assigned To	Last Review da	Next Review		
<p>Progress already made towards achieving Net Zero by 2030 is not built upon, as a result of a lack of resource.</p> <p>There is a risk that existing progress made towards reaching Net Zero actions is undermined by future decisions, such as changing target dates.</p>			Helen Shulver		26/02/2025		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
Progress already made towards achieving Net Zero by 2030 is not built upon, as a result of a lack of resource.	Contracts requesting suppliers to meet KCC Net Zero targets are undermined. Changes would need to be made to contracts requirements, or KCC would have to accept reputational risk of asking for demands from suppliers that they themselves will not be able to meet. Potential impact of relationships with suppliers, affecting future procurement rounds.	Medium 15 Major (5) Possible (3)		<ul style="list-style-type: none"> Continue to work with suppliers to ensure that net zero is considered, along with other aspects of social value, in the award of contracts. 	Clare Maynard Control		Medium 15 Major (5) Possible (3)
<p>Review Comments</p>							

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Growth, Environment and

Risk Register - Energy and Climate Change

Risk Ref	ECC0009	Risk Title and Event	Assigned To	Last Review da	Next Review
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A lack of progress made towards the Net Zero Strategy makes carbon offsetting an increasingly popular option to theoretically reach Net Zero.

Helen Shulver

26/02/2025

There is a risk that carbon-offsetting will be preferred over actions to reduce emissions, due to a lack of understanding over Net Zero.

Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
A lack of progress made towards the Net Zero Strategy makes carbon offsetting an increasingly popular option to theoretically reach Net Zero by the target year.	KCC spends money on carbon offsets over actions in the Net Zero action plan. Net Zero is still not reached, despite substantial costly payments. Co-benefits achieved through implementing actions are not realised, and KCC continues to emit carbon emissions, rather than reducing them. Large-scale offsetting emissions attracts criticism and damages KCC's reputation. This risk can also be considered a Financial risk.	Medium 15 Major (5) Possible (3)		• Continue to monitor the potential cost associated with meeting Net Zero commitments through offsetting.	Ben Hudson	Control	Medium 15 Major (5) Possible (3)

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Review Comments

**Growth, Environment and
Risk Register - Energy and Climate Change**

Risk Ref	ECC0010	Risk Title and Event	Assigned To	Last Review da	Next Review		
<p>A lack of progress is made towards the current Net Zero target in the required timeframe (2030).</p> <p>The agreed timeframe of delivering Net Zero is unachievable.</p>			Helen Shulver		26/02/2025		
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action	Control / Action	Target Date	Target Risk
A lack of progress (or no progress at all) is made towards the current Net Zero target in the required timeframe (2030) for various reasons.	Unachievable end date is pushed back. KCC forced to publicly announce change in delivery timeframe, public backlash. Kent districts and other partners follow suit, impacting delivery of ELES and net zero at a national level.	Medium 12 Significant (3) Likely (4)		<ul style="list-style-type: none"> Make adjustments to the Net Zero Strategy to allow for flexibility over the 2030 timeframe. Continue to communicate internally and externally, with boroughs and districts the risks and challenges of net zero 	Ben Hudson Ben Hudson	A -Accepted Control	31/03/2025 Medium 9 Significant (3) Possible (3)
Review Comments							

Growth, Environment and
Risk Register - Energy and Climate Change

Risk Ref	ECC0001	Risk Title and Event			Assigned To	Last Review da	Next Review	
Achievement of ISO 14001					Matthew Williams	17/12/2024	17/03/2025	
KCC is unable to meet the requirements of the ISO 14001 standard.								
Cause	Consequence	Current Risk	Previous Current Risk	Control / Action		Control / Action	Target Date	Target Risk
Work practises fall short of the documented standards or processes. Communication around issues, non-conformances or rectification requirements fails	Reputational impact of losing accreditation.	Medium		• Increased the auditing capacity of the organisation looking for new auditors across KCC	Matthew Williams	A -Proposed		Low
	Environmental damage caused by the organisations operation.	9		• Provide clear roles and responsibilities for all groups involved in KCC Environmental Management system	Matthew Williams	A -Proposed		6
		Significant (3)		• Establish a new BSI auditing platform to reduce the timeframe required to audit, and enable people to carry audits out on the go	Matthew Williams	A -Proposed		Significant (3)
		Possible (3)						Unlikely (2)
Review Comments	Risk remains the same, preparations are now on-going for the upcoming audit in February. A more detailed update of that will be available once ISO audit is complete. 17/12/2024							

EQIA Submission – ID Number

Section A

EQIA Title

Net Zero

Responsible Officer

Katie Jones - GT - ECE

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

Helen Shulver - GT - ECE

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

Strategy/Policy

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Growth Environment and Transport

Responsible Service

Environment and Circular Economy

Responsible Head of Service

Helen Shulver - GT - ECE

Responsible Director

Matthew Smyth - GT - ECE

Aims and Objectives

Kent County Council is committed to achieving Net Zero for its estate and operations (scope 1 & 2) by 2030. The existing Net Zero Plan, published in 2020, requires update to reflect current understanding, best practice, and context of the organisation.

The revised Net Zero Plan has been prepared by the Energy and Climate Change Team following an Internal Audit and full review of the current plan to reflect the challenges and realities of implementing different net zero projects. A 'stage gate' approach is proposed to enable individual projects to be progressed and deployed at different times (i.e. 'the right' time), ensuring the best solution to both maximise impact and value and minimise risk.

Given that much of the focus of the Net Zero Plan is based around achieving Net Zero for its estate and operations across KCC, it is anticipated that any impacts will be positive for residents, service users and staff with net zero improving health.

However, having undertaken this analysis, it is possible that the following might apply to certain groups with protected characteristics:

Residents, service users, or staff with visual impairments or learning disabilities, who are seeking to access guidance provided on KCC's website or public health messaging, will be disadvantaged if accessibility functions are not considered. Therefore, mitigating any negative impact will be resolved by consulting with the digital communications team to ensure that the correct resources are incorporated.

Similarly, certain age groups (both younger and older audiences) may not have access to the technology or digital skills to access online resources or messaging. Therefore, mitigating any negative impact will be resolved by exploring opportunities for providing non-digital copies to be provided to users that cannot access digital resources online, upon request.

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?

Environment board
Infrastructure
CPMG

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

No

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

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

Overall, the impacts of the plan should benefit service users, residents, and KCC staff by reducing emissions having a positive impact on health, particularly impacting age and disability.

Age: Reduced emissions lead to reduced air pollution. This reduces the likelihood of a range of acute and chronic health conditions. This will benefit all ages, in particular children and people with existing medical conditions and obesity.

Disability: benefits from reduced air pollution minimising the likelihood of ill health or exacerbating existing conditions/disabilities.

Pregnancy/Maternity: children including the unborn foetus can be harmed by poor air quality. By reducing emissions it will have a positive effect on improving poor air quality.

Carer: reduction in emissions should have a positive impact on minimising instances of poor health and hence reduce the demand on carers due to a reduced likelihood that those being cared for will become unwell/ existing symptoms may be minimised.

Negative impacts and Mitigating Actions

19. Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

Yes

Details of negative impacts for Age

Only in regards to reading the plan and associated documents, rather than the outcomes of the plan itself: Any resources provided digitally via the KCC website may not reach certain age groups due digital inaccessibility.

Mitigating Actions for Age

Non-digital copies to be provided to users that cannot access digital resources online, upon request.

Responsible Officer for Mitigating Actions – Age

Ben Hudson

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

Yes

Details of Negative Impacts for Disability

Only in regards to reading the plan and associated documents, rather than the outcomes of the plan itself: Those with disabilities may have difficulty in accessing any resources that may be shared on KCC's website.

Mitigating actions for Disability

Any content listed on KCC's website must adhere to digital accessibility requirements. If content is uploaded to KCC's website, KCC's Digital Accessibility Team will be contacted prior to making a request for new material to be uploaded. If desired materials are found be inaccessible, efforts will be made to ensure that materials are adjusted to meet digital accessibility requirements.

Responsible Officer for Disability

Ben Hudson

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

No

Details of negative impacts for Sex

Not Applicable

Mitigating actions for Sex

Not Applicable

Responsible Officer for Sex

Not Applicable

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

Are there negative impacts for Gender identity/transgender

No

Negative impacts for Gender identity/transgender

Not Applicable

Mitigating actions for Gender identity/transgender

Not Applicable

Responsible Officer for mitigating actions for Gender identity/transgender

Not Applicable

23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable

Mitigating actions for Carer's responsibilities
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Not Applicable

Responsible Officer for Carer's responsibilities

Not Applicable

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Environment and Transport Cabinet Committee – Draft Agenda and Work Programme (Updated 8th January 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)

25 June 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>
Page 137	<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>
	Countryside Parks Management Plan	Requested 06/01/25
	Lower Thames Crossing report	Added at agenda setting meeting on 3 October 2024 – subject to announcement in May
	<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
Met Office update on projections for climate change	Requested at agenda setting meeting on 7 August 2024
Secure a sustainable future for the display and long-term storage of KCC held archaeological archives	Requested 06/01/25

Sustainable Drainage Partnership with Southern Water – key decision	Requested 06/01/25
HWRC and WTS Contract	Requested 06/01/25
Green Finance	Requested 06/01/25
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.