A large, stylized illustration of a horse in profile, facing left. The horse is rendered in various shades of blue, with a flowing mane and tail. It is positioned in the upper half of the page, set against a dark blue background.

Budget Book 2025-26

Approved by County Council
13 February 2025

Including:

Ten Year Capital Programme 2025-35

Revenue Medium Term Financial Plan 2025-28

kent.gov.uk/budget



2025-26 BUDGET BOOK CONTENTS

			Page numbers	
1.		13 th February 2025 County Council Budget Report	1	
2.		4 th March 2025 Cabinet Report on late changes to the 2025-26 budget	2	
		Updated Appendices to 13th February County Council report (Appendices which have been updated to reflect late changes are identified with *)		
3.	Appendix A	Summary of Capital Programme & Financing 2025-26 to 2034-35	3-5	
4.	Appendix B	Capital Programme by Directorate 2025-26 to 2034-35	6-22	
5.	Appendix C	Potential New Capital Projects 2025-26 to 2034-35	23-25	
6.	Appendix D	High Level 3 Year Revenue Plan & Financing 2025-28	26-29	*
7.	Appendix E	Directorate summary of 2025-26 Spending, Savings & Reserves	30-31	*
8.	Appendix F	List of individual Spending growth, Savings/Income and Reserves items 2025-28	32-57	*
9.	Appendix G	Directorate Revenue Budget 2025-26 Key Service Analysis	58-81	*
10.	Appendix H	Reserves Policy	82-86	
11.	Appendix I	Assessment of Financial Resilience	87-93	
12.	Appendix J	Budget Risk Register	94-105	
13.	Appendix K	Core Grants in Local Government Finance Settlement	106-112	
14.	Appendix L	Economic and Fiscal Context	113-125	
15.	Appendix M	Treasury Management Strategy	126-148	
16.	Appendix N	Investment Strategy	149-155	
17.	Appendix O	Capital Strategy	156-172	
18.	Appendix P	Annual Minimum Revenue Provision Statement	173-174	
19.	Appendix Q	Flexible Use of Capital Receipts Strategy	175-178	
		Supplementary Information:		
20.		10 Year Capital Programme by Funding (exc. Potential Projects)	179-180	
21.		10 Year Capital Programme by Type (exc. Potential Projects)	181-182	
22.		2025-26 Revenue Budget - Core Service Analysis	183-189	
23.		2025-26 Revenue Budget - Subjective Analysis	190-192	
24.		2025-26 Revenue Budget - Variation Statements	193	
25.		2025-26 Revenue Budget - Dashboards	194	
26.		2025-26 Council Tax	195-199	

SECTION 1

County Council 13th February 2025

**Budget Report, Appendices and
Webcast**

Details of hyperlink:

<https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=113&MId=9524&Ver=4>

SECTION 2

Cabinet 4th March 2025

Item 4 - Late Changes to the 2025-26 Budget and 2025-2028 MTFP

Details of hyperlinks:

Report:

<https://democracy.kent.gov.uk/documents/s129438/Cabinet%20Report%204%20March%202025.pdf>

Appendix:

<https://democracy.kent.gov.uk/documents/s129439/Appendix%201%20Cabinet%20-%20Budget%20Update.pdf>

Webcast:

https://kent.public-i.tv/core/portal/webcast_interactive/953662/start_time/3226000

SECTION 3

Appendix A: Summary of Capital Programme & Financing 2025-26 to 2034-35

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2025-26 TO 2034-35

ROW REF	Directorate	Dir	Total Cost	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
					£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	7,003	3,939	549	515	250	250
2	Children, Young People & Education	CYPE	565,619	162,244	97,113	105,761	53,338	27,325
3	Growth, Environment & Transport	GET	1,283,493	371,346	159,098	144,489	113,757	81,163
4	Chief Executive's Department	CED	3,973	1,634	-1,655	3,994	0	0
5	Deputy Chief Executive's Department	DCED	142,475	44,419	27,746	17,932	11,533	3,945
6	Total Cash Limit		2,002,563	583,582	282,851	272,691	178,878	112,683
Funded By:								
7	Borrowing		441,101	74,486	45,168	82,907	50,375	23,165
8	Property Enterprise Fund (PEF) 2		369	369				
9	Grants		1,115,772	349,752	153,413	110,971	77,192	65,353
10	Developer Contributions		183,149	44,695	34,144	56,608	33,685	10,521
11	Other External Funding e.g. Arts Council, District Contributions etc.		27,182	12,969	11,124	3,089		
12	Revenue Contributions to Capital		82,418	13,453	13,469	6,081	6,528	6,333
13	Capital Receipts		42,314	16,710	16,124	4,446	484	650
14	Recycled Loan Repayments		110,258	71,148	9,409	8,589	10,614	6,661
15	Total Finance		2,002,563	583,582	282,851	272,691	178,878	112,683

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2025-26 TO 2034-35

ROW REF	Directorate	Dir	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	250	250	250	250	250	250
2	Children, Young People & Education	CYPE	22,338	19,500	19,500	19,500	19,500	19,500
3	Growth, Environment & Transport	GET	71,965	68,167	68,087	68,107	70,922	66,392
4	Chief Executive's Department	CED	0	0	0	0	0	0
5	Deputy Chief Executive's Department	DCED	6,150	6,150	6,150	6,150	6,150	6,150
6	Total Cash Limit		100,703	94,067	93,987	94,007	96,822	92,292
Funded By:								
7	Borrowing		25,000	28,000	28,000	28,000	28,000	28,000
8	Property Enterprise Fund (PEF) 2							
9	Grants		61,622	59,143	59,165	59,187	62,002	57,972
10	Developer Contributions		3,406	90				
11	Other External Funding e.g. Arts Council, District Contributions etc.							
12	Revenue Contributions to Capital		6,188	6,184	6,172	6,170	6,170	5,670
13	Capital Receipts		650	650	650	650	650	650
14	Recycled Loan Repayments		3,837					
15	Total Finance		100,703	94,067	93,987	94,007	96,822	92,292

SECTION 4

Appendix B: Capital Programme by Directorate

2025-26 to 2034-35

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
					£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	2,500		250	250	250	250
2	Total Rolling Programmes [3]		2,500		250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	4,415	3,903	273	239	0	0
4	CareCubed	Purchase of software licenses	88	36	26	26	0	0
5	Total Individual Projects		4,503	3,939	299	265	0	0
6	Total - Adult Social Care & Health		7,003	3,939	549	515	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	250	250	250	250	250	250
2	Total Rolling Programmes [3]		250	250	250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	0	0	0	0	0	0
4	CareCubed	Purchase of software licenses	0	0	0	0	0	0
5	Total Individual Projects		0	0	0	0	0	0
6	Total - Adult Social Care & Health		250	250	250	250	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [1][2]	Planned and reactive capital projects to keep schools open and operational	82,116		9,699	8,417	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	45,000		4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	50,000		5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [1][2]	Improving and upgrading school buildings including removal of temporary classrooms	29,229		7,096	6,133	2,000	2,000
5	Total Rolling Programmes [3]		206,345		26,295	24,050	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	42,717	41,817	900	0	0	0
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	103,383	73,735	23,359	6,289	0	0
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	14,104	2,288	478	2,834	8,504	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	13,306	6,932	1,500	3,874	1,000	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	57,483	3,999	15,795	22,568	13,210	1,573
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	35,189	1,812	9,933	22,120	1,324	0
Other Projects								
12	High Needs Provision	Specific projects relating to high needs provision	82,209	27,258	13,990	22,409	9,800	6,252
13	School Roofs	Structural repairs to school roofs	4,609	4,102	507	0	0	0
14	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	2,409	282	2,127	0	0	0
15	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	3,865	19	2,229	1,617	0	0
16	Total Individual Projects		359,274	162,244	70,818	81,711	33,838	7,825
17	Total - Children, Young People & Education		565,619	162,244	97,113	105,761	53,338	27,325

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [1][2]	Planned and reactive capital projects to keep schools open and operational	8,000	8,000	8,000	8,000	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	4,500	4,500	4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	5,000	5,000	5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [1][2]	Improving and upgrading school buildings including removal of temporary classrooms	2,000	2,000	2,000	2,000	2,000	2,000
5	Total Rolling Programmes [3]		19,500	19,500	19,500	19,500	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	338	0	0	0	0	0
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
Other Projects								
12	High Needs Provision	Specific projects relating to high needs provision	2,500	0	0	0	0	0
13	School Roofs	Structural repairs to school roofs	0	0	0	0	0	0
14	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	0	0	0	0	0	0
15	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	0	0	0	0	0	0
16	Total Individual Projects		2,838	0	0	0	0	0
17	Total - Children, Young People & Education		22,338	19,500	19,500	19,500	19,500	19,500

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	756		126	70	70	70
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	10,804		2,221	1,383	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	676		38	38	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	718		80	38	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	617,881		65,825	61,496	61,320	61,320
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	39,941		4,373	3,952	3,952	3,952
7	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	93		80	13	0	0
8	Total Rolling Programmes [3]		670,869		72,743	66,990	66,392	66,392
Growth & Communities								
9	Digital Autopsy	To provide a body storage and digital autopsy facility	3,065	305	90	0	2,670	0
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	1,600	191	629	520	260	0
11	Public Mortuary	To consider options for the provision of a public mortuary	3,000	0	0	0	3,000	0
12	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	10,375	7,379	1,190	1,100	706	0
13	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units	12,631	12,599	0	0	32	0
14	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	31,073	22,316	1,675	1,709	1,743	1,768
15	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	12,268	2,977	1,778	1,813	1,849	1,876

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
16	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	73,237	60,251	2,567	1,087	6,315	3,017
17	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	514	533	1,298	517	0
Environment & Circular Economy								
18	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	2,876	2,711	57	49	35	23
19	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	2,439	2,308	27	27	25	19
20	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	2,500	2,053	447	0	0	0
21	Maidstone Heat Network	To install heat pumps in offices in Maidstone	408	332	76	0	0	0
22	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	10,302	644	5,100	4,558	0	0
23	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	5,493	765	600	628	500	500
24	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	1,794	1,286	100	186	100	122
25	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	979	646	152	125	56	0
26	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	9,800	7,000	2,800	0	0	0
27	Reuse Shop at Allington Household Waste Recycling Centre	Capital contributions to the provision of a reuse shop	360	44	50	50	50	166
Transportation								
28	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	4,400	0	1,500	2,199	701	0
29	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	4,790	878	3,897	15	0	0
30	A28 Chart Road, Ashford [1]	Strategic highway improvement	29,699	4,549	3,819	11,061	10,190	80
31	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	5,520	5,095	425	0	0	0
32	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	25,899	25,654	185	60	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
33	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	23,539	2,903	11,439	9,197	0	0
34	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfeet	6,591	2,526	3,990	75	0	0
35	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	9,076	9,076	0	0	0	0
36	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	45,199	35,890	9,124	185	0	0
37	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	2,039	1,800	239	0	0	0
38	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	2,698	1,782	916	0	0	0
39	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	14,357	8,278	6,049	30	0	0
40	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	9,095	2,525	1,036	5,534	0	0
41	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,604	40,329	275	0	0	0
42	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	14,079	13,943	136	0	0	0
43	Rathmore Road Link	Road improvement scheme	7,808	7,777	31	0	0	0
44	Sturry Link Road, Canterbury [1]	Construction of bypass	43,774	6,072	1,646	26,486	9,111	301
45	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	43,225	42,933	292	0	0	0
46	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	6,982	3,198	2,982	802	0	0
47	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	3,375	3,375	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
48	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	9,526	8,234	1,292	0	0	0
49	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	15,953	5,254	10,279	420	0	0
50	Local Electric Vehicle Infrastructure (LEVI) [1]	Grant funded project to provide electric vehicle infrastructure	12,280	0	525	762	1,106	1,128
51	National Bus Strategy - Bus Service Improvement Plan	Part of the National Bus Strategy for England to provide improved quality buses and services	14,660	13,560	1,100	0	0	0
52	M20 Junction 7	Highway improvements at M20 junction 7	6,622	164	1,826	4,578	54	0
53	Thames Way (STIPS)	Junction improvements project	3,380	1,000	2,380	0	0	0
54	Manston to Haine Link [1]	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston	17,514	80	373	2,945	8,345	5,771
55	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	1,878	150	1,728	0	0	0
56	Tunnel Fans	To enhance fans at Chestfield Tunnel	1,000	0	1,000	0	0	0
57	Total Individual Projects		612,624	371,346	86,355	77,499	47,365	14,771
58	Total - Growth, Environment & Transport		1,283,493	371,346	159,098	144,489	113,757	81,163

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	70	70	70	70	70	70
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	900	900	900	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	75	75	75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	75	75	75	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	61,320	61,320	61,320	61,320	61,320	61,320
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	3,952	3,952	3,952	3,952	3,952	3,952
7	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	0	0	0	0	0	0
8	Total Rolling Programmes [3]		66,392	66,392	66,392	66,392	66,392	66,392
Growth & Communities								
9	Digital Autopsy	To provide a body storage and digital autopsy facility	0	0	0	0	0	0
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	0	0	0	0	0	0
11	Public Mortuary	To consider options for the provision of a public mortuary	0	0	0	0	0	0
12	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	0	0	0	0	0	0
13	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units	0	0	0	0	0	0
14	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	1,862	0	0	0	0	0
15	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	1,975	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
16	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	0	0	0	0	0	0
17	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	0	0	0	0	0	0
Environment & Circular Economy								
18	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	1	0	0	0	0	0
19	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	17	14	2	0	0	0
20	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	0	0	0	0	0	0
21	Maidstone Heat Network	To install heat pumps in offices in Maidstone	0	0	0	0	0	0
22	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	0	0	0	0	0	0
23	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	500	500	500	500	500	0
24	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	0	0	0	0	0	0
25	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	0	0	0	0	0	0
26	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	0	0	0	0	0	0
27	Reuse Shop at Allington Household Waste Recycling Centre	Capital contributions to the provision of a reuse shop	0	0	0	0	0	0
Transportation								
28	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	0	0	0	0	0	0
29	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	0	0	0	0	0	0
30	A28 Chart Road, Ashford [1]	Strategic highway improvement	0	0	0	0	0	0
31	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	0	0	0	0	0	0
32	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
33	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	0	0	0	0	0	0
34	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfeet	0	0	0	0	0	0
35	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	0	0	0	0	0	0
36	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	0	0	0	0	0	0
37	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
38	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
39	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	0	0	0	0	0	0
40	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	0	0	0	0	0	0
41	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	0	0	0	0	0	0
42	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	0	0	0	0	0	0
43	Rathmore Road Link	Road improvement scheme	0	0	0	0	0	0
44	Sturry Link Road, Canterbury [1]	Construction of bypass	68	90	0	0	0	0
45	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	0	0	0	0	0	0
46	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	0	0	0	0	0	0
47	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
48	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	0	0	0	0	0	0
49	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	0	0	0	0	0	0
50	Local Electric Vehicle Infrastructure (LEVI) [1]	Grant funded project to provide electric vehicle infrastructure	1,150	1,171	1,193	1,215	4,030	0
51	National Bus Strategy - Bus Service Improvement Plan	Part of the National Bus Strategy for England to provide improved quality buses and services	0	0	0	0	0	0
52	M20 Junction 7	Highway improvements at M20 junction 7	0	0	0	0	0	0
53	Thames Way (STIPS)	Junction improvements project	0	0	0	0	0	0
54	Manston to Haine Link [1]	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston	0	0	0	0	0	0
55	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	0	0	0	0	0	0
56	Tunnel Fans	To enhance fans at Chestfield Tunnel	0	0	0	0	0	0
57	Total Individual Projects		5,573	1,775	1,695	1,715	4,530	0
58	Total - Growth, Environment & Transport		71,965	68,167	68,087	68,107	70,922	66,392

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	3,973	1,634	-1,655	3,994	0	0
2	Total Individual Projects		3,973	1,634	-1,655	3,994	0	0
3	Total - Chief Executive's Department		3,973	1,634	1,655	3,994	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	0	0	0	0	0	0
2	Total Individual Projects		0	0	0	0	0	0
3	Total - Chief Executive's Department		0	0	0	0	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2025-26	2026-27	2027-28	2028-29
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	25,000		2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	6,500		650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	35,268		8,163	5,310	3,000	795
4	Total Rolling Programmes [3]		66,768		11,313	8,460	6,150	3,945
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	2,675	926	1,749	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	20,000	2,367	5,250	7,000	5,383	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	6,768	2,062	2,234	2,472	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	8,430	6,580	1,850	0	0	0
10	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	37,834	32,484	5,350	0	0	0
11	Total Individual Projects		75,707	44,419	16,433	9,472	5,383	0
12	Total - Deputy Chief Executive s Department		142,475	44,419	27,746	17,932	11,533	3,945

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	2,500	2,500	2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	650	650	650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	3,000	3,000	3,000	3,000	3,000	3,000
4	Total Rolling Programmes [3]		6,150	6,150	6,150	6,150	6,150	6,150
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	0	0	0	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	0	0	0	0	0	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	0	0	0	0	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	0	0	0	0	0	0
10	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	0	0	0	0	0	0
11	Total Individual Projects		0	0	0	0	0	0
12	Total - Deputy Chief Executive s Department		6,150	6,150	6,150	6,150	6,150	6,150

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2025-26 to 2034-35

[3] Rolling programmes have been included for 10 year capital programme

SECTION 5

Appendix C: Potential New Capital Projects 2025-26 to 2034-35

APPENDIX C - POTENTIAL CAPITAL PROJECTS 2025-26 TO 2034-35 BY YEAR

These projects are currently very high level and commencement is subject to business case approval and affordable funding solutions identified.

Directorate	Potential Forthcoming Projects	Description of Project	Total Cost of Scheme £000s	2025-26	2026-27	2027-28	2028-29
				Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State							
DCED	Modernisation of Assets	Maintaining KCC's Office Estate	101,790	5,337	10,248	10,500	12,705
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	53,500	1,000	5,000	5,000	5,500
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	43,500		4,000	4,000	4,500
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	1,321,101	105,034	110,285	115,800	121,590
GET	Public Rights of Way	Structural improvements of public rights of way	25,130	2,513	2,513	2,513	2,513
Potential Forthcoming Projects							
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation	16,800		4,000	4,000	8,800
GET	Casualty Reduction/Congestion Management Schemes	Casualty reduction/congestion management scheme	7,500	2,500	2,500	2,500	
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes	43,100	14,366	14,367	14,367	
GET	Transitioning Fleet to Electric Vehicles (EV)	Transitioning Fleet to EV	7,500				2,500
GET	Kent Scientific Services	Renewal/Modernisation of laboratory facilities	10,000			10,000	
GET	Programme of Waste site Infrastructure Requirements	Programme of Waste Site Infrastructure Requirements	53,300	5,300	11,000	5,000	16,000
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network	45,000	31,076	13,924		
GET	Thanet Way	Structural improvements to the Thanet Way A299	20,000	5,000	5,000	5,000	5,000
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road	73,368	3,213	11,419	27,174	28,933
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	243,017	1,500	1,705	3,431	11,664
DCED	Future Assets	Asset review to include community services, office estate and specialist assets	52,000	6,500	6,500	6,500	6,500
DCED	Further Provision for Member Accommodation in Invicta House	Further provision for Member accommodation in Invicta House	3,000		3,000		
DCED	Renewable Energy Programme	Renewable energy source options to work towards Net Zero target	32,000	8,000	7,500	8,000	8,500
Total Potential Forthcoming Projects			2,151,606	191,339	212,961	223,785	234,705

APPENDIX C - POTENTIAL CAPITAL PROJECTS 2025-26 TO 2034-35 BY YEAR

These projects are currently very high level and commencement is subject to business case approval and affordable funding s

Directorate	Potential Forthcoming Projects	Description of Project	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£'000s	£000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State								
DCED	Modernisation of Assets	Maintaining KCC's Office Estate	10,500	10,500	10,500	10,500	10,500	10,500
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	5,500	6,000	6,000	6,500	6,500	6,500
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	4,500	5,000	5,000	5,500	5,500	5,500
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	127,669	134,052	140,755	147,793	155,182	162,941
GET	Public Rights of Way	Structural improvements of public rights of way	2,513	2,513	2,513	2,513	2,513	2,513
Potential Forthcoming Projects								
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation						
GET	Casualty Reduction/Congestion Management Schemes	Casualty reduction/congestion management scheme						
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes						
GET	Transitioning Fleet to Electric Vehicles (EV)	Transitioning Fleet to EV	5,000					
GET	Kent Scientific Services	Renewal/Modernisation of laboratory facilities						
GET	Programme of Waste site Infrastructure Requirements	Programme of Waste Site Infrastructure Requirements	16,000					
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network						
GET	Thanet Way	Structural improvements to the Thanet Way A299						
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road	2,629					
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	103,494	89,574	28,350	3,299		
DCED	Future Assets	Asset review to include community services, office estate and specialist assets	6,500	6,500	6,500	6,500		
DCED	Further Provision for Member Accommodation in Invicta House	Further provision for Member accommodation in Invicta House						
DCED	Renewable Energy Programme	Renewable energy source options to work towards Net Zero target						
	Total Potential Forthcoming Projects		284,305	254,139	199,618	182,605	180,195	187,954

SECTION 6

Appendix D: High Level 3 Year Revenue Plan & Financing 2025-28

APPENDIX D - High Level 2025-28 Revenue Plan and Financing

2024-25				2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
			Original base budget	1,429,506.8	0.0	1,429,506.8	1,531,279.8	0.0	1,531,279.8	1,605,212.0	0.0	1,605,212.0
			internal base adjustments	-836.6	836.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1,315,610.6		1,315,610.6	Revised Base	1,428,670.2	836.6	1,429,506.8	1,531,279.8	0.0	1,531,279.8	1,605,212.0	0.0	1,605,212.0
			SPENDING									
31,721.5		31,721.5	Base Budget Changes	10,320.7	-744.1	9,576.6	-100.0	0.0	-100.0	4,000.0	0.0	4,000.0
35.0		35.0	Reduction in Grant Income	3,234.7	11,276.2	14,510.9	0.0	0.0	0.0	0.0	0.0	0.0
10,798.4	505.1	11,303.5	Pay	21,845.7	626.9	22,472.6	12,524.5	0.0	12,524.5	11,863.6	0.0	11,863.6
49,568.4	1,695.6	51,264.0	Prices	41,407.1	3,169.4	44,576.5	31,361.3	0.0	31,361.3	27,562.6	0.0	27,562.6
85,349.7	284.7	85,634.4	Demand & Cost Drivers - Cost	48,209.4	0.0	48,209.4	46,631.1	0.0	46,631.1	46,631.1	0.0	46,631.1
		0.0	Demand & Cost Drivers - Demand	22,989.0	24,150.3	47,139.3	23,025.6	-15,600.0	7,425.6	22,979.6	-14,200.0	8,779.6
16,393.1	-10,327.3	6,065.8	Government & Legislative	-14,666.5	10,875.0	-3,791.5	339.5	-24,639.9	-24,300.4	3,249.5	-1,898.1	1,351.4
15,712.2	-1,538.8	14,173.4	Service Strategies & Improvements	17,831.2	6,694.3	24,525.5	-757.6	-152.4	-910.0	-803.2	-4,995.2	-5,798.4
209,578.3	-9,380.7	200,197.6	TOTAL SPENDING	151,171.3	56,048.0	207,219.3	113,024.4	-40,392.3	72,632.1	115,483.2	-21,093.3	94,389.9
			SAVINGS, INCOME & GRANT									
-36,454.8		-36,454.8	Transformation - Future Cost Increase Avoidance	-23,888.1	0.0	-23,888.1	-10,788.7	0.0	-10,788.7	-10,300.0	0.0	-10,300.0
2,068.7		2,068.7	Transformation - Service Transformation	-3,616.0	0.0	-3,616.0	-2,784.0	0.0	-2,784.0	-400.0	0.0	-400.0
-16,195.0		-16,195.0	Efficiency	-6,371.8	-65.0	-6,436.8	-4,243.5	0.0	-4,243.5	-171.2	0.0	-171.2
-15,406.6	-281.3	-15,687.9	Income	-20,109.3	0.0	-20,109.3	-6,344.6	0.0	-6,344.6	-6,643.8	0.0	-6,643.8
-10,967.6		-10,967.6	Financing	1,001.0	0.0	1,001.0	7,253.3	0.0	7,253.3	-2,166.3	0.0	-2,166.3
-11,910.2	-9.2	-11,919.4	Policy	-7,971.4	0.0	-7,971.4	-14,986.7	0.0	-14,986.7	-12,774.6	0.0	-12,774.6
-88,865.5	-290.5	-89,156.0	TOTAL SAVINGS & INCOME	-60,955.6	-65.0	-61,020.6	-31,894.2	0.0	-31,894.2	-32,455.9	0.0	-32,455.9
	7,210.7	7,210.7	Increases in Grants and Contributions	0.0	-34,956.1	-34,956.1	0.0	23,566.9	23,566.9	0.0	-8,876.7	-8,876.7
-88,865.5	6,920.2	-81,945.3	TOTAL SAVINGS, INCOME & GRANT	-60,955.6	-35,021.1	-95,976.7	-31,894.2	23,566.9	-8,327.3	-32,455.9	-8,876.7	-41,332.6
			MEMORANDUM:									
			Removal of undelivered/temporary savings & grant	37,971.5	30.8	38,002.3	10,715.1	24,639.9	35,355.0	800.0	5,470.3	6,270.3
			New & FYE of existing Savings	-75,417.8	-65.0	-75,482.8	-34,914.7	0.0	-34,914.7	-26,612.1	0.0	-26,612.1
			New & FYE of existing Income	-23,509.3	0.0	-23,509.3	-7,694.6	0.0	-7,694.6	-6,643.8	0.0	-6,643.8
			New & FYE of existing Grants	0.0	-34,986.9	-34,986.9	0.0	-1,073.0	-1,073.0	0.0	-14,347.0	-14,347.0
				-60,955.6	-35,021.1	-95,976.7	-31,894.2	23,566.9	-8,327.3	-32,455.9	-8,876.7	-41,332.6
			Prior Year savings rolling forward for delivery in 25-26 *	-21,830.6	-9.2	-21,839.8						
			TOTAL Savings for delivery in 2025-26	-120,757.7	-35,061.1	-155,818.8						

2024-25				2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	2026-27			2027-28		
						Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	
			* the prior year savings rolled forward for delivery in 2025-26 will be updated as part of the outturn report, and those updated figures will be used for the 2025-26 savings monitoring process									
			RESERVES									
27,481.5		27,481.5	Contributions to Reserves	43,240.9	14,200.0	57,440.9	44,588.6	14,200.0	58,788.6	43,538.0	34,300.0	77,838.0
-24,739.6		-24,739.6	Removal of prior year Contributions	-34,545.8	-10,640.0	-45,185.8	-42,840.9	-14,200.0	-57,040.9	-36,567.6	-14,200.0	-50,767.6
-14,877.4	-1,350.5	-16,227.9	Drawdowns from Reserves	-11,178.6	-26,695.4	-37,874.0	0.0	-9,870.0	-9,870.0	0.0	0.0	0.0
5,318.9	3,811.0	9,129.9	Removal of prior year Drawdowns	14,877.4	1,271.9	16,149.3	11,178.6	26,695.4	37,874.0	0.0	9,870.0	9,870.0
-6,816.6	2,460.5	-4,356.1	TOTAL RESERVES	12,393.9	-21,863.5	-9,469.6	12,926.3	16,825.4	29,751.7	6,970.4	29,970.0	36,940.4
113,896.2	0.0	113,896.2	NET CHANGE	102,609.6	-836.6	101,773.0	94,056.5	0.0	94,056.5	89,997.7	0.0	89,997.7
			UNRESOLVED BALANCE / SURPLUS				-3,024.3	0.0	-3,024.3	3,355.2	0.0	3,355.2
			ADULT SOCIAL CARE FUNDING UNRESOLVED BALANCE				-17,100.0		-17,100.0	-17,700.0		-17,700.0
1,429,506.8	0.0	1,429,506.8	NET BUDGET	1,531,279.8	0.0	1,531,279.8	1,605,212.0	0.0	1,605,212.0	1,680,864.9	0.0	1,680,864.9
			MEMORANDUM:									
			The net impact on our reserves balances is:									
27,481.5	0.0	27,481.5	Contributions to Reserves	43,240.9	14,200.0	57,440.9	44,588.6	14,200.0	58,788.6	43,538.0	34,300.0	77,838.0
-14,877.4	-1,350.5	-16,227.9	Drawdowns from Reserves	-11,178.6	-26,695.4	-37,874.0	0.0	-9,870.0	-9,870.0	0.0	0.0	0.0
12,604.1	-1,350.5	11,253.6	Net movement in Reserves	32,062.3	-12,495.4	19,566.9	44,588.6	4,330.0	48,918.6	43,538.0	34,300.0	77,838.0

2024-25			2025-26			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
Funding per the Local Government Finance Settlement & Local Taxation											
	11,806.0				15,680.3			16,101.0			16,448.1
	117,046.1				137,143.6			137,143.6			137,143.6
	26,969.4				26,969.4			26,969.4			26,969.4
	11,686.6				0.0			0.0			0.0
					4,031.2			4,031.2			4,031.2
	1,311.9				0.0			0.0			0.0
					6,759.8			6,759.8			6,759.8
	147,382.5				149,107.7			152,869.0			156,093.0
	50,014.7				61,701.3			61,701.3			61,701.3
	51,080.2				50,978.6			52,264.5			53,366.7
	2,058.5				1,926.7			0.0			0.0
					10,072.7			10,072.7			10,072.7
	3,544.6				0.0			0.0			0.0
	65,740.7				69,097.6			70,720.7			72,112.1
	2,682.8				313.3			0.0			0.0
	800,320.3				838,406.1			881,219.0			926,654.0
	135,347.0				155,881.6			178,359.8			202,513.0
	2,515.5				3,209.9			7,000.0			7,000.0
	1,429,506.8	Total Funding			1,531,279.8			1,605,212.0			1,680,864.9

SECTION 7

**Appendix E: Directorate summary of
2025-26 Spending, Savings & Reserves**

APPENDIX E - 2025-26 Budget by Directorate

MTFP Category	TOTAL			ASCH	Public Health	CYPE			GET			CED	DCED	NAC	CHB		
	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	Core £000s	Core £000s	Core £000s	External £000s	Total £000s
Original base budget	1,429,506.8	0.0	1,429,506.8	585,946.2	0.0	429,966.5	0.0	429,966.5	201,737.2	0.0	201,737.2	29,540.9	81,942.6	102,759.4	-2,386.0	0.0	-2,386.0
internal base adjustments	-836.6	836.6	0.0	58,039.1	436.6	-58,196.2	400.0	-57,796.2	-414.7	0.0	-414.7	-661.3	402.1	0.0	-5.6	0.0	-5.6
Revised Base	1,428,670.2	836.6	1,429,506.8	643,985.3	436.6	371,770.3	400.0	372,170.3	201,322.5	0.0	201,322.5	28,879.6	82,344.7	102,759.4	-2,391.6	0.0	-2,391.6
SPENDING																	
Base Budget Changes	10,320.7	-744.1	9,576.6	4,800.0	-344.1	-300.0	-400.0	-700.0	6,587.1	0.0	6,587.1	0.0	-915.0	307.0	-158.4	0.0	-158.4
Reduction in Grant Income	3,234.7	11,276.2	14,510.9	2,960.5	0.0	0.0	11,276.2	11,276.2	0.0	0.0	0.0	274.2	0.0	0.0	0.0	0.0	0.0
Pay	21,845.7	626.9	22,472.6	6,239.7	626.9	6,462.5	0.0	6,462.5	3,312.0	0.0	3,312.0	1,450.7	1,176.1	67.9	3,136.8	0.0	3,136.8
Prices	41,407.1	3,169.4	44,576.5	28,367.5	3,169.4	7,081.0	0.0	7,081.0	5,413.5	0.0	5,413.5	6.7	459.4	79.0	0.0	0.0	0.0
Demand & Cost Drivers - Cost	48,209.4	0.0	48,209.4	33,400.0	0.0	14,809.4	0.0	14,809.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Demand & Cost Drivers - Demand	22,989.0	24,150.3	47,139.3	11,300.0	250.3	10,626.5	23,900.0	34,526.5	1,062.5	0.0	1,062.5	0.0	0.0	0.0	0.0	0.0	0.0
Government & Legislative	-14,666.5	10,875.0	-3,791.5	796.5	709.5	0.0	423.9	423.9	-403.0	1,304.6	901.6	40.0	0.0	-15,100.0	0.0	8,437.0	8,437.0
Service Strategies & Improvements	17,831.2	6,694.3	24,525.5	475.0	4,827.3	6,759.8	0.0	6,759.8	1,735.0	1,867.0	3,602.0	226.4	9,319.1	-184.1	-500.0	0.0	-500.0
TOTAL SPENDING	151,171.3	56,048.0	207,219.3	88,339.2	9,239.3	45,439.2	35,200.1	80,639.3	17,707.1	3,171.6	20,878.7	1,998.0	10,039.6	-14,830.2	2,478.4	8,437.0	10,915.4
SAVINGS, INCOME & GRANT																	
Transformation - Future Cost Increase Avoidance	-23,888.1	0.0	-23,888.1	-13,288.1	0.0	-10,600.0	0.0	-10,600.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transformation - Service Transformation	-3,616.0	0.0	-3,616.0	-55.2	0.0	-2,625.1	0.0	-2,625.1	-42.0	0.0	-42.0	-128.4	-15.3	0.0	-750.0	0.0	-750.0
Efficiency	-6,371.8	-65.0	-6,436.8	-4,291.5	-65.0	-1,241.5	0.0	-1,241.5	255.0	0.0	255.0	-312.5	-781.3	0.0	0.0	0.0	0.0
Income	-20,109.3	0.0	-20,109.3	-6,247.1	0.0	-108.4	0.0	-108.4	-15,524.8	0.0	-15,524.8	-230.9	0.0	2,001.9	0.0	0.0	0.0
Financing	1,001.0	0.0	1,001.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-8,021.0	9,022.0	0.0	0.0	0.0
Policy	-7,971.4	0.0	-7,971.4	-286.5	0.0	-5,965.8	0.0	-5,965.8	512.5	0.0	512.5	-3,658.7	-872.9	0.0	2,300.0	0.0	2,300.0
TOTAL SAVINGS & INCOME	-60,955.6	-65.0	-61,020.6	-24,168.4	-65.0	-20,540.8	0.0	-20,540.8	-14,799.3	0.0	-14,799.3	-4,330.5	-9,690.5	11,023.9	1,550.0	0.0	1,550.0
Increases in Grants and Contributions	0.0	-34,956.1	-34,956.1	0.0	-6,487.4	0.0	-16,860.1	-16,860.1	0.0	-3,171.6	-3,171.6	0.0	0.0	0.0	0.0	-8,437.0	-8,437.0
TOTAL SAVINGS, INCOME & GRANT	-60,955.6	-35,021.1	-95,976.7	-24,168.4	-6,552.4	-20,540.8	-16,860.1	-37,400.9	-14,799.3	-3,171.6	-17,970.9	-4,330.5	-9,690.5	11,023.9	1,550.0	-8,437.0	-6,887.0
MEMORANDUM:																	
Removal of undelivered/temporary savings & grant	37,971.5	30.8	38,002.3	20,073.4	30.8	0.0	0.0	0.0	1,554.0	0.0	1,554.0	0.0	222.1	13,822.0	2,300.0	0.0	2,300.0
New & FYE of existing Savings	-75,417.8	-65.0	-75,482.8	-37,994.7	-65.0	-20,432.4	0.0	-20,432.4	-728.5	0.0	-728.5	-4,099.6	-9,912.6	-1,500.0	-750.0	0.0	-750.0
New & FYE of existing Income	-23,509.3	0.0	-23,509.3	-6,247.1	0.0	-108.4	0.0	-108.4	-15,624.8	0.0	-15,624.8	-230.9	0.0	-1,298.1	0.0	0.0	0.0
New & FYE of existing Grants	0.0	-34,986.9	-34,986.9	0.0	-6,518.2	0.0	-16,860.1	-16,860.1	0.0	-3,171.6	-3,171.6	0.0	0.0	0.0	0.0	-8,437.0	-8,437.0
	-60,955.6	-35,021.1	-95,976.7	-24,168.4	-6,552.4	-20,540.8	-16,860.1	-37,400.9	-14,799.3	-3,171.6	-17,970.9	-4,330.5	-9,690.5	11,023.9	1,550.0	-8,437.0	-6,887.0
Prior Year savings rolling forward for delivery in 25-26 *	-21,830.6	-9.2	-21,839.8	-18,507.1	-9.2	-1,641.0		-1,641.0	-770.0		-770.0	-102.5	-60.0		-750.0		-750.0
TOTAL Savings for delivery in 2025-26	-120,757.7	-35,061.1	-155,818.8	-62,748.9	-6,592.4	-22,181.8	-16,860.1	-39,041.9	-17,123.3	-3,171.6	-20,294.9	-4,433.0	-9,972.6	-2,798.1	-1,500.0	-8,437.0	-9,937.0
* the prior year savings rolled forward for delivery in 2025-26 will be updated as part of the outturn report, and those updated figures will be used for the 2025-26 savings monitoring process																	
RESERVES																	
Contributions to Reserves	43,240.9	14,200.0	57,440.9	0.0	0.0	0.0	14,200.0	14,200.0	400.0	0.0	400.0	0.0	90.9	42,750.0	0.0	0.0	0.0
Removal of prior year Contributions	-34,545.8	-10,640.0	-45,185.8	0.0	-1,600.0	0.0	-9,040.0	-9,040.0	0.0	0.0	0.0	0.0	-160.0	-34,385.8	0.0	0.0	0.0
Drawdowns from Reserves	-11,178.6	-26,695.4	-37,874.0	0.0	-2,795.4	0.0	-23,900.0	-23,900.0	-160.0	0.0	-160.0	0.0	0.0	-11,018.6	0.0	0.0	0.0
Removal of prior year Drawdowns	14,877.4	1,271.9	16,149.3	567.2	1,271.9	0.0	0.0	0.0	475.0	0.0	475.0	262.0	0.0	13,573.2	0.0	0.0	0.0
TOTAL RESERVES	12,393.9	-21,863.5	-9,469.6	567.2	-3,123.5	0.0	-18,740.0	-18,740.0	715.0	0.0	715.0	262.0	-69.1	10,918.8	0.0	0.0	0.0
NET CHANGE (excl internal base adjustments)	102,609.6	-836.6	101,773.0	64,738.0	-436.6	24,898.4	-400.0	24,498.4	3,622.8	0.0	3,622.8	-2,070.5	280.0	7,112.5	4,028.4	0.0	4,028.4
NET BUDGET	1,531,279.8	0.0	1,531,279.8	708,723.3	0.0	396,668.7	0.0	396,668.7	204,945.3	0.0	204,945.3	26,809.1	82,624.7	109,871.9	1,636.8	0.0	1,636.8

SECTION 8

Appendix F: List of individual Spending growth, Savings/Income and Reserves items 2025-28

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care	Budget Realignment for the underlying pressure from 2024/25 within Adult Social Care (long-term support)	6,513.3	0.0	0.0	Adults and Older People	Core
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care	Budget Realignment for the underlying pressure from 2024/25 within Adult Social Care (short-term support)	1,286.7	0.0	0.0	Adults and Older People	Core
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care - Placements for clients aged 18-25	Realignment of the 18-25 Adult Learning & Physical Disability Community Services budget reflecting forecast underspend in 2024-25 - short term support	-12.2	0.0	0.0	Adults and Older People	Core
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care - Placements for clients aged 18-25	Realignment of the 18-25 Adult Learning & Physical Disability Community Services budget reflecting forecast underspend in 2024-25 - long term support	-2,987.8	0.0	0.0	Adults and Older People	Core
Base Budget Changes	CYPE	Sue Chandler	Children's Social Care - Disabled Children (Placements & Support)	Realignment of the Children's Disability budget to reflect the increase in cost of supporting children in 2024-25	4,000.0	0.0	0.0	Children's Social Care	Core
Base Budget Changes	CYPE	Rory Love	Schools' Services - Temporary Accommodation	Use of temporary accommodation (normally mobiles or other temporary buildings) to ensure there are sufficient school places to meet basic need requirements, where these costs cannot be charged to capital.	1,000.0	0.0	0.0	Schools Services	Core
Base Budget Changes	CYPE	Rory Love	Home to School Transport	Underlying underspend from 24-25 monitoring on Home to School Transport Budget: lower increases in the costs of transport	-5,300.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Neil Baker	English National Concessionary Transport Scheme (ENCTS) reimbursement factor	In November 2023, the DfT announced changes to the re-imbursement calculator for the ENCTS scheme. The impact of these changes is to raise the re-imbursement level for ENCTS to an acceptable level for the bus operator, which leads to an increased cost to the authority	3,116.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Neil Baker	Highways - demand on Cat1 and Cat 2 defects	Re-alignment of highways maintenance operational spend due to recurring increased spend on highway defects and customer demand including Cat 1 and Cat 2 defects through statutory inspections.	1,757.0	0.0	0.0	Highways	Core
Base Budget Changes	GET	Robert Thomas	Waste - Realignment	Realignment of tonnes going through the Allington Energy for Waste (EfW) plant, based on Sept 2024 intel	1,270.2	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - Realignment	Rightsizing of budget for household waste recycling centres and waste transfer stations management fees and rates due to higher inflation than assumed in 24-25 budget	362.2	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - Textiles Income	Loss of textiles income due to market conditions	182.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Robert Thomas	Waste - mixed recycling	From October 2024, KCC will have to sample and evaluate mixed recycling, in line with the amendments to the Environmental Permitting Regulations (2016)	133.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Clair Bell	Trading Standards	Notified price increases for two restricted intelligence systems used for Trading Standards	6.2	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Base Budget Changes	GET	Clair Bell	Trading Standards	Increased income from Trading Standards Checked service, previously delayed due to economic climate.	-45.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Base Budget Changes	GET	Neil Baker	Highways - Streetlight Energy	Reduced streetlight energy costs due to price reduction in 24/25 where Summer rate is lower than budgeted	-194.5	0.0	0.0	Highways	Core
Base Budget Changes	DCED	Peter Oakford	Impact of Cap on Capitalisation of Property Disposal costs	Removal of short term funding for impact on the revenue budget of 4% cap on capitalisation of asset disposal costs pending improvement in market conditions and implementation of changes to asset disposal strategy	-100.0	-100.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Peter Oakford	KCC Estate - Energy	Changes in the Corporate Landlord estate facilitating a reduced cost for Utilities from that budgeted within the 24/27 MTFP	-346.7	0.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Peter Oakford	KCC Estate - Facilities Management	Reduction to Corporate Landlord Facilities Management base budget due to lower than budgeted contract indexation	-468.3	0.0	0.0	Costs of running our operational premises (CLL)	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Base Budget Changes	NAC	Peter Oakford	Insurance	Rightsize budget for increase in insurance premiums	250.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Apprenticeship Levy	Realignment of Apprenticeship Levy Budget following overspending in 2023-24 and a forecast overspend in 2024-25	50.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Other Non Attributable Costs	Payment to Kent Fire and Rescue Service of 3% share of the Retained Business Rates levy in line with the Kent Business Rates pool agreement	22.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Capital Financing Costs	Reinstate in 2027-28 the temporary reduction in debt charges in 2024-25 to 2026-27 due to decisions taken by Members to contain the capital programme; significant levels of re-phasing of the capital programme in 2022-23, 2023-24 and 2024-25; changes in interest rates and a review of asset lives in the modelling of debt charges.	0.0	0.0	4,000.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Peter Oakford	Corporate Levies	Rightsize budget for the Environment Agency and the Inshore Sea Fisheries Levies as the increase in 2024-25 was lower than anticipated when the budget was set.	-15.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	CHB	Peter Oakford	Pay and Reward	Release of 2024-25 unallocated pay and reward allocation. The costs of the pay award were less than assumed when the 2024-25 budget was set based on actual staff in post	-158.4	0.0	0.0	Unallocated	Core
TOTAL BASE BUDGET CHANGES					10,320.7	-100.0	4,000.0		
Reduction in Grant Income	ASCH	Dan Watkins	Domestic Abuse	Removal of the Domestic Abuse Safe Accommodation specific grant following Government decision to include this within the Core Spending Power in the 2025-26 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant. The total Domestic Abuse Safe Accommodation specific grant was £3,234.7k in 2024-25 (£2,960.5k in ASCH directorate and £274.2k in CED directorate). The Domestic Abuse Safe Accommodation general grant amount rolled into the 2025-26 settlement is £4,031.2k. The impact of this change is an increase in our net budget of £4,031.2k but a change of only £796.5k in our spending capacity	2,960.5	0.0	0.0	Adults and Older People	Core
Reduction in Grant Income	CED	Roger Gough	Domestic Abuse	Removal of the Domestic Abuse Safe Accommodation specific grant following Government decision to include this within the Core Spending Power in the 2025-26 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant. The total Domestic Abuse Safe Accommodation specific grant was £3,234.7k in 2024-25 (£2,960.5k in the ASCH directorate and £274.2k in CED directorate). The Domestic Abuse Safe Accommodation general grant amount rolled into the 2025-26 settlement is £4,031.2k. The impact of this change is an increase in our net budget of £4,031.2k but a change of only £796.5k in our spending capacity	274.2	0.0	0.0	Management, Support Services & Overheads	Core
TOTAL REDUCTION IN GRANT INCOME					3,234.7	0.0	0.0		
Pay	ASCH	Dan Watkins	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. This includes removal of Non-Consolidated (one-off) pay increases in 2024-25 and a Pay Uplift in 2025-26	3,943.0	0.0	0.0	Various	Core
Pay	ASCH	Dan Watkins	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	2,277.5	0.0	0.0	Various	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Pay	ASCH	Dan Watkins	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - 18-25 Disabled Young People Services - long term support	19.2	15.6	11.1	Adults and Older People	Core
Pay	CYPE	Various	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. This includes removal of Non-Consolidated (one-off) pay increases in 2024-25 and a Pay Uplift in 2025-26	3,730.2	0.0	0.0	Various	Core
Pay	CYPE	Various	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	2,097.4	0.0	0.0	Various	Core
Pay	CYPE	Various	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff	634.9	515.7	365.8	Various	Core
Pay	GET	Various	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. This includes removal of Non-Consolidated (one-off) pay increases in 2024-25 and a Pay Uplift in 2025-26	2,103.4	0.0	0.0	Various	Core
Pay	GET	Various	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	1,155.2	0.0	0.0	Various	Core
Pay	GET	Clair Bell	Coroners	Increase in pay for senior, area and assistant coroners in accordance with the pay award agreed by the national Joint Negotiating Committee for Coroners	29.9	20.8	17.9	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Clair Bell	Community Protection (Kent Scientific Services)	Increase in staffing costs within Kent Scientific Services to deliver scientific testing which are offset by increased income	23.5	20.0	13.7	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	CED	Various	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. This includes removal of Non-Consolidated (one-off) pay increases in 2024-25 and a Pay Uplift in 2025-26	916.0	0.0	0.0	Various	Core
Pay	CED	Various	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	534.7	0.0	0.0	Various	Core
Pay	DCED	Various	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. This includes removal of Non-Consolidated (one-off) pay increases in 2024-25 and a Pay Uplift in 2025-26	780.4	0.0	0.0	Various	Core
Pay	DCED	Various	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	395.7	0.0	0.0	Various	Core
Pay	NAC	Peter Oakford	Apprenticeship Levy	Increase in the Apprenticeship Levy in line with the estimated increase in the pay bill	65.5	52.4	55.1	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Pay	NAC	Peter Oakford	Pay and Reward	Pay uplift covering the Transition and Pay Award through the new pay structure from 1 April 2025. Pay Uplift of £1.7k in 2025-26	1.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Pay	NAC	Peter Oakford	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9.1k to £5.0k	0.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Pay	CHB	Peter Oakford	Pay and Reward - National Insurance Increase	Employer National Insurance increases from April 2025 announced in the Chancellor's Autumn Budget on 30th October 2024, including an increase in the rate from 13.8% to 15% and a reduction in the threshold at which contributions become payable from £9,100 to £5,000. This includes Basic Pay but also National Insurance increases on all other Pay as well as Member Allowances. These figures are subject to the Pay Bargaining process with Trade Unions	2,899.9	0.0	0.0	Unallocated	Core
Pay	CHB	Peter Oakford	Pay and Reward	Contribution for annual pay award and impact on base budgets from the transition to and progression through the Council's new pay structure from 1 April 2025, as agreed at County Council on 23 May 2024. This includes an estimate for staff pay awards and ensuring that lower pay scales increase in line with the Foundation Living Wage. This is still subject to finalising the pay bargaining process with Trade Unions.	236.9	9,600.0	11,400.0	Unallocated	Core
Pay	CHB	Peter Oakford	Employers Pension Contribution	Estimated impact of potential change to employers pension contribution rate in 2026-27	0.0	2,300.0	0.0	Unallocated	Core
TOTAL PAY					21,845.7	12,524.5	11,863.6		
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments - long term support	16,496.0	16,995.0	14,595.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market - long term support	9,371.4	0.0	0.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments -18-25 long term support	1,282.6	1,332.7	1,149.1	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market - 18-25 long term support	769.2	0.0	0.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market - short term support	428.6	0.0	0.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments -18-25 short term support	9.6	10.0	10.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Additional funding above contractual obligations, to sustain the social care market - 18-25 short term support	6.1	0.0	0.0	Adults and Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments - short term support	4.0	5.0	5.0	Adults and Older People	Core
Prices	CYPE	Rory Love	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport	3,857.9	2,574.5	2,112.1	Transport	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Non-disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Integrated Children's Services Operations	1,766.6	1,948.6	1,591.8	Children's Social Care	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - lifespan pathway 0-25	660.8	500.6	415.5	Children's Social Care	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Non-disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Children's Countywide Services	503.0	550.0	400.0	Children's Social Care	Core
Prices	CYPE	Rory Love	Kent 16+ Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent 16+ Travel Saver	108.4	86.0	71.0	Transport	Core
Prices	CYPE	Rory Love	Schools' Services - Historic Pension Arrangements	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - Children, Young People & Education	91.5	146.9	121.2	Schools Services	Core
Prices	CYPE	Rory Love	Schools' Services - Facilities Management	Estimated future price uplift to new Facilities Management contracts - schools	64.9	61.4	57.7	Schools Services	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Prices	CYPE	Sue Chandler	Children's Social Care - Care Leavers	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Care Leavers	27.9	40.7	33.1	Children's Social Care	Core
Prices	GET	Robert Thomas	Waste contract related inflation.	Provision for price inflation related to Waste contracts (based on contractual indices) - updated for Office of Budget Responsibility (OBR) Oct 24 forecasts	2,900.0	2,718.0	2,682.0	Waste	Core
Prices	GET	Neil Baker	Highways contract related inflation	Provision for price inflation related to Highways contracted services (based on contractual indices)	755.5	1,365.3	1,372.4	Highways	Core
Prices	GET	Neil Baker	English National Concessionary Transport Scheme (ENCTS) Inflation	Provision for price inflation, resulting from bus operator fare increases feeding into the ENCTS re-imburement calculator. The re-imburement calculator is used to calculate what a bus operator receives in payment, for each pass presented per trip.	539.0	558.0	577.0	Transport	Core
Prices	GET	Neil Baker	Highways - Streetlight Energy	The rebate from the Bowerhouse solar farm has a reduced forecast on the return hence impacting the street light energy budget.	480.0	0.0	0.0	Highways	Core
Prices	GET	Neil Baker	Kent Travel Saver inflation	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent Travel Saver	479.7	479.7	479.7	Transport	Core
Prices	GET	Neil Baker	Supported Bus Services Inflation	Provision for price inflation, which results from the re-tendering of supported bus services, which reflects increases in operating costs over the life of a contract.	421.0	432.0	445.0	Transport	Core
Prices	GET	Neil Baker	Highways - Soft Landscaping	Soft Landscaping Arboricultural contract increased prices through new contract commissioning / tender process.	90.0	0.0	0.0	Highways	Core
Prices	GET	Clair Bell	Coroners - Post Mortem Contract inflation	Provision for price inflation related to contracted services (based on contractual indices)	87.0	1.8	1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Contract related inflation - PROW	Provision for price inflation related to Public Rights of Way contracts	57.0	38.0	38.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	Provision for inflationary increase in specialist pathologist fees	27.2	22.0	15.3	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners - Funeral Directors Contract inflation	Provision for price inflation related to contracted services (based on contractual indices)	23.0	19.0	13.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Libraries, Registration & Archives inflation	Provision for price inflation related to contracted services (based on contractual indices) - annual uplift to the SLAs we have in place for - Amelia, Tunbridge Wells Borough Council , Sandgate Library, Sandgate Parish Council, Swanley Link, Swanley Town Council and contribution to Beaney, Canterbury City Council.	22.0	22.0	22.0	Community Services	Core
Prices	GET	Robert Thomas	Country Parks	Inflationary increases in the gross costs to supply catering goods, materials and stock used to generate income through resale in on-site cafes and shops.	14.2	14.6	15.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	Increase in budget for toxicology analysis due to increasing number and complexity of cases plus inflationary rises in salaries and consumables	13.0	11.0	8.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Prices	GET	Clair Bell	Community Protection (Kent Scientific Services)	Inflationary increases to public laboratory non-staffing costs including consumables, fuel etc.	10.9	9.3	6.4	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Coroners	The Coroner Service is required by law to record inquests and provide limited secure access to streaming. AV Equipment to do this was installed at the new facilities at Oakwood House but requires ongoing maintenance.	10.0	1.4	1.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Clair Bell	Mobile Libraries Fuel inflation	Provision for price inflation related to other transport services	1.0	1.0	1.0	Community Services	Core
Prices	GET	Neil Baker	Streetlight Energy price changes	Provision for price changes related to Streetlight energy, as estimated by Commercial Services/LASER for 25/26 and 26/27	-517.0	113.0	113.0	Highways	Core
Prices	CED	Peter Oakford	Local Democracy - Grants to District Councils	Annual uplift in grant covering contribution for Retriever (debt tracing) contract (CPI linked) and staff resources grant (pay linked) related to Council Tax collection to help increase levels of council tax raised via improving tax base/collection rates.	6.7	10.9	9.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	DCED	Peter Oakford	KCC Estate - Facilities Management	Estimated future price uplift within the Corporate Landlord budget for Facilities Management contracts	347.0	504.8	445.5	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	Cantium Business Solutions (CBS)	Inflationary uplift on the CBS ICT contract	128.5	238.9	199.9	Management, Support Services & Overheads	Core
Prices	DCED	Peter Oakford	KCC Estate - Rates	Provision for price inflation within the Corporate Landlord budget for rates for the office estate	114.7	205.0	146.9	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	KCC Estate - Rent	Provision for price inflation within the Corporate Landlord budget for rent of the KCC estate	91.9	148.5	124.3	Costs of running our operational premises (CLL)	Core
Prices	DCED	Peter Oakford	Technology contracts	Provision for price inflation on Third Party ICT related contracts	91.2	119.8	111.5	Management, Support Services & Overheads	Core
Prices	DCED	Dylan Jeffrey	Contact Centre	Price inflation on Agilisys contract for provision of Contact Centre	81.0	18.9	72.6	Community Services	Core
Prices	DCED	Peter Oakford	Kent Commercial Services (KCS)	Inflationary uplift on the KCS HR Connect contract	36.1	62.0	51.9	Management, Support Services & Overheads	Core
Prices	DCED	Peter Oakford	KCC Estate - Energy	Anticipated price change on energy contracts for the KCC estate as estimated by Commercial Services	-431.0	-47.7	4.2	Costs of running our operational premises (CLL)	Core
Prices	NAC	Peter Oakford	External Audit Fee	Estimated increase in external audit fee	52.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Prices	NAC	Peter Oakford	Environment Agency Levy	Estimated increase in Environment Agency Levy together with impact of estimated change in taxbase	19.7	20.5	21.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Prices	NAC	Peter Oakford	Non specific price provision - Inshore Sea Fisheries Conservation Area Levy	Non specific provision for inflation on other contracts without indexation clauses - increase in Inshore Sea Fisheries Conservation Area (IFCA) Levy	6.6	22.2	23.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL PRICES					41,407.1	31,361.3	27,562.6		
Demand & Cost Drivers - Cost	ASCH	Dan Watkins	Adult Social Care	Estimated cost pressures. Relates mainly to new people starting to receive services, being at higher cost than those who are continuing or leaving services.	30,900.0	30,900.0	30,900.0	Adults and Older People	Core
Demand & Cost Drivers - Cost	ASCH	Dan Watkins	Adult Social Care	Provision for impact of the full year effect of all current costs of care, further increases in client numbers expected through transition into adulthood from Children's Social Care, additional costs arising for existing clients and for those new clients whose needs are becoming more complex - long term support	2,497.4	2,497.4	2,497.4	Adults and Older People	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Demand & Cost Drivers - Cost	ASCH	Dan Watkins	Adult Social Care	Provision for impact of the full year effect of all current costs of care, further increases in client numbers expected through transition into adulthood from Children's Social Care, additional costs arising for existing clients and for those new clients whose needs are becoming more complex - short term support	2.6	2.6	2.6	Adults and Older People	Core
Demand & Cost Drivers - Cost	CYPE	Rory Love	Home to School transport - SEN - Cost	Estimated impact of rising pupil population on SEN Home to School and College Transport	10,200.0	7,900.0	7,900.0	Transport	Core
Demand & Cost Drivers - Cost	CYPE	Sue Chandler	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (increase in cost of packages)	3,250.3	3,841.5	3,841.5	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Sue Chandler	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand for services for children with a disability including complexity of packages.	1,109.1	1,239.6	1,239.6	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Rory Love	Home to School transport - Mainstream - Cost Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	250.0	250.0	250.0	Transport	Core
TOTAL DEMAND & COST DRIVERS - COST					48,209.4	46,631.1	46,631.1		
Demand & Cost Drivers - Demand	ASCH	Dan Watkins	Adult Social Care	Provision for the impact in Adult Social Care of the full year effect of all current costs of care during 2024-25 in addition to new financial demands that will be placed on adult social care (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2025 to 31st March 2026 (c) Individuals in receipt of a funded package of support on 31st March 2025, and require an increase in funded support following a review or reassessment (d) People no longer eligible for CHC and now require funded support from ASCH from (e) People who have previously funded their own care and support and now require funded support from ASCH - long term support	11,221.5	11,221.5	11,221.5	Adults and Older People	Core
Demand & Cost Drivers - Demand	ASCH	Dan Watkins	Adult Social Care	Provision for the impact in Adult Social Care of the full year effect of all current costs of care during 2024-25 in addition to new financial demands that will be placed on adult social care (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2025 to 31st March 2026 (c) Individuals in receipt of a funded package of support on 31st March 2025, and require an increase in funded support following a review or reassessment (d) People no longer eligible for CHC and now require funded support from ASCH from (e) People who have previously funded their own care and support and now require funded support from ASCH - short term support	78.5	78.5	78.5	Adults and Older People	Core
Demand & Cost Drivers - Demand	CYPE	Rory Love	Home to School transport - SEN - Demand	Estimated impact of rising pupil population on SEN Home to School and College Transport	4,400.0	5,200.0	5,200.0	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (higher number of children requiring support)	4,390.6	3,927.7	3,927.7	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand for services for children with a disability including complexity of packages.	1,460.9	1,230.4	1,230.4	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Rory Love	Home to School transport - Mainstream - Demand Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	250.0	250.0	250.0	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Sue Chandler	Children's Social Care - Care Leavers	Estimated increase in number of children supported by the care leaver service	125.0	0.0	0.0	Children's Social Care	Core
Demand & Cost Drivers - Demand	GET	Robert Thomas	Waste - tonnage changes	Estimated impact of changes in waste tonnage as a result of population and housing growth and changes in the mix of waste streams/disposal methods	1,085.0	1,090.0	1,044.0	Waste	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Demand & Cost Drivers - Demand	GET	Neil Baker	Streetlight energy & maintenance	Adoption of new streetlights at new housing developments and associated increase in energy costs	27.5	27.5	27.5	Highways	Core
Demand & Cost Drivers - Demand	GET	Derek Murphy	Planning Applications	Removal of one-off funding for costs of the independent examination of the Minerals & Waste Local Plan by the Planning Inspectorate in the summer of 2024	-50.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
TOTAL DEMAND & COST DRIVERS - DEMAND					22,989.0	23,025.6	22,979.6		
Government & Legislative	ASCH	Dan Watkins	Domestic Abuse	Increase in Domestic Abuse Safe Accommodation to reflect increase included in Local Government Finance Settlement	796.5	0.0	0.0	Adults and Older People	Core
Government & Legislative	GET	Clair Bell	Coroners	Revisions to staffing structure, primarily to adhere with Government guidance on caseload/complexity	85.0	65.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Clair Bell	Public Rights of Way	Adoption of new routes (e.g. King Charles III England Coast Path), including creation of new routes and recording of historic rights where they are publicly maintainable.	12.0	12.0	12.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Clair Bell	Growth & Communities	Potential revenue implications for unavoidable impacts from policy savings still under development	0.0	262.5	37.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Robert Thomas	Waste - Waste to Energy Emissions	From January 2028, UK Energy for Waste (EFW) plants will be included within the existing UK Emissions Trading Scheme (ETS), and KCC will be subject to a pass through related to this cap and trade scheme. Please note that the intricacies of this scheme are still out to consultation and therefore accurate estimations of cost are not possible. This is one-quarter of the estimated liability.	0.0	0.0	3,200.0	Waste	Core
Government & Legislative	GET	Neil Baker	Highways Tunnels - Regulations	Removal of one-off costs in 2024-25 of meeting our statutory duties complying with the Tunnels Regulations and inspections including consultants report and critical documentation preparation.	-500.0	0.0	0.0	Highways	Core
Government & Legislative	CED	Roger Gough	Procurement - Compliance & Reporting	Additional transparency and performance requirements in line with the implementation of the Procurement Act 2023	40.0	0.0	0.0	Management, Support Services & Overheads	Core
Government & Legislative	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Change in accounting treatment of KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement following latest advice from External Auditors. Remove base spending pressure included in 2024-25 budget and replace with a contribution to reserves (see reserves section of MTFP)	-15,100.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL GOVERNMENT & LEGISLATIVE					-14,666.5	339.5	3,249.5		
Service Strategies & Improvements	ASCH	Dan Watkins	Adult Social Care	Increase in the bad debt provision to reflect the anticipated impact of the high cost of living on our income collection rates from client contributions	250.0	200.0	190.0	Adults and Older People	Core
Service Strategies & Improvements	ASCH	Dan Watkins	Adult Social Care	Ongoing funding for MOSAIC payments resources (funded from elsewhere in 2024-25). Additional resources will ensure timely payments to social care providers, and also support the development of enhancements to the MOSAIC payments system to improve processes.	225.0	0.0	0.0	Adults and Older People	Core
Service Strategies & Improvements	CYPE	Sue Chandler	Children's Social Care Prevention	Share of the new Children's Social Care Prevention Grant Costs included in the 2025-26 Local Government Settlement to support delivery of the Children's Wellbeing and Schools Bill reforms relating to critical adolescence and wider early help prevention work	6,759.8	0.0	0.0	Children's Social Care	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	GET	Robert Thomas	Waste - Behaviour change	This is a spend to save initiative to avoid residual waste costs through increasing recycling rates and reduction of residual waste. This focuses on food waste capture and reduction, increasing recycling and decreasing contamination, as well as the introduction of flexible plastics to be recycled: This will be achieved through: - Communications and behaviour change initiatives - Improving waste systems, through supporting the districts to increase the performance of Kerbside recycling schemes - Infrastructure improvement and development to enable maximum opportunities to segregate recycling and comply with legislation.	1,300.0	1,350.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - HWRC Contract	Funds required to mobilise new contract and demobilise existing contract, including getting sites into a condition that new contractor will accept, following the decision to procure a new contract.	500.0	-300.0	-200.0	Waste	Core
Service Strategies & Improvements	GET	Neil Baker	Mobilisation and increase contract costs for new HTMC contract	Mobilisation and commissioning costs associated with the new Highways Term Maintenance contract (April 2026), then increased cost of HTMC contract	300.0	2,833.5	0.0	Highways	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste facilities	Revenue contribution to capital outlay to fund the development of the waste transfer station at Folkstone & Hythe	0.0	2,000.0	-2,000.0	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - infrastructure	Operating and haulage costs of a new waste transfer facility in the Folkestone & Hythe area which is required as currently this waste is either tipped via a subcontractor or outside of borough	0.0	789.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Robert Thomas	Flood Risk Management	Revenue contributions to capital required to deliver Surface Water Flood Risk Management schemes	0.0	500.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Robert Thomas	Waste - HWRC contract	Exit cost payable to contractor as vehicle cost was spread over 5+5 year contract and the 5 year extension was not exercised so exit fee is payable based on reimbursement of unamortised asset cost - deferred to 2027-28 as 18 month increased mobilisation period has been agreed	0.0	0.0	1,069.9	Waste	Core
Service Strategies & Improvements	GET	Clair Bell	Sports & Physical Activity Development	Capital sports grant to contribute towards refurbishment or improvement of existing sports facilities, sites or buildings; development of new community sports facilities; and purchase of fixed sports equipment.	0.0	0.0	37.5	Community Services	Core
Service Strategies & Improvements	GET	Clair Bell	Village Halls & Community Centres	Change the funding of grants for improvements and adaptations to village halls and community centres from capital to revenue	0.0	0.0	37.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Derek Murphy	Economic Development Recovery Plan	Removal of time limited funding for re-design of the service and additional staffing and consultancy capacity to draft and deliver the Kent Economic Recovery Plan and Kent & Medway Economic Framework following the Covid pandemic	-50.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Neil Baker	Highways - Streetlighting	Removal of one-off costs of upgrade of the Streetlighting Control Management System from 3G connectivity due to the shutting down of the 3G network	-315.0	-160.0	0.0	Highways	Core
Service Strategies & Improvements	CED	Roger Gough	Internal Audit Resourcing	The core business of the Internal Audit service is the delivery of assurance and consultancy services to Kent County Council. This assessment of future needs is broadly based on resources required for the current KCC and external client base. Any additional opportunities would need to be assessed on the basis that they would need to be addressed by cost effective recruitment of resources.	110.7	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	CED	Dylan Jeffrey	Member Allowances	Annual uplift to Member Allowances as agreed and approved by County Council	70.7	50.9	61.9	Management, Support Services & Overheads	Core

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	CED	Roger Gough	Procurement - Tendering & Sourcing System	Updating of Kent Business Portal to manage the publication and management of all public procurements, in line with legislation.	45.0	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Technology	Oracle Cloud spend met by flexible use of capital receipts	8,021.0	-8,021.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the commissioning budget for the provision of ICT services from Commercial Services Group which will lead to an increase in the dividend received	1,160.2	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the commissioning budget for the provision of HR services from Commercial Services Group which will lead to an increase in the dividend received	137.9	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	NAC	Peter Oakford	Project Prime (Commercial Services Group contract review phase 1)	Final loss of income from a review of contract with Commercial Services Group, specifically due to the removal of buy back of services was lower than originally estimated in 24-25 budget	-184.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Service Strategies & Improvements	CHB	Peter Oakford	Waste Provision	Removal of one-off provision for increased costs of waste disposal in advance of implementation of simpler recycling regulations and new burdens funding	-500.0	0.0	0.0	Unallocated	Core
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					17,831.2	-757.6	-803.2		
Base Budget Changes	CYPE	Sue Chandler	Unaccompanied Asylum Seeking Children (UASC) - re-prioritisation of grant	Realignment of spending within UASC grant to reflect incorporating the recharge from GET Directorate for unaccompanied children in receipt of a Kent Travel Saver pass	-400.0	0.0	0.0	Children's Social Care	External
Base Budget Changes	Public Health	Dan Watkins	Public Health	Realignment of charge for corporate overheads	-344.1	0.0	0.0	Public Health	External
TOTAL BASE BUDGET CHANGES					-744.1	0.0	0.0		
Reduction in Grant Income	CYPE	Sue Chandler	Children & Families grants	Removal of the following individual children & families specific grants to be replaced by the new Children and Families grant announced as part of the 2025-26 Local Government Financial Settlement - Operations: - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	8,561.2	0.0	0.0	Children's Social Care	External
Reduction in Grant Income	CYPE	Sue Chandler	Children & Families grants	Removal of the following individual children & families specific grants to be replaced by the new Children and Families grant announced as part of the 2025-26 Local Government Financial Settlement - Countywide services: - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	2,715.0	0.0	0.0	Children's Social Care	External
TOTAL REDUCTION IN GRANT INCOME					11,276.2	0.0	0.0		
Pay	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Pay adjustments including 25/26 pay uplift for Public Health staff	626.9	0.0	0.0	Public Health	External
TOTAL PAY					626.9	0.0	0.0		
Prices	Public Health	Dan Watkins	Public Health contracts	Increase in NHS Provider contracts	2,746.5	0.0	0.0	Public Health	External
Prices	Public Health	Dan Watkins	Public Health Contracts	Other Contractual/inflationary increases	422.9	0.0	0.0	Public Health	External
TOTAL PRICES					3,169.4	0.0	0.0		

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Demand & Cost Drivers - Demand	CYPE	Rory Love	Dedicated Schools Grant (DSG) anticipated in year deficit	Anticipated in year deficit of £23.9m in 2025-26 reducing to £8.3m in 2026-27 against the Dedicated Schools Grant due to costs of High Needs Education expected to exceed the grant allocation, with a surplus of £5.9m forecast for 2027-28	23,900.0	-15,600.0	-14,200.0	Schools & High Needs	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Sexual Health	Increase in costs associated with long-acting reversible contraception for GP charges and prescribing costs	148.0	0.0	0.0	Public Health	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Stop Smoking Services	Increase in Nicotine Replacement Therapy (NRT) due to demand	75.0	0.0	0.0	Public Health	External
Demand & Cost Drivers - Demand	Public Health	Dan Watkins	Public Health - Sexual Health	Increased Demand for Sexual Health Services	27.3	0.0	0.0	Public Health	External
TOTAL DEMAND & COST DRIVER - DEMAND					24,150.3	-15,600.0	-14,200.0		
Government & Legislative	CYPE	Sue Chandler	Family Hubs	Temporary extension and increase in the Family Hubs and Start for Life Grant following the announcement this will continue for one more year. This extension and increase will enable a range of temporary measures for 2025-26 to be put in place within the terms of the grant conditions. We are expecting no further extensions beyond 2025-26 so temporary spending (including original and increased grant) is removed in 2026-27.	423.9	-3,832.9	0.0	Children's Other Services	External
Government & Legislative	GET	Neil Baker	Transport	Consolidated Active Travel Fund 2025-26 spending in accordance with the terms of the revenue grant allocation	1,304.6	-1,304.6	0.0	Transport	External
Government & Legislative	CHB	Roger Gough	Household Support Fund	The Government announcement on 2nd September 2024 extended the Government funded Household Support Fund for a further 6 months from 30 September 2024 to 31 March 2025. This was extended for a further year to 31 March 2026 in the Chancellor's Autumn Budget on 30th October 2024 but at a reduced amount. It is currently assumed that this grant will cease from 1 April 2026.	8,437.0	-19,502.4	0.0	Unallocated	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in Substance Misuse services funded by temporary Rough Sleeper grant from Office for Health Improvement & Disparities	579.1	0.0	-579.1	Public Health	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in substance misuse services due to estimated reduction in Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	161.2	0.0	-417.7	Public Health	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in targeted housing support interventions for people in drug and alcohol treatment due to an estimated reduction in the Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	-30.8	0.0	-901.3	Public Health	External
TOTAL GOVERNMENT & LEGISLATIVE					10,875.0	-24,639.9	-1,898.1		
Service Strategies & Improvements	GET	Neil Baker	Supported Bus Services (BSIP routes)	During Autumn 2023, a number of local bus operators within Kent, gave notice that they intended to withdraw their local bus services. The vast majority of these services were school focused, carrying those holding a Kent Travel Saver or were provided with a season ticket by KCC. Using BSIP+ funding, KCC was able to secure the continuation of these services, at a significant cost, and whilst BSIP+ is not continuing, Govt have announced BSIP for 25/26 which can fund this for the coming year.	1,867.0	1,073.0	147.0	Transport	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health	Expenditure funded from additional Public Health grant	3,460.8	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Additional temporary investment in Public Health staff in 2025-26 and phased removal from 2026-27 onwards of temporary investments in staffing in prior years	760.2	-319.1	-1,000.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	Therapeutic Services for Young People costs to transition to a new delivery model	400.0	-400.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Health Visiting	One-off transitional costs for Infant feeding Service	100.0	-100.0	0.0	Public Health	External

APPENDIX F: 2025-28 SPENDING GROWTH

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health	Increase in corporate overhead charges	92.5	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health	Additional temporary expenditure for the Marmot Coastal Initiative	90.0	-45.0	-45.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Temporary transitional Funding for Postural Stability to move to new delivery model	85.0	-60.0	-25.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in Substance Misuse services due to estimated increase in time limited Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	43.2	0.0	-3,572.2	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Sexual Health	Capital works at Rowan Tree Clinic funded by Public Health revenue reserve	41.3	-41.3	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Contribution towards new Healthy Living Centre in Thanet	38.8	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	New contract for Families and Childrens' Relationship with Food	36.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Health Programme	Additional one-off expenditure for children's Hearing pilot to support more accurate testing	10.0	-10.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Removal of temporary investment in Cohort Modelling in 23/24 & 24/25	-21.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Reduction in temporary investment in research capacity in 23/24 & 24/25	-29.5	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Substance Misuse	Removal of additional one-off investment in Recovery Housing (new contract) in 24/25	-30.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Mental Health	Reduction in temporary funding for Live Well Mental Health contract	-250.0	-250.0	-500.0	Public Health	External
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					6,694.3	-152.4	-4,995.2		
CORE					151,171.3	113,024.4	115,483.2		
EXTERNAL					56,048.0	-40,392.3	-21,093.3		
TOTAL					207,219.3	72,632.1	94,389.9		

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult social care service redesign	Full year effect of 2024-25 future cost increase avoidance savings to review and reshape ASCH to deliver new models of social care - long term support	-18,700.8	-488.7	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult Social Care service redesign	Over delivery of £3,373.3k of savings in 2024-25 against some of the streams within the £30,154.8k 2024-25 savings target from the review and reshape of ASCH as set out in the sustainability plan to deliver new models of social care - long term support	-3,373.3	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult Social Care Service Redesign	Additional plans are being considered and further 2025-26 savings are being modelled on other areas which could support the plans already in place.	-2,521.5	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Dan Watkins	Adult Social Care service redesign	Removal of £11,307.5k of undelivered savings from the £30,154.8k savings target in 2024-25 from the review and reshape of ASCH as set out in the sustainability plan to deliver new models of social care.	11,307.5	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	CYPE	Rory Love	Home to School transport - SEN	Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-10,600.0	-10,300.0	-10,300.0	Transport	Core
TOTAL TRANSFORMATION - FUTURE COST INCREASE AVOIDANCE					-23,888.1	-10,788.7	-10,300.0		
Transformation - Service Transformation	ASCH	Dan Watkins	Review of embedded staff	Review of embedded teams in ASCH Directorate, to establish opportunities for consolidation and/or centralisation of practice	-55.2	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CYPE	Sue Chandler	Looked After Children	Implementation of strategies to reduce placement costs for looked after children including the impact of kinship service to reduce the number of children remaining in care, along with increased health contributions.	-1,500.0	0.0	0.0	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Sue Chandler	Disabled Children's Placement and Support	Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-550.0	0.0	0.0	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Rory Love	Home to School Transport - Personal Transport Budgets	Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-400.0	-400.0	-400.0	Transport	Core
Transformation - Service Transformation	CYPE	Sue Chandler	Review of embedded staff	Review of embedded teams in CYPE Directorate, to establish opportunities for consolidation and/or centralisation of practice	-175.1	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	GET	Robert Thomas	Review of embedded staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Environment & Circular Economy Division	-21.0	0.0	0.0	Waste	Core
Transformation - Service Transformation	GET	Neil Baker	Review of embedded staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Highways & Transportation Division	-21.0	0.0	0.0	Highways	Core
Transformation - Service Transformation	CED	Roger Gough	Review of embedded staff	Review of embedded teams in CED Directorate, to establish opportunities for consolidation and/or centralisation of practice	-128.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Peter Oakford	Review of embedded staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Infrastructure	-8.5	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Dylan Jeffrey	Review of embedded staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Marketing & Resident Experience Division	-2.6	0.0	0.0	Community Services	Core
Transformation - Service Transformation	DCED	Peter Oakford	Review of embedded staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Technology	-2.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Peter Oakford	Review of embedded staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - SMDB Division	-1.8	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CHB	Peter Oakford	Spans and layers	Review of structures across the Council to ensure adherence to the Council's organisation design policy	-500.0	-1,500.0	0.0	Unallocated	Core
Transformation - Service Transformation	CHB	Peter Oakford	Reduced spend on agency staff	Reduction in the volume and duration of agency staff	-250.0	0.0	0.0	Unallocated	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Transformation - Service Transformation	CHB	Peter Oakford	Review of embedded staff	Review of embedded teams in Directorates, to establish opportunities for consolidation and/or centralisation of practice	0.0	-884.0	0.0	Unallocated	Core
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-3,616.0	-2,784.0	-400.0		
Efficiency	ASCH	Dan Watkins	Adult Social Care - Contract & Commissioning Supported Living	Efficiency savings in relation to the purchasing and monitoring of delivery of supported living	-4,056.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Contract & Commissioning Care & Support in the Home	Efficiency Savings in relation to the purchasing of care and support in the home	-2,531.3	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Contract & Commissioning Older People's Residential & Nursing	Efficiency Savings in relation to the purchasing of residential and nursing care for older people	-931.8	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care	Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health - long term support	-649.3	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care	Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health - short term support	-0.7	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Third Party Top Ups	Removal of undelivered prior year saving related to consistently adhering to our policy framework in relation Third Party Top Ups (the difference between the care home fee and the amount KCC will fund)	100.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - use of in-house respite beds	Removal of undelivered prior year saving related to consistently adhering to our policy framework in relation to use of in-house provision and occupancy to reduce reliance on external purchasing of short term beds	100.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Transport Policy related savings	Realignment of savings in relation to the transport policy	262.7	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care	Removal of undelivered savings from 2023-24 from review of arranging support for self-funders	280.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - equipment contract	Realignment of efficiency savings in relation to the purchasing of equipment contract	310.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Adult Social Care - Care & Support in the home	Realignment of efficiency savings in relation to the purchasing of care and support in the home	900.0	-900.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Dan Watkins	Older People's Residential & Nursing Care	Realignment of efficiency savings in relation to the purchasing of residential care	1,924.9	-1,924.9	0.0	Adults and Older People	Core
Efficiency	CYPE	Sue Chandler	Children's Social Care	Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers - ICS Operations	-830.7	0.0	0.0	Children's Social Care	Core
Efficiency	CYPE	Rory Love	SEN Home to School Transport (HTST)	Implementation of new statutory guidance for Home to School Transport (published June 23) including making use of a new system for transport planning to explore route optimisation and use of standard pick up points, where appropriate.	-300.0	-200.0	0.0	Transport	Core
Efficiency	CYPE	Rory Love	Schools' Services - Historic Pension Costs	Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-91.5	-146.9	-121.2	Schools Services	Core
Efficiency	CYPE	Sue Chandler	Children's Social Care	Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers - CCS	-19.3	0.0	0.0	Children's Social Care	Core
Efficiency	GET	Robert Thomas	Waste - Dunbrik	Revenue savings from a spend to save initiative by paying off an interest bearing loan early related to the development of Dunbrik Waste Transfer Station	-395.0	0.0	0.0	Waste	Core
Efficiency	GET	Robert Thomas	Waste - Recycling of food waste	Reduced cost of food waste disposal following Government legislation regarding consistent collections, and work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates.	-76.0	-654.0	0.0	Waste	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Efficiency	GET	Robert Thomas	Environmental Management - Windmills	Reinstatement of a temporary reduction in annual maintenance/weatherproofing of windmills	0.0	50.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Efficiency	GET	Clair Bell	Libraries, Registration & Archives - Materials Fund	Continuation of temporary reduction since 2023-24 in the Libraries Materials Fund and continuation of contribution holiday for the Mobile Libraries renewals reserve	0.0	207.0	0.0	Community Services	Core
Efficiency	GET	Robert Thomas	Waste - Household Waste & Recycling Centres (HWRCs)	Undeliverable prior year saving from increased waste material segregation, that was intended to generate income or reduce cost. This has not been possible due to a change in Government legislation whereby certain items can no longer be recycled.	105.0	0.0	0.0	Waste	Core
Efficiency	GET	Robert Thomas	Waste - Review of composting contract	Removal of 2024-25 saving as mid-contract negotiation of green waste contract did not progress. Market analysis indicates a reduction in gate fee should be possible on expiry of the contract.	621.0	0.0	-50.0	Waste	Core
Efficiency	CED	Peter Oakford	Support Service reduction - Finance Services	Support Service targeted reductions - reduced contribution to pension fund in respect of change to requirements	-107.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Peter Oakford	Historic Pension Costs	Reduction in the number of Historic Pension arrangements within CED Directorate	-105.5	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Peter Oakford	Support Service reduction - CED Directorate Management & Support	Support Service targeted reductions - review of discretionary spend	-100.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Peter Oakford	KCC Estate - Specialist Assets	Property savings from a Corporate Landlord review of specialist assets	-309.4	-98.6	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Property Services	Support Service targeted reductions - staffing efficiencies within Infrastructure	-201.1	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Dylan Jeffrey	Support Service reduction - Contact Centre	Support Service targeted reductions - reduced contribution to pension fund in respect of staff who transferred to Agilisys	-169.6	0.0	0.0	Community Services	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Strategic Reset Programme	Support Service targeted reductions - staffing efficiencies within Strategic Reset Programme	-82.2	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Peter Oakford	Support Service reduction - Business Management & Client Relationship	Support Service targeted reductions - staffing efficiencies within Business Management & Client Relationships	-19.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	TBC	TBC	Future savings under development	Review service levels when contracts are up for renewal	0.0	-290.0	0.0	TBC	Core
Efficiency	TBC	TBC	Future savings under development	Review of historic pension costs	0.0	-286.1	0.0	TBC	Core
TOTAL EFFICIENCY					-6,371.8	-4,243.5	-171.2		
Income	ASCH	Dan Watkins	Adult Social Care - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - long term support	-3,897.6	-3,897.6	-3,098.0	Adults and Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual increase in Better Care Fund - long term support	-1,924.8	-2,021.1	-2,122.1	Adults and Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual increase in Better Care Fund - short term support	-382.3	-401.4	-421.5	Adults and Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care (aged 18-25) - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams for clients aged up to 25	-40.0	-45.0	-30.0	Adults and Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - short term support	-2.4	-2.4	-2.0	Adults and Older People	Core
Income	CYPE	Rory Love	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-108.4	-86.0	-71.0	Transport	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Income	GET	Robert Thomas	Waste - new Extended Producer Responsibility (EPR) income	Income to offset part of the cost of disposal of packaging waste under Extended Producer Responsibility (EPR) legislation	-13,288.0	1,000.0	0.0	Waste	Core
Income	GET	Neil Baker	Highways - Income	Highways & Transportation - review of future activity levels with a view to increasing income targets to ensure compliance with fees and charges policy	-1,032.0	0.0	0.0	Highways	Core
Income	GET	Neil Baker	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-479.7	-479.7	-479.7	Transport	Core
Income	GET	Clair Bell	Libraries, Registration and Archives	Increased Libraries, Registration and Archives income due to increased uptake of services	-400.0	0.0	0.0	Community Services	Core
Income	GET	Clair Bell	Coroners	Changes to the contribution from Medway Council under SLA relating to increasing/decreasing costs for provision of Coroner service in Medway	-109.0	-38.4	-8.4	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Traffic Management Income	Surplus from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes under new Moving Traffic Enforcement powers, to offset operational costs and overheads - compliance with fees and charges policy	-100.0	-50.0	-50.0	Highways	Core
Income	GET	Clair Bell	Community Protection	Inflationary increase in income levels and pricing policy for Kent Scientific Services	-86.1	-30.8	-21.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Highways - Income	Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-65.0	-65.0	-65.0	Highways	Core
Income	GET	Clair Bell	Libraries, Registration & Archives income	Annual inflationary uplift to Library, Registration and Archives income levels and fees and charges in relation to existing service income streams	-50.0	-50.0	-50.0	Community Services	Core
Income	GET	Clair Bell	Community Protection	Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-13.0	-11.0	-8.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Clair Bell	Trading Standards	Trading Standards inflationary fee increases	-2.0	-1.6	-1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Robert Thomas	Kent Country Parks - Fees and Charges	Increase to fees and charges for paid for products and services to offset contract inflation and pay award for KCP staff and to move towards full cost recovery as part of Fees and Charges policy	0.0	-14.6	-15.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Derek Murphy	Regeneration - East Kent Opportunities	Continuation of a one-off (2025-26) increase in the annual financial distribution to partners from East Kent Opportunities LLP. The remaining land parcels are currently anticipated to be disposed of by the end of 2025-26, at which point East Kent Opportunities LLP will be dissolved and the budget will need to be realigned in 2026-27.	0.0	350.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Neil Baker	Public Transport - realignment	Removal of grant funding used to support public transport related project & scheme costs	100.0	0.0	0.0	Transport	Core
Income	CED	Peter Oakford	Finance - Pension Fund Recharge	Increase in the recharge to the Pension Fund to better represent the cost of hosting of the Fund within KCC, including overhead elements. Further work to establish full cost recovery will continue over the next few months and may result in a further increase in 2026-27.	-230.9	0.0	0.0	Management, Support services & Overheads	Core
Income	NAC	Peter Oakford	Project Prime 2 (Commercial Services Group contract review phase 2)	Increase in the dividend from Commercial Services Group following an increase in the commissioning budgets for ICT & HR services	-1,298.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Income	NAC	Peter Oakford	Income return from our companies	Removal of a one off increase in the income contribution from our limited companies in 2024-25, with estimated increases in the contribution in 2026-27 and 2027-28	3,300.0	-500.0	-200.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL INCOME					-20,109.3	-6,344.6	-6,643.8		
Financing	DCED	Peter Oakford	2025-26 Flexible Use of Capital Receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. We are applying this flexibility to eligible Oracle Cloud costs in 2025-26. This flexible use of capital receipts is partially compensating for the share of the £19,835.2k policy savings required to replace the one-off solutions in the 2024-25 budget that are planned to be delivered in 2026-27. £11,705.8k of the £19,835.2k policy savings is planned for 2026-27, which will be temporarily met in 2025-26 from this £8,021k flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus and £1,758.1k use of reserves, until the base budget savings are delivered in 2026-27.	-8,021.0	8,021.0	0.0	Management, Support services & Overheads	Core
Financing	NAC	Peter Oakford	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	Modernisation of the Council/Workforce Reduction	Reduce the annual budget for Modernisation of the Council/ Workforce Reduction based on recent years' activity and fund any in-year excess costs from the reserve	-500.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	Investment Income	Projected fluctuations in investment income largely due to predicted changes in base rate as forecast by our Treasury Management Advisor	2,834.0	232.3	-2,166.3	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Peter Oakford	2024-25 Flexible Use of Capital Receipts	Removal of one-off use of capital receipts in 2024-25 under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services	7,688.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL FINANCING					1,001.0	7,253.3	-2,166.3		
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Review of preventive services to prevent, reduce and delay care and support. Working with the NHS and wider partners to commission collaboratively to deliver efficiencies	-2,588.6	-862.9	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Charging	The full year effect of the Adults Charging Policy changes made in line with Care Act Legislation and statutory guidance in September 2024 - long term support	-1,349.2	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Explore alternative sources of funding for the Kent Support & Assistance Service	-567.2	0.0	0.0	Community Services	Core
Policy	ASCH	Dan Watkins	Adult Social Care - Housing Related Support	Cease our contribution to the Home Improvement agency	-294.0	-294.9	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Housing Related Support – Domestic Abuse	Savings from moving individuals previously supported in community-based services into grant funded safe accommodation	-225.0	0.0	-662.8	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Charging	Revision of Adults Charging Policy, in line with Care Act legislation and the statutory guidance for 18-25 - long term support	-128.9	0.0	0.0	Adults and Older People	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Policy	ASCH	Dan Watkins	Adult Social Care Charging	The full year effect of the Adults Charging Policy changes made in line with Care Act Legislation and statutory guidance in September 2024 - short term support	-21.7	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Charging	Revision of Adults Charging Policy, in line with Care Act legislation and the statutory guidance for 18-25 - short term support	-0.2	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Strategic Review of In House Adult Social Care Services	Removal of undelivered prior year savings from review of in-house adult social care services - long term support	139.4	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Mental Health	Temporary contribution from Public Health for Mental Health Live Well Kent contract (£1m in 2024-25 reducing to £0.75m in 2025-26, £0.5m in 26-27 and zero in 2027-28)	250.0	250.0	500.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Strategic Review of In House Adult Social Care Services	Removal of undelivered prior year savings from review of in-house adult social care services - short term support	1,282.1	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Dan Watkins	Adult Social Care Contracts with Voluntary Sector	Removal of undelivered prior year saving from review of contracts and grants for discretionary services, to negotiate support from the NHS, and explore possible reductions to some services.	3,216.8	0.0	0.0	Adults and Older People	Core
Policy	CYPE	Sue Chandler	Review of Open Access - Youth Services & Children's Centres	Review of open access services in light of implementing the Family Hub model - ICS Operations	-1,533.8	0.0	0.0	Children's Other Services	Core
Policy	CYPE	Rory Love	Services for Schools	Review of services for schools including contribution to TEP, facilities management costs, staff care services and any other services for schools	-1,322.8	-2,223.5	0.0	Schools Services	Core
Policy	CYPE	Sue Chandler	Looked After Children	Review contract with Health for fast tracking mental health assessments for Looked After Children	-1,117.0	0.0	0.0	Children's Social Care	Core
Policy	CYPE	Sue Chandler	Family Support Services - Disabled Children	Use of external grant to part fund respite offer	-550.0	0.0	0.0	Children's Social Care	Core
Policy	CYPE	Rory Love	SEN Home to School Transport	Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-541.0	-300.0	0.0	Transport	Core
Policy	CYPE	Rory Love	Kent 16+ Travel Saver	Review of Kent 16+ Travel Saver - above inflation increase to cover full cost of the pass	-385.0	204.8	0.0	Transport	Core
Policy	CYPE	Rory Love	The Education People (TEP)	Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-250.0	0.0	0.0	Children's Other Services	Core
Policy	CYPE	Sue Chandler	Family Support - Disabled Children	Review of Respite Offer	-200.0	-200.0	0.0	Children's Social Care	Core
Policy	CYPE	Sue Chandler	Review of Open Access - Youth Services & Children's Centres	Review of open access services in light of implementing the Family Hub model - CCS	-66.2	0.0	0.0	Children's Other Services	Core
Policy	CYPE	Sue Chandler	Children's Residential Care	Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	0.0	-640.0	-890.0	Children's Social Care	Core
Policy	GET	Robert Thomas	Country Parks	Increase income from Country Parks	-120.0	-130.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Derek Murphy	Regeneration & Economic Development - Produced in Kent	Reduction of KCC funding to support the operational costs of Produced in Kent, the county's food & drink sector business membership organisation and promotional agency.	-58.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Derek Murphy	Regeneration & Economic Development - Support for Business	Reduction in the budget for the Straits Committee whilst continuing to meet the committees commitments	-15.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Policy	GET	Derek Murphy	Regeneration & Economic Development - Cyclopark	A reduction in the KCC contribution to the operational costs of the Cyclopark sports and community facility in Gravesend. The park is owned by KCC and operated on KCC's behalf by the Cyclopark charitable trust.	-12.5	-35.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Clair Bell	Community Wardens	Review of Community Warden Service to deliver a £1m saving which has resulted in an overall reduction in wardens This is the residual budget once pension liabilities expire	-10.0	0.0	-57.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Clair Bell	Trading Standards staffing	Reversal of previous one-off delay to recruiting food qualified officer.	48.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Robert Thomas	Waste - Inter Authority Agreement payments	Savings from reduced incentivisation payments to districts due to the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will recompense the districts for their costs incurred in collection of packaging. These costs will be based on average payments with the districts being put into individual family grouping with average fees rather than actuals	180.0	-310.0	-1,122.0	Waste	Core
Policy	GET	Robert Thomas	Waste - Review Household Waste & Recycling Centres (HWRCs)	Review of the number and operation of HWRC sites - removal of prior year saving following decision to pause review.	500.0	0.0	0.0	Waste	Core
Policy	CED	Peter Oakford	Finance – Support for Council Tax Reduction Schemes (CTRS)	Terminate the current £1.5m annual support provided to collection authorities towards the administration of local CTRS. The current arrangements provide each district with a fixed sum of £70k plus share of £660k based on number of eligible low income pensioner and working age households. The payments are funded by all major precepting authorities pro rata to share of council tax. There is a separate share of £0.5m funded solely by KCC allocated according weighted number of working age eligible households as incentive to align local CTR schemes with other welfare conditions.	-1,746.7	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	CED	Peter Oakford	Finance - Other Council Tax Incentives	Terminate current arrangements to provide annual incentive to collection authorities to reduce/remove empty property council tax discounts and charge premiums on long-term empty properties	-1,450.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	CED	Roger Gough	Commercial and Procurement	Explore alternative sources of funding for the administration of the Kent Support & Assistance Service	-262.0	0.0	0.0	Community Services	Core
Policy	CED	Roger Gough	Civil Society	Reducing the subsidy to the Civil Society	-200.0	0.0	0.0	Community Services	Core
Policy	DCED	Peter Oakford	KCC Estate - Community Assets	Corporate Landlord review of Community Delivery including Assets	-1,095.0	-91.5	0.0	Costs of running our operational premises (CLL)	Core
Policy	DCED	Peter Oakford	KCC Estate - office assets	Corporate Landlord review of Office Assets. 2025-26 includes the re-phasing of £414.9k prior year savings into future years and -£192.8k saving.	222.1	-231.8	-1,340.0	Costs of running our operational premises (CLL)	Core
Policy	CHB	Peter Oakford	Corporately Held 2024-25 saving	Removal of corporately held saving from part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications, as these savings are reflected within the individual directorate proposals	2,300.0	0.0	0.0	Unallocated	Core
Policy	TBC	TBC	Future savings under development	Consider increasing charges to clients up to the recovery of full cost of the service	0.0	-3,859.3	-6,294.8	TBC	Core
Policy	TBC	TBC	Future savings under development	Policy objectives yet to be determined	0.0	-3,347.9	0.0	TBC	Core
Policy	TBC	TBC	Future savings under development	Review discretionary services which are accessible by only a small proportion of the Kent population	0.0	-2,014.7	-620.0	TBC	Core
Policy	TBC	TBC	Future savings under development	Review size & scope of services	0.0	-900.0	-2,288.0	TBC	Core

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
TOTAL POLICY					-7,971.4	-14,986.7	-12,774.6		
Efficiency	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in demand for Buprenorphine	-40.0	0.0	0.0	Public Health	External
Efficiency	Public Health	Dan Watkins	Public Health - Children's Health Programme	Children's Health Programme savings on premises due to more efficient use of available premises	-25.0	0.0	0.0	Public Health	External
TOTAL EFFICIENCY					-65.0	0.0	0.0		
Increases in Grants and Contributions	CYPE	Sue Chandler	Children & Families Grant	To reflect the new Children and Families grant announced as per part of the Local Government Financial Settlement from 2025-26 which replaces the following specific grants - ICS Operations: - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	-8,561.2	0.0	0.0	Children's Social Care	External
Increases in Grants and Contributions	CYPE	Rory Love	High Needs Education - Safety Valve Agreement	Contribution from the Department for Education towards the Safety Valve agreement to reduce the Dedicated Schools Grant deficit on high needs education	-5,160.0	0.0	-14,200.0	Schools & High Needs	External
Increases in Grants and Contributions	CYPE	Sue Chandler	Children & Families Grant	To reflect the new Children and Families grant announced as per part of the Local Government Financial Settlement from 2025-26 which replaces the following specific grants - CCS: - Supporting Families - Supported Accommodation Reforms - Staying Put - Virtual School Heads Extension for previously Looked After Children - Leaving Care Allowance uplift and - Personal Advisors up to age 25	-2,715.0	0.0	0.0	Children's Social Care	External
Increases in Grants and Contributions	CYPE	Sue Chandler	Family Hubs	Provisional increase in our share of the DfE/DHSC Family Hubs and Start for Life grant following the Government announcement to continue this grant for a further year	-423.9	3,832.9	0.0	Children's Other Services	External
Increases in Grants and Contributions	GET	Neil Baker	Subsidised Bus Services (BSIP routes)	Govt confirmed that BSIP will continue for 25/26 so this represents the grant to fund the 51 routes that operators ceased to provide/fund in 2022. KCC took the decision to only continue the routes whilst Govt grant or other income was available to fund it.	-1,867.0	-1,073.0	-147.0	Transport	External
Increases in Grants and Contributions	GET	Neil Baker	Transport	Consolidated Active Travel Fund 2025-26 revenue grant allocation	-1,304.6	1,304.6	0.0	Transport	External
Increases in Grants and Contributions	CHB	Roger Gough	Household Support Fund	The Government announcement on 2nd September 2024 extended the Government funded Household Support Fund for a further 6 months from 30 September 2024 to 31 March 2025. This was extended for a further year to 31 March 2026 in the Chancellor's Autumn Budget on 30th October 2024 but at a reduced amount. It is currently assumed that this grant will cease from 1 April 2026.	-8,437.0	19,502.4	0.0	Unallocated	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health	Increase in Public Health Grant in 2025-26	-5,734.7	0.0	0.0	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Temporary Rough Sleeper grant from Office for Health Improvement & Disparities	-579.1	0.0	579.1	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Increase in Temporary Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	-161.2	0.0	417.7	Public Health	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Increase in Temporary Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	-43.2	0.0	3,572.2	Public Health	External

APPENDIX F: 2025-28 SAVINGS INCOME

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Reduction in Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	30.8	0.0	901.3	Public Health	External
TOTAL INCREASES IN GRANTS AND CONTRIBUTIONS					-34,956.1	23,566.9	-8,876.7		
CORE					-60,955.6	-31,894.2	-32,455.9		
EXTERNAL					-35,021.1	23,566.9	-8,876.7		
TOTAL					-95,976.7	-8,327.3	-41,332.6		

APPENDIX F: 2025-28 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Contributions to reserves	GET	Neil Baker	Highways - renewals reserve	Re-introduction of the annual contribution to the renewals reserve which was put on hold a number of years ago to help bridge the budget gap but now insufficient funds to replace life-expired equipment and machinery to fulfil highways obligations	400.0	0.0	0.0	Highways	Core
Contributions to reserves	DCED	Peter Oakford	Facilities Management	Contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	90.9	0.0	0.0	Costs of running our operational premises (CLL)	Core
Contributions to reserves	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement	14,600.0	11,100.0	10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Corporate Unspent grant and external funds reserve	Contribution of the balance of the Extended Producer Responsibility income to reserves, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste, pending further information from Government about whether there are any conditions attached to this income regarding what we must use it for.	11,988.0	9,638.0	9,638.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves repayment	Repay the General Reserve over two years (2024-25 & 2025-26) for the drawdown required in 2022-23 to fund the overspend	11,050.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves	Contribution to general reserves to rebuild financial resilience and provide for future risks, with a reserve balance of between 5% and 10% of net revenue budget considered minimal to acceptable	4,798.7	13,500.0	23,800.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Local Taxation Equalisation - Business Rates Collection Fund	Contribution to the Local Taxation Equalisation smoothing reserve of the Business Rates Collection Fund surplus	313.3	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Corporate Reserves contribution holiday	Reinstate corporate contributions to reserves following one year payment holiday in 2025-26 facilitated by funding 2025-26 Oracle Cloud expenditure from flexible use of capital receipts instead of reserves.	0.0	8,021.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Repayment of the one-off use of budget stabilisation smoothing reserves in 2025-26 to compensate for the timing of delivering all of the £19.8m policy savings required to replace the use of one-off solutions in the 2024-25 budget.	0.0	2,329.6	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL CONTRIBUTIONS TO RESERVES					43,240.9	44,588.6	43,538.0		
Removal of prior year Contributions	DCED	Peter Oakford	Facilities Management	Removal of prior year contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	-160.0	-90.9	0.0	Costs of running our operational premises (CLL)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Removal of repayment of temporary loan from Budget Stabilisation smoothing reserve needed to compensate for the timing of delivering all of the policy savings required to offset one-off solutions in the 2024-25 budget	0.0	0.0	-2,329.6	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Unspent grant and external funds reserve	Removal of prior year contribution to reserves of the balance of the Extended Producer Responsibility income, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste.	0.0	-11,988.0	-9,638.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Removal of prior year Contributions	NAC	Peter Oakford	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Removal of prior year contribution to the DSG deficit in accordance with the Safety Valve Agreement with DfE	0.0	-14,600.0	-11,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves	Review of base budget contributions to reserves	-43.3	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Local Taxation Equalisation - Business Rates Collection Fund	Removal of prior year contribution to the Local Taxation Equalisation smoothing reserve of the Business Rates Collection Fund surplus	-2,682.8	-313.3	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Budget Stabilisation smoothing reserve	Removal of prior year contribution to the budget stabilisation smoothing reserve	-3,199.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves	Removal of one-off repayment of reserves in 2024-25	-4,289.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves	Removal of prior year one-off contribution to general reserve	-5,100.0	-4,798.7	-13,500.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves contribution holiday	One year holiday from corporate contributions to reserves to reflect reduced reserve requirements given the proposal that Oracle Cloud expenditure will be met from flexible use of capital receipts rather than reserves in 2025-26	-8,021.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2022-23 to fund the overspend	-11,050.0	-11,050.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-34,545.8	-42,840.9	-36,567.6		
Drawdowns from reserves	GET	Neil Baker	ICT Reserve	Drawdown of ICT reserve to fund the upgrade of the streetlighting Control Management System from 3G connectivity (subject to approval of a business case via Strategic Technology Board)	-160.0	0.0	0.0	Highways	Core
Drawdowns from reserves	NAC	Peter Oakford	Drawdown Corporate Reserves	One-off use of corporate smoothing reserves in 2025-26 to offset the lower taxbase increase than assumed in the initial draft budget published in October 2024	-4,898.9	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Drawdowns from reserves	NAC	Peter Oakford	Local Taxation Equalisation - Council Tax Collection Fund	Drawdown of the Local Taxation Equalisation smoothing reserve of Council Tax Collection Fund shortfall compared to the budget assumption of a £7m surplus	-3,790.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

APPENDIX F: 2025-28 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Drawdowns from reserves	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	One off use of budget stabilisation smoothing reserves in 2025-26 to compensate for the timing of the delivery of all of the £19,835.2k policy savings required in 2025-26 to replace the use of one-off solutions in the 2024-25 budget. £8,929.4k of the identified savings are planned for delivery in 2026-27 and £3,347.9k are to be identified by the new Council Administration following the May 2025 local elections, requiring £12,277.3k of temporary funding in 2025-26 until the base budget savings are delivered in 2026-27. £8,021k is being met from one-off flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus leaving £2,329.6k to be met from reserves.	-2,329.6	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL DRAWDOWNS FROM RESERVES					-11,178.6	0.0	0.0		
Removal of prior year Drawdowns	ASCH	Dan Watkins	Removal of drawdown from corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - ASCH Directorate	567.2	0.0	0.0	Community Services	Core
Removal of prior year Drawdowns	CED	Roger Gough	Removal of drawdown from corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - CED Directorate	262.0	0.0	0.0	Community Services	Core
Removal of prior year Drawdowns	GET	Neil Baker	ICT Reserve	Removal of the drawdown in 2024-25 and 2025-26 from the ICT reserve to fund the one-off cost of the streetlighting Control Management System upgrade from 3G connectivity	475.0	160.0	0.0	Highways	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown Corporate Reserves	Removal of one-off use of corporate smoothing reserves in 2024-25	9,088.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year drawdown from the Local Taxation Equalisation smoothing reserve of the shortfall in the Council Tax Collection Fund surplus compared to the budgeted assumption	4,484.5	3,790.1	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown Corporate Reserves	Removal of one-off use of corporate smoothing reserves in 2025-26 to offset the lower taxbase increase than assumed in the initial draft budget published in October 2024	0.0	4,898.9	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Budget Stabilisation smoothing reserve - timing of policy savings	Removal of prior year drawdown from Budget Stabilisation smoothing reserve for timing of policy savings	0.0	2,329.6	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					14,877.4	11,178.6	0.0		
Contributions to reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	14,200.0	14,200.0	28,400.0	Schools & High Needs	External
Contributions to reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve	Contribution of anticipated in year DSG surplus to the schools unallocated reserve	0.0	0.0	5,900.0	Schools & High Needs	External
TOTAL CONTRIBUTIONS TO RESERVES					14,200.0	14,200.0	34,300.0		
Removal of prior year Contributions	CYPE	Rory Love	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	Removal of prior year DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	-9,040.0	-14,200.0	-14,200.0	Schools & High Needs	External
Removal of prior year Contributions	Public Health	Dan Watkins	Public Health	Removal of one-off contribution to reserves in 2024-25 as a result of one-off in-year contract negotiations	-1,600.0	0.0	0.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-10,640.0	-14,200.0	-14,200.0		
Drawdowns from reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (DfE)	Drawdown of Safety Valve Earmarked reserve (DfE contributions) to offset anticipated in year DSG deficit	-14,200.0	-8,300.0	0.0	Schools & High Needs	External

APPENDIX F: 2025-28 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2025-26 £000's	2026-27 £000's	2027-28 £000's	Service Area	Core or Externally Funded
Drawdowns from reserves	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (KCC)	Drawdown of Safety Valve Earmarked reserve (KCC contributions) to offset anticipated in year DSG deficit	-9,700.0	0.0	0.0	Schools & High Needs	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Drawdown of Reserves to fund temporary expenditure to cover staffing costs	-1,319.1	-1,000.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Mental Health	Temporary funding for Live Well Kent Mental Health contract	-750.0	-500.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Children's Health Programme	Drawdown from Reserves for One-off expenditure on Children's Health programme	-410.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Health Visiting	Drawdown of Reserves to fund one-off expenditure for infant feeding service	-100.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health	Drawdown from Reserves for temporary spending for Marmot Initiative	-90.0	-45.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Postural Stability Transition Costs for new delivery model	-85.0	-25.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health - Sexual Health	Drawdown from reserves to fund capital works at Rowan Tree Clinic	-41.3	0.0	0.0	Public Health	External
TOTAL DRAWDOWNS FROM RESERVES					-26,695.4	-9,870.0	0.0		
Removal of prior year Drawdowns	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (DfE)	Removal of prior year drawdown of Safety Valve reserve (DfE contributions)	0.0	14,200.0	8,300.0	Schools & High Needs	External
Removal of prior year Drawdowns	CYPE	Rory Love	Dedicated Schools Grant (DSG) - Safety Valve (KCC)	Removal of prior year drawdown of Safety Valve reserve (KCC contributions)	0.0	9,700.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Mental Health	Removal of temporary contribution from Public Health reserve for Live Well Kent Mental Health contract	1,000.0	750.0	500.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Replace 2024-25 drawdown of Public Health Reserves	271.9	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Staffing, Advice & Monitoring	Removal of prior year drawdown of reserves for temporary staffing costs	0.0	1,319.1	1,000.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Children's Health Programme	Removal of use of reserve for one-off expenditure on Children's Health Programme in prior year	0.0	410.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Health Visiting	Removal of one-off use of reserves in prior year for Infant Feeding Service	0.0	100.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health	Removal of use of reserves for temporary expenditure in prior year for Marmot Initiative	0.0	90.0	45.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of prior year use of reserves to fund Postural Stability Transition Costs for new delivery model	0.0	85.0	25.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health - Sexual Health	Removal of prior year drawdown from reserves to fund capital works at Rowan Tree Clinic	0.0	41.3	0.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					1,271.9	26,695.4	9,870.0		
CORE					12,393.9	12,926.3	6,970.4		
EXTERNAL					-21,863.5	16,825.4	29,970.0		
TOTAL					-9,469.6	29,751.7	36,940.4		

SECTION 9

Appendix G: Directorate Revenue Budget 2025-26 Key Service Analysis

APPENDIX G - DIRECTORATE & FUNDING (APPROVED BUDGET)

Revenue Spending

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Directorate	Directorate Abbreviation	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s
1	644,421.9	Adult Social Care & Health	ASCH	118,175.0	889,504.9	1,007,679.9	-196,985.2	-101,971.4	708,723.3
2	372,170.3	Children, Young People & Education (excluding Schools' Delegated Budgets)	CYPE	166,496.1	782,244.6	948,740.7	-66,164.7	-485,907.3	396,668.7
3	0.0	Schools' Delegated Budgets	CYPE	608,141.9	177,524.5	785,666.4	-42,552.9	-743,113.5	0.0
4	201,322.5	Growth, Environment & Transport	GET	71,776.2	212,782.7	284,558.9	-68,971.5	-10,642.1	204,945.3
5	28,879.6	Chief Executive's Department	CED	34,117.4	15,692.1	49,809.5	-13,330.9	-9,669.5	26,809.1
6	82,344.7	Deputy Chief Executive's Department	DCED	26,687.5	73,693.6	100,381.1	-17,330.4	-426.0	82,624.7
7	102,759.4	Non Attributable Costs	NAC	1,560.6	138,139.7	139,700.3	-29,819.4	-9.0	109,871.9
8	-2,391.6	Corporately Held Budgets (to be allocated)	CHB	1,636.8	19,502.4	21,139.2	0.0	-19,502.4	1,636.8
9	1,429,506.8	Budget Requirement		1,028,591.5	2,309,084.5	3,337,676.0	-435,155.0	-1,371,241.2	1,531,279.8
10	1,429,506.8	Budget Requirement (excluding Schools' Delegated Budgets)		420,449.6	2,131,560.0	2,552,009.6	-392,602.1	-628,127.7	1,531,279.8

Funded By

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Funding Category	Source	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s
11	-938,182.8	Council Tax income including Collection Fund	Local Taxation				-997,497.6		-997,497.6
12	-68,423.5	Local Share of Business Rates & Business Rate Collection Fund	Local Taxation				-69,410.9		-69,410.9
13	-11,806.0	Revenue Support Grant (RSG)	Grants					-15,680.3	-15,680.3
14	-147,382.5	Business Rate Top-Up Grant	Grants					-149,107.7	-149,107.7
15	-51,080.2	Business Rate Compensation Grant	Grants					-50,978.6	-50,978.6
16	-117,046.1	Social Care Grant	Grants					-137,143.6	-137,143.6
17	-26,969.4	Adult Social Care Market Sustainability and Improvement Fund	Grants					-26,969.4	-26,969.4
18	-1,311.9	Services Grant	Grants					0.0	0.0
19	-50,014.7	Local Authority Better Care Grant	Grants					-61,701.3	-61,701.3
20	-11,686.6	Adult Social Care Discharge Fund	Grants					0.0	0.0
21	0.0	Domestic Abuse Safe Accommodation Grant	Grants					-4,031.2	-4,031.2
22	0.0	Children's Social Care Prevention Grant	Grants					-6,759.8	-6,759.8
23	0.0	Employer National Insurance Contributions Grant	Grants					-10,072.7	-10,072.7
24	-2,058.5	New Homes Bonus	Grants					-1,926.7	-1,926.7
25	-3,544.6	Other Unringfenced Grants	Grants					0.0	0.0
26	-1,429,506.8	Total Funding		0.0	0.0	0.0	-1,066,908.5	-464,371.3	-1,531,279.8
27	0.0	Total Budget		1,028,591.5	2,309,084.5	3,337,676.0	-1,502,063.5	-1,835,612.5	0.0

Adult Social Care & Health (ASCH)

Revenue Budget for 2025-26	£708.7m
Capital Budget for next 10 years	£3.1m
Full Time Equivalent (FTE) staff*	2,372.3

Our vision, co-produced with people that access adult social care in Kent, is: “Making a positive difference every day, supporting you to live as full and safe a life as possible and make informed choices.” We want to continue to work together with people that draw on support, our workforce and our wider partners to drive the best possible outcomes for people in Kent and keep high quality social care at the heart of everything we do.

In line with our Care Act duties, we focus on the strengths of people, families and carers to promote independence and empower communities. We provide access to person-centred support through our in-house and commissioned providers. Through the co-production and development of our five-year Making a Difference Every Day Adult Social Care Strategy, we have been able to reflect, refocus and reset our ways of working, allowing us to reposition and equip ourselves to reach our ambition of being “best in class” for adult social care. We also have responsibility to ensure our workforce is representative of the communities which they support. To assist with this we pro-actively create a work environment which is inclusive.

Adult Social Care is a key partner to the Integrated Care System (ICS), and the strategic objectives are aligned to the delivery of the overall ICS strategy. With valuable input from people with lived experience, unpaid carers, members of the public, partner organisations and colleagues across our directorate, we have already:

- Developed a clear view of our key strengths and areas for improvement mapped around our three pillars of Practice – putting the person first, Innovation – improving all the time and Meaningful Measures – measuring what matters.
- Agreed on what sustainable success for adult social care will look like in the future
- Built our strategy delivery plan to prioritise immediate actions, set longer term objectives and identify key opportunities for continuous improvement for the next few years
- Started to implement the strategy across a number of priority development areas.

The Adult Social Care and Health (ASCH) directorate consists of five divisions:

The **Adult Social Care (short-term support)** division includes the social care staff providing early intervention and enablement support for all adults with care and support needs. The move to a place-based way of working requires a more preventative and responsive service with a greater emphasis at short-term interventions and therapies at the initial point of contact. Adult Social Care Connect, Short Term Pathways, Occupational Therapy and Sensory teams achieve this through closely working with local communities, partners, and Public

Health and commissioning colleagues to deliver care and support that empowers people in their communities. There are also some in-house services such as short-stay residential services for older people and enablement services within this division.

The **Adult Social Care (long term support)** division includes the social care staff providing the assessment of community care needs and safeguarding work required to support all adults with care and support needs. The vision and strategic direction for Adult Social Care is to have a place-based structure and ASCH Operations (long term support) carries this out via community teams that work with local communities, partners, Public Health and commissioning colleagues to deliver care and support that empowers people in their communities, tackling inequalities within these communities. The division also includes in-house services such as short-break residential services for people with learning disabilities, community services, and shared lives.

Strategic Commissioning (Integrated and Adults) (SCIA) leads and shapes the process for deciding how best to use the total resources available to improve outcomes in the most efficient, effective, equitable, and sustainable way. Those resources could be within KCC, or across the public, voluntary, and private sectors. The Division provides capability in commercial leadership and judgement. The division covers areas such as project management, systems and performance, provider payments, direct payments and arranging support. The budgets relating to community-based preventative services through the voluntary sector are also held within this division.

Strategic Management and Directorate Budgets (SMDBA) incorporates the costs of the Strategic Management Team. The division also covers areas such as innovation, stakeholder engagement and co-production.

The **Public Health Division (PH)**'s goal is work with all partners to improve and protect the health and wellbeing of Kent's residents. Public Health has three overarching aims: to improve the health of the Kent population, to protect the health of the Kent population, and to improve the equity and quality of health and care services. With these public health goals and actions in place we will not only improve the health and wellbeing of the people of Kent, but also reduce the need for expensive acute interventions, which will ultimately reduce the pressure and demand on other KCC services, and the wider public sector.

**FTE is as per February 2025 data*



Richard Smith

Corporate Director Adult Social Care & Health

APPENDIX G - KEY SERVICE STATEMENT (APPROVED BUDGET)

Adult Social Care & Health
Corporate Director: Richard Smith

Strategic Management & Directorate Support (ASCH)

Corporate Director: Richard Smith

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
1	3,800.7	Innovation and Partnership	1,583.1	3,675.4	5,258.5	-1,373.9	0.0	3,884.6	Services supporting involvement and information, innovation, research, and sector workforce development to shape and improve services through co-production, digital and technology, evidence-based practices, and strengthened partnerships.
2	4,359.8	Strategic Management & Directorate Support (ASCH)	305.6	4,300.7	4,606.3	-229.0	0.0	4,377.3	Central Directorate costs including the costs of the Corporate Director, Directors, and associated Officers
3	1,540.3	Operational and transformation costs pending allocation	1,540.3	0.0	1,540.3	0.0	0.0	1,540.3	Funds held centrally for allocation to the Operations Division to fund operational and transformational programmes of work
4	1,055.1	Adult Social Care - Divisional Management & Support	788.9	318.5	1,107.4	0.0	0.0	1,107.4	Divisional management costs enabling the business to achieve its strategic aims
5	10,755.9	Total - Strategic Management & Directorate Support (ASCH)	4,217.9	8,294.6	12,512.5	-1,602.9	0.0	10,909.6	

Adult Social Care (short-term support)

Director: Sydney Hill

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
6	511.2	Adaptive & Assistive Technology	0.0	9,402.9	9,402.9	-8,073.4	0.0	1,329.5	Technology enabled care that supports innovative use of technology to improve outcomes and empower people to manage their care in a way that is right for them. Occupational Therapy Services working in partnership with Health to provide equipment to support people to lead a full life
7	11,218.4	Adult Case Management & Assessment Services (short-term support)	13,075.2	283.6	13,358.8	-1,094.0	0.0	12,264.8	Social care staffing providing early intervention and assessments of needs for people with adult social care needs who are referred into adult social care connect and leaving hospital, including responding to safeguarding concerns. Occupational Therapy staffing for assessments for short and long term support.
8	6,508.4	Adult In House Enablement Services	15,444.6	6,418.6	21,863.2	-8,712.0	-5,584.9	7,566.3	In-House Community-Based Enablement Services to maximise individuals' independence and support people to return to living more independently in their community
9	6,237.9	Adult Social Care - Divisional Business Support	6,702.8	215.1	6,917.9	-239.3	-29.8	6,648.8	The Business Support Divisional budget provides for the business support and administrative costs for the entirety of Adult Social Care Operations (both long term and short term support).
10	250.6	CONTEST and Serious Organised Crime (SOC)	511.0	2.0	513.0	0.0	-247.0	266.0	Services hosted within the Adult Social Care & Health directorate which provide support to the whole authority on Serious Organised Crime (SOC) and counter-terrorism.

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
11	1,037.3	Independent Living Support	1,218.0	150.5	1,368.5	-231.8	0.0	1,136.7	The Independent Living Support Service (ILSS) offers a wide range of support to help service users live as independently as possible via the use of equipment and technology solutions. Included on this line are the ILSS Technicians Service, ILSS Independent Mobility Assessors, the Blue Badge Service and ILSS Management
12	15,795.0	Older People - In House Provision	12,018.9	13,858.3	25,877.2	-2,281.2	-5,407.9	18,188.1	In-House provision for Older People, including in-house residential and day care centres, and integrated care centres
13	1,537.6	Sensory Services	761.2	1,026.2	1,787.4	-99.4	-10.0	1,678.0	Commissioned Residential and Community Base Services for Adults with Sensory loss (aged 18+), as well as sensory social care staff providing assessment of care needs, enablement and safeguarding enquiries.
14	43,096.4	Total - Adult Social Care (short-term support)	49,731.7	31,357.2	81,088.9	-20,731.1	-11,279.6	49,078.2	

Adult Social Care (long-term support)

Director: Mark Albiston

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
15	33,157.5	Adult Case Management & Assessment Services (long-term support)	36,592.5	1,684.4	38,276.9	-1,747.1	-298.7	36,231.1	Social care staffing providing assessment of needs and ongoing support for vulnerable adults and older people receiving long-term support
16	2,444.6	Adult In House Carer Services	2,770.1	104.9	2,875.0	-10.6	0.0	2,864.4	In-House residential respite services to support carers
17	6,037.5	Adult In House Community Services	6,086.6	498.5	6,585.1	-102.4	0.0	6,482.7	In-House Community-Based Services for Learning Disability Service Users (aged 18+) and Physical Disability (aged 18-25) including In-house Day opportunities both virtual and in person to enable Service Users to remain independent
18	46,035.9	Adult Learning & Physical Disability Pathway - Community Based Services	0.0	49,634.9	49,634.9	-2,119.6	0.0	47,515.3	Commissioned Community Based Services for Physical Disability Service Users and Learning Disability Service Users (aged 18+) including domiciliary care, direct payments, day care, and supported living to enable Service Users to remain independent
19	8,104.4	Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	7,803.5	7,803.5	-435.3	0.0	7,368.2	Residential Care Services (and Short Breaks) for Learning Disability Service Users and Physical Disability Service Users (aged 18+) and services to support carers
20	131,516.5	Adult Learning Disability - Community Based Services & Support for Carers	0.0	149,488.2	149,488.2	-12,499.9	0.0	136,988.3	Commissioned Community-Based Services for Learning Disability Service Users (aged 26+) including homework, direct payments, day services, supported living and the introduction of micro-providers to support the development of resilient communities
21	79,622.0	Adult Learning Disability - Residential Care Services & Support for Carers	0.0	88,307.5	88,307.5	-6,310.7	0.0	81,996.8	Commissioned Residential Care Services (and Short Breaks) for Learning Disability Service Users (aged 26+)
22	25,311.5	Adult Mental Health - Community Based Services	0.0	39,458.0	39,458.0	-2,645.1	0.0	36,812.9	Commissioned Community-Based Services for Mental Health Service Users (aged 18+) including homework, direct payments, day services, supported living and the introduction of micro-providers to support the development of resilient communities
23	22,389.1	Adult Mental Health - Residential Care Services	0.0	25,133.6	25,133.6	-1,080.2	0.0	24,053.4	Commissioned Residential Care Services for Mental Health Service Users (aged 18+)

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
24	38,003.1	Adult Physical Disability - Community Based Services	0.0	45,995.3	45,995.3	-5,169.0	-104.6	40,721.7	Commissioned Community-Based Services for Physical Disability Service Users (aged 26+ and those with an acquired long-term condition aged 18-25) including domiciliary care, direct payments, day services, supported living and the introduction of micro-providers to support the development of resilient communities
25	27,324.7	Adult Physical Disability - Residential Care Services	0.0	34,744.5	34,744.5	-3,169.0	0.0	31,575.5	Residential Care Services for Physical Disability Service Users (aged 26+ and those with an acquired long-term condition aged 18-25)
26	37,534.6	Older People - Community Based Services	0.0	63,814.9	63,814.9	-28,271.1	-216.5	35,327.3	Commissioned Community-Based Services for Older People (aged 65+) including homecare, direct payments, day services, supported living and the introduction of micro-providers to support the development of resilient communities
27	106,923.7	Older People - Residential Care Services	0.0	222,256.9	222,256.9	-92,862.0	-114.0	129,280.9	Commissioned Residential and Nursing Care Services for Older People (aged 65+)
28	1,721.0	Older People & Physical Disability Carer Support - Commissioned	0.0	4,426.5	4,426.5	-2,081.2	-11.0	2,334.3	Commissioned services to support carers
29	1,685.5	Statutory and Policy Support	960.7	987.0	1,947.7	-20.3	0.0	1,927.4	Manages the Statutory and Policy support function for the Directorate to achieve the operational business outcomes. This includes Policy and Quality Assurance, Technical Support for Business Operations and Practice Development
30	454.8	Strategic Safeguarding	469.1	10.3	479.4	0.0	0.0	479.4	Strategic resource management to ensure a coherent policy and direction for the protection of vulnerable adults
31	568,266.4	Total - Adult Social Care (long-term support)	46,879.0	734,348.9	781,227.9	-158,523.5	-744.8	621,959.6	

Strategic Commissioning (Integrated and Adults)

Director: Richard Ellis

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
32	7,549.6	Community Based Preventative Services	0.0	15,957.4	15,957.4	-6,142.5	-751.1	9,063.8	Social Support Services provided by the voluntary sector to prevent social isolation and provide information and early intervention / preventative services to enable Service Users to remain independent. This includes services for residents with immediate need and who are in crisis, to live independently by signposting to alternative appropriate services and helping with the purchase of equipment and supplies to ensure the safety and comfort of the most vulnerable in our society. This service line also includes Local Healthwatch which is a statutory service commissioned by KCC to ensure that patients, users of social care services and their carers, and the public, have a say in how these services are commissioned and delivered on their behalf
33	7,414.8	Transformation Delivery and support	7,642.4	406.2	8,048.6	0.0	0.0	8,048.6	Covers areas such systems and performance, direct payments and purchasing, and project management and support activity.
34	1,476.7	Housing Related Support	0.0	5,360.9	5,360.9	-776.9	-181.7	4,402.3	Housing related support for vulnerable households via supported housing, Home Improvement Agencies, women's refuges and community based support to enable them to gain the skills they need to live independently in their own home. Providing welfare assistance and advice to households in an emergency or crisis
35	0.0	Partnership Support Services	269.1	2,538.0	2,807.1	-2,807.1	0.0	0.0	Manages a number of operational support services, which enable the Directorate to achieve its partnership agenda. Includes pooled budgets with health which fund community infrastructure to facilitate discharges from specialist hospitals and prevent new admissions for people with Learning disabilities (LD) or Autism spectrum conditions (ASC)
36	3,032.3	Social Support for Carers	0.0	4,968.0	4,968.0	-2,571.7	0.0	2,396.3	Services supporting carers provided by the voluntary sector
37	2,393.2	Strategic Commissioning (Integrated and Adults)	2,927.1	21.9	2,949.0	-40.0	-44.1	2,864.9	Responsible for developing and delivering a commissioning strategy and procurement priorities for older people, vulnerable adults and Public Health
38	21,866.6	Total - Strategic Commissioning (Integrated and Adults)	10,838.6	29,252.4	40,091.0	-12,338.2	-976.9	26,775.9	

Public Health

Director: Dr Anjan Ghosh

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
39	436.6	Public Health - Advice and Other Staffing	6,265.2	5,930.9	12,196.1	-491.1	-11,705.0	0.0	Includes cost of management, commissioning, and operational staff to deliver statutory Public Health advice
40	0.0	Public Health - Children's Programme	0.0	35,850.4	35,850.4	0.0	-35,850.4	0.0	Includes provision for 0-19 year olds and their families including: Health Visiting, School Public Health, Oral Health, services delivered through Children's Centres and Adolescent services
41	0.0	Public Health - Healthy Lifestyles	0.0	8,965.9	8,965.9	0.0	-8,965.9	0.0	Improving health and lifestyles through provision of Integrated Lifestyle services and NHS Health Checks to support the following outcomes; reduction in smoking, improved exercise and healthy eating to tackle obesity levels
42	0.0	Public Health - Mental Health, Substance Misuse & Community Safety	242.6	18,872.5	19,115.1	-1,150.3	-17,964.8	0.0	Includes the provision of drug and alcohol services, domestic abuse services and Mental Health early intervention
43	0.0	Public Health - Sexual Health	0.0	16,632.1	16,632.1	-2,148.1	-14,484.0	0.0	Commissioning of mandated contraception and sexually transmitted infection advice and treatment services
44	436.6	Total - Public Health	6,507.8	86,251.8	92,759.6	-3,789.5	-88,970.1	0.0	

45 644,421.9 Total - Adult Social Care & Health Budget 118,175.0 889,504.9 1,007,679.9 -196,985.2 -101,971.4 708,723.3

Children, Young People & Education (CYPE)

Controllable Revenue Budget for 2025-26	£396.7m
Capital Budget for next 10 years	£403.4m
Full Time Equivalent (FTE) staff*	3,253.4

Children, Young People and Education (CYPE) Directorate comprises of four Divisions: Operational Integrated Children's Services; Children's Countywide Services; Education & Special Educational Needs; and Strategic Management and Directorate Budgets.

Our driving ambition is to ensure all Kent children have a good education and a good childhood. The CYPE vision is to make Kent a County that works for all children. We aim to ensure that all children feel safe, secure, loved, fulfilled, happy and optimistic so as they develop and achieve their maximum potential. To achieve this, we are focused upon:

- Securing the most appropriate childcare, education and training opportunities;
- Joining up services to support families at the right time in the right place;
- Being the best Corporate Parent we can be;
- Developing a culture of high aspiration and empathy for children and their families;
- Valuing and listening to children and young people's voices.

We work hard to minimise the impact of reduced resources and continued demand from the most vulnerable in our communities. By seeking to maintain a preventative but targeted approach, CYPE are securing improvements to the efficiency and effectiveness of service delivery. The Directorate continues to respond creatively to the demands placed upon it by forming new partnerships, reshaping services and adopting new ways of working including responding to the Central Government's final Children's Wellbeing and Schools Bill.

Integrated Children's Services (Operations & Countywide): The two Divisions have a statutory duty to safeguard and promote the welfare of some of Kent's most vulnerable children and young people. Focused on providing an effective and consistent integrated children's service across Kent by aiming to keep vulnerable families out of crisis and reduce the risk of harm to children by supporting to prevent the escalation of need and deliver services that provide timely and appropriate support for children and families earlier when they are most in need.

Operational Integrated Children's Services (OICS): leads on operational delivery of children's services, including social work and preventative services from Family Hubs and Early Help.

Children's Countywide Services (CCS): leads on strategic delivery of children's services including corporate parenting functions, quality assurance and management information. Along with operational delivery of countywide services for children with a disability, front door services, permanency arrangements, care leavers, in-house foster carer support and Virtual Schools Kent.

Education & Special Educational Needs (ESEN): This Division's purpose is to secure high quality school, early years and post 16 education places, including delivery of all services for SEN (0-25 years olds) in every community so that every child and young person can have the best start in life, are ready to succeed at school, have excellent foundations for learning and are well equipped for adulthood, regardless of their social background. The Division is focused on securing the improvements required following challenging SEND Ofsted judgements, in line with financial requirements of the Safety Valve agreement. This Division commissions one of KCC's companies 'The Education People' to deliver traded and statutory elements of education support services, providing a continual focus on improving attainment and standards. The Division is also responsible for commissioning Home to School Transport Services along with the strategy and delivery of adult education across the county.

Schools' Delegated Budgets (SDB): This area holds the budget for Kent schools.

Strategic Management & Directorate Budgets (SMDBC): This area incorporates the Directorate centrally held costs, which includes the budgets for the Strategic Directors and support, historic pension costs, Commissioning, Directorate communications and Member interface.

**FTE is as per February 2025 data*



Sarah Hammond

Corporate Director Children, Young People & Education

Children, Young People & Education
Corporate Director: Sarah Hammond

Strategic Management & Directorate Budgets (CYPE)

Corporate Director: Sarah Hammond

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
46	4,372.4	Strategic Management & Directorate Budgets (CYPE)	5,228.5	5,983.7	11,212.2	-3,015.7	-3,684.3	4,512.2	Central Directorate costs including the Strategic Director, Commissioning and Directorate pension costs

Education & Special Educational Needs

Director: Christine McInnes

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
47	-96.7	Community Learning & Skills (CLS)	9,929.9	3,205.1	13,135.0	-3,040.0	-9,927.3	167.7	Provision of education & training to adults and young people over 16, responsible for delivering the Government's Adult Skills Fund and Study Programme courses for young people Not in Education, Employment & Training (NEET). Together with the delivery of English and Maths learning, and other courses to help people improve their employability skills
48	0.0	Early Years Education	0.0	203,233.3	203,233.3	0.0	-203,233.3	0.0	Parents' statutory entitlement to free Early Years education provision, most commonly from private, voluntary and independent providers for which KCC provides reimbursement from the Dedicated Schools Grant. There is a universal entitlement of 15 hours per week for all 3 and 4 year olds and eligible 2 year olds. This budget also provides entitlement to children of working parents from 9 months to 4 years for up to 30 hours per week.
49	1,504.6	Education Management & Division Support	1,377.2	896.9	2,274.1	-103.9	-700.8	1,469.4	Includes Area Education Officers and their direct support, costs associated with Academy conversions, and other Divisional management and support costs
50	3,931.7	Education Services provided by The Education People	0.0	9,080.1	9,080.1	-1,731.5	-4,910.9	2,437.7	A range of statutory education services provided by The Education People, including School Improvement, Education, Skills & Employability, Schools Financial Services, and Outdoor Education
51	572.7	Fair Access & Planning Services	4,161.3	670.7	4,832.0	-1,325.0	-2,902.2	604.8	Planning the provision of school places and managing the schools admissions and eligibility for school transport services

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
52	96,286.5	Home to School & College Transport	208.4	103,136.4	103,344.8	-5,620.0	0.0	97,724.8	Transport to education establishments for all entitled pupils including specialist transport to school and college for children and young people with Special Educational Needs & Disabilities, together with free mainstream school transport, and the partly subsidised Kent 16+ Travel Saver (which includes an individual contribution). A small team support specific pupils with their travel arrangements to schools to enable them to become independent as they transition to secondary school
53	5,605.6	Other School Services	574.5	49,429.7	50,004.2	-20,612.2	-22,746.4	6,645.6	Provision of a wide range of support services to schools
54	0.0	Pupil Referral Units & Inclusion	2,044.3	8,106.7	10,151.0	-367.0	-9,784.0	0.0	Pupil Referral Units (PRU's) are short-stay centres which provide education for children who are excluded, sick, or otherwise unable to attend a mainstream school, until they are reintegrated. Inclusion Advisers work with pupils, families, and schools to improve pupil behaviour and attendance, which reduces the need for permanent or fixed-term exclusion
55	17,489.3	Special Educational Needs & Psychology Services	22,468.4	137,628.8	160,097.2	-7,583.1	-134,146.0	18,368.1	Assessment and placement of children and young people with Special Educational Needs including those with Education Health Care Plans (EHCPs)
56	125,293.7	Total - Education & Special Educational Needs	40,764.0	515,387.7	556,151.7	-40,382.7	-388,350.9	127,418.1	

Children's Countywide Services

Director: Kevin Kasaven

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
57	17,433.4	Adoption & Special Guardianship Arrangements & Service	3,816.3	15,871.4	19,687.7	-1,387.7	-200.0	18,100.0	The Adoption Service works to achieve and support permanent care arrangements for Looked after Children within a family setting. This is delivered by The Adoption Partnership, a partnership between Kent, Medway and Bexley (a Regional Adoption Agency). This also includes payments associated with special guardianship arrangements and adoption payments
58	0.0	Asylum - Kent Permanent Care Leavers and New Arrival Service for Unaccompanied Asylum Seeking Children	0.0	54,889.1	54,889.1	-219.0	-54,670.1	0.0	Supporting unaccompanied asylum seekers aged 18 or over (who were previously placed in permanent care in Kent when aged under 18) as Care Leavers. Temporary support and accommodation for newly arrived unaccompanied asylum seeking children whilst awaiting their future placement through the National Transfer Scheme.
59	5,510.2	Care Leavers Service	5,973.5	4,202.2	10,175.7	-2,632.6	-1,697.8	5,845.3	Enables and assists care leavers (18+) to develop their skills and enhance their life opportunities as they progress into adulthood
60	8,642.5	Children in Need (Disability) - Care & Support (payments & commissioned services)	0.0	10,343.9	10,343.9	-2.8	0.0	10,341.1	Service for Children in Need (aged 0-17) with a Disability including day care, direct payments, payments to voluntary organisations including short breaks for carers

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
61	1,771.4	Children's Disability 0-17 Commissioning	0.0	1,940.9	1,940.9	-524.0	0.0	1,416.9	Commissioned Community Based Services (aged 0-17) including short breaks, direct payments and group day care services
62	10,613.6	Children's Social Work Services - Assessment & Safeguarding Service (County Teams)	12,808.8	297.5	13,106.3	-1,934.5	0.0	11,171.8	Social care staffing countywide services for the initial assessment and contact service for children services (Front Door), and services in relation to Safeguarding and Practice Development.
63	11,109.3	Countywide Children's and Education support services	13,409.6	407.2	13,816.8	-741.1	-1,462.2	11,613.5	Support services for education, early help and children social work functions including the provision of management information and business support for the whole Directorate
64	6,730.5	Disabled Children & Young People Service (0-17) - Assessment Service	6,674.4	435.4	7,109.8	0.0	0.0	7,109.8	Social care staffing providing assessment and support services for eligible children and young people (aged 0-17) with Complex Learning Disability, Physical Disabilities, Sensory Impairment and/or who are neurodiverse
65	690.4	Children's Countywide Services Management & Directorate Support	959.6	359.5	1,319.1	-600.0	0.0	719.1	Directorate support costs
66	8,291.7	Looked After Children - Care & Support (Staffing)	9,665.3	5,080.5	14,745.8	-1,168.8	-4,853.0	8,724.0	Looked After Children Services providing countywide recruitment and support services for in-house foster carers, along with Kent's Virtual Schools for Looked After Children
67	22,516.9	Looked After Children (with Disability) - Care & Support (Placements)	0.0	29,457.4	29,457.4	-2,329.8	0.0	27,127.6	Commissioned services for Looked After Children (aged 0-17) with a Disability including both short and long term residential care and fostering services, along with payments to in-house foster carers
68	3,910.1	Looked After Children (with Disability) - In House Provision	5,549.5	801.3	6,350.8	-2,274.5	0.0	4,076.3	In-House Residential Respite and Enablement Services to support Looked After Children and families
69	97,220.0	Total - Children's Countywide Services	58,857.0	124,086.3	182,943.3	-13,814.8	-62,883.1	106,245.4	

Operational Integrated Children's Services

Director: Ingrid Crissan

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
70	400.0	Asylum - Kent Permanent Looked After Children (under 18)	0.0	18,419.4	18,419.4	0.0	-18,419.4	0.0	Supporting unaccompanied asylum seekers under the age of 18 permanently placed in Kent
71	3,772.9	Children in Need - Care & Support (payments & commissioned services)	0.0	3,033.1	3,033.1	-45.2	-150.0	2,837.9	Service for Children in Need (aged 0-17) including payments under Section 17 regulations, direct payments, supported accommodation for children in need, and, payments to voluntary organisations to support young carers, parent support services and independent advocacy service.
72	38,927.8	Children's Social Work Services - Assessment & Safeguarding Service (Operational Teams)	43,524.3	1,713.7	45,238.0	-3,249.5	-1,065.4	40,923.1	Social care staffing providing assessment of children and families' needs, ongoing support to families meeting the statutory threshold for social care intervention including looked after children. The Youth Justice Service assesses, plans and intervenes with 10-17 year olds who have come to the attention of the Police or judicial system, to prevent them offending.
73	1,496.1	Early Help & Preventative Services	8,969.3	5,705.6	14,674.9	-520.0	-5,783.3	8,371.6	Early intervention and prevention services for families, children and young people
74	5,994.1	Family Hubs	7,642.2	4,434.4	12,076.6	-3,512.2	-3,832.9	4,731.5	Family Hubs in Kent aim to empower parents/carers with universal and targeted support for children's development (aged 0 -19 and up to 25 for children with SEN). The approach integrates community-based advice and complements existing services provided by partners, providing specialised assistance for families with additional needs, focusing on children's wellbeing, substance misuse, and targeted interventions for vulnerable youth and families
75	1,687.0	Operational Integrated Children's Services Management & Directorate Support	1,510.8	468.9	1,979.7	-251.9	0.0	1,727.8	Directorate support costs
76	93,006.3	Looked After Children - Care & Support (Placements)	0.0	103,011.8	103,011.8	-1,372.7	-1,738.0	99,901.1	Commissioned services for Looked After Children placement & support costs including residential, fostering, and supported accommodation for under 18s, along with payments to in-house foster carers.
77	145,284.2	Total - Operational Integrated Children's Services	61,646.6	136,786.9	198,433.5	-8,951.5	-30,989.0	158,493.0	

78	372,170.3	Total - Children, Young People & Education Budget (excluding Schools' Delegated Budgets)	166,496.1	782,244.6	948,740.7	-66,164.7	-485,907.3	396,668.7	
----	-----------	---	-----------	-----------	-----------	-----------	------------	-----------	--

Schools' Delegated Budgets

Corporate Director: Sarah Hammond

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
79	0.0	Schools' Delegated Budgets	608,141.9	177,524.5	785,666.4	-42,552.9	-743,113.5	0.0	Holds the Dedicated Schools Grant (DSG) for Kent schools

80	372,170.3	Total - Children, Young People & Education Budget (including Schools' Delegated Budgets)	774,638.0	959,769.1	1,734,407.1	-108,717.6	-1,229,020.8	396,668.7	
----	-----------	---	-----------	-----------	-------------	------------	--------------	-----------	--

Growth, Environment & Transport (GET)

Controllable Revenue Budget for 2025-26	£204.9m
Capital Budget for next 10 years	£912.1m
Full Time Equivalent (FTE) staff*	1,472.1

Growth, Environment & Transport (GET) is made up of three Divisions: Growth and Communities (GC), Environment and Circular Economy (ECE), Highways and Transportation (HT), and as well as Strategic Management & Directorate Budgets.

GET is considerable in terms of its range of both strategic and front-line services and projects, as well as having responsibility for a very large capital programme with complex funding streams and delivery targets. GET is responsible for many visible place-based services that help shape, support and grow our local communities.

Growth and Communities (GC) - responsible for the development of a range of growth and community related strategies including: Kent & Medway Economic Framework; Infrastructure Mapping Platform; Developer Contributions Guide; Libraries, Registration & Archive Strategy; Cultural Strategy; Health & Economy Strategy; Kent Minerals and Waste Local Plan; the Community Safety Agreement.

The division leads on economic development, place-making and sector support including: business growth investment; local economic planning; delivery of certain Government infrastructure programmes; securing developer contributions for social and community infrastructure; strategic planning including influencing Local Plans and planning applications for sites in Kent; and the delivery, planning and execution of the County Council's Development Management and Local Plan making functions.

The division is responsible for a range of community services including: Libraries (physical, online and outreach), Registration (birth and death registration and ceremonies) and Archives; Community Protection services (comprising Trading Standards, Coroners, Community Safety including Community Wardens, Kent Scientific Services); the Gypsy Roma Traveller Residents Service; Public Rights of Way Service; and the Creative and Cultural Economy Service. The division additionally hosts Active Kent and Medway (formerly Kent Sport), as well as administering a number of recyclable loan funds such as No Use Empty (NUE), i3 and Kent & Medway Business Fund (K&MBF). The division is underpinned by an Innovation & Business Intelligence team.

Environment and Circular Economy (ECE) - responsible for the development of a range of strategies including the KCC Environment Strategy, Kent and Medway Energy and Low Emissions Strategy, KCC Net Zero Plan, KCC Climate Change Adaptation Plan,

Heritage Strategy, Kent and Medway Local Nature Recovery Strategy, Biodiversity Strategy, Local Flood Risk Management Strategy and the Kent Waste Disposal Strategy.

The division leads on the management and enhancement of the natural environment, manages local flood risk, manages the conservation of the historic environment, manages Kent's country parks and runs Explore Kent. It also leads on the Council's commitment to net zero 2030 across its own estate and works with partners towards the delivery of net zero 2050 for Kent.

The division is also responsible for the management of all waste and recycling materials collected by Kent's district, borough and city councils through a network of infrastructure, operating household waste and recycling centres and managing closed landfill sites across the county. The division hosts the Kent Downs National Landscapes team and Countryside Partnership teams that operate across the county.

Highways and Transportation (HT) - responsible for the development of a range of transport related strategies including a new Local Transport Plan, the Kent Rail Strategy, the Freight Action Plan, the Road Casualty Reduction Strategy, Vision Zero and the Active Travel Strategy. The division also leads on transport related capital programme including schemes funded by such programmes as the Local Growth Fund, Get Britain Building and the Bus Services Improvement Plan (BSIP).

The division delivers services involved with the management and maintenance of the highway (and related) assets including all bridges, structures and tunnels, soft landscaping including highway trees, co-ordination of utility company works and all works that take place on the highway in Kent. Including also critical winter maintenance service to keep Kent moving and emergency incident and out of hours response particularly in severe weather and storm events. The division also delivers specific public transport services including the English National Concessionary Travel Scheme (ENCTS) concessionary fare scheme, subsidised bus schemes and the Kent Travel Saver (KTS), as well as managing the provision of SEN and mainstream home-to-school transport on behalf of the CYPE Directorate.

Strategic Management & Directorate Budgets (SMDBG): This area incorporates the Directorate centrally held costs.

**FTE is as per February 2025 data*



Simon Jones

Corporate Director Growth, Environment & Transport

Growth, Environment & Transport
Corporate Director: Simon Jones

Strategic Management & Directorate Budgets (GET)

Corporate Director: Simon Jones

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
81	1,409.9	Strategic Management & Directorate Budgets (GET)	720.5	776.9	1,497.4	-52.8	0.0	1,444.6	Centrally held Directorate costs, as well as the Corporate Director, Portfolio Management Office, and Directorate legacy pension and early retirement costs

Environment & Circular Economy

Director: Matt Smyth

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
82	3,174.0	Environment	6,227.8	5,772.7	12,000.5	-6,126.2	-2,596.7	3,277.6	Covers Net Zero, adapting to a changing climate, renewable energy development, improving the natural environment and nature recovery, biodiversity net gain, flood and water management, heritage conservation, the management of country parks, countryside management partnerships, partnering with the Kent Weald National Landscape team and hosting the Kent Downs National Landscape team
83	2,186.3	Environment and Circular Economy Divisional management costs	2,230.1	299.8	2,529.9	-206.0	0.0	2,323.9	Commissioning and contract management, resident engagement, business services and business support for the Environment & Circular Economy functions
84	52,593.8	Residual Waste	267.9	56,622.1	56,890.0	-8,111.2	0.0	48,778.8	Statutory waste services for Kent residents including treatment and disposal of residual household waste, including management of closed landfill sites
85	38,798.4	Waste Facilities & Recycling Centres	0.0	47,801.9	47,801.9	-9,849.4	0.0	37,952.5	Statutory waste services for Kent residents including Household recycling centres, cost of recycling, and composting household waste
86	96,752.5	Total - Environment & Circular Economy	8,725.8	110,496.5	119,222.3	-24,292.8	-2,596.7	92,332.8	

Growth & Communities

Director: Stephanie Holt-Castle

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
87	2,278.2	Community (Assets & Services)	2,478.4	2,102.9	4,581.3	-2,113.8	-40.0	2,427.5	A wide range of services including Public Rights of Way, 8 Gypsy and Traveller sites, and hosting Active Kent & Medway as well as co-ordinating Village Halls and Sports facilities grants
88	1,606.8	Growth - Economy	1,224.4	1,815.4	3,039.8	-1,505.1	0.0	1,534.7	Working with public, private, and voluntary sectors to support Kent's economic growth covering business and enterprise. In addition to this providing support to and the delivery of ongoing capital programmes with a value in excess of £100m which includes Kent & Medway Business Loan Fund (KMBF) and No Use Empty
89	3,789.0	Growth - Place	3,280.4	1,715.8	4,996.2	-1,153.3	0.0	3,842.9	A group of services working to ensure sustainable growth in Kent including Planning Applications, Strategic Planning, Developer contributions and Broadband. Supporting the growth of the Creative and Cultural Economy to deliver economic and social outcomes across Kent, including Turner Contemporary
90	459.4	Growth and Communities Divisional management costs	467.8	7.7	475.5	0.0	0.0	475.5	Divisional management and support costs
91	11,061.9	Libraries, Registration & Archives	14,404.8	4,031.9	18,436.7	-6,916.0	0.0	11,520.7	The Libraries, Registration & Archives (LRA) service is delivered through a network of 99 libraries, 5 Register Offices, 5 mobile libraries, an archive centre, the stock distribution and support function building at Quarry Wood, the information service which includes the public 'Ask a Kent Librarian' service, and the 24 hour accessible online services. The LRA service also delivers the records management service on behalf of KCC, is contracted to deliver 5 prison libraries in Kent and the registration service on behalf of the London Borough of Bexley
92	11,910.6	Community Protection	10,862.8	5,743.4	16,606.2	-4,105.9	-39.7	12,460.6	Community Protection services including Trading Standards, Community Wardens, Coroners, Kent Scientific Services (KSS), and Community Safety
93	31,105.9	Total - Growth & Communities	32,718.6	15,417.1	48,135.7	-15,794.1	-79.7	32,261.9	

Highways & Transportation

Director: Haroona Chughtai

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
94	12,973.5	English National Concessionary Travel Scheme (ENCTS)	0.0	16,675.5	16,675.5	-47.0	0.0	16,628.5	A statutory concessionary travel scheme, providing free bus travel for older people, disabled people and disabled user companions
95	38,222.6	Highway Assets Management	14,774.1	33,850.5	48,624.6	-8,223.9	0.0	40,400.7	Road and footway reconstruction, renewal and preservation. Safety inspections, emergency and routine maintenance, customer enquiries. Cycle way maintenance. Signs, lines and barrier maintenance, Highway drainage cleansing, repairs and capital improvements. Soakaway maintenance and construction. Highway trees inspection and maintenance, urban shrubs and grass cutting, rural swathe cutting, weed spraying, emergency tree contract. Bridges, structures and tunnels management and capital renewals. Street Works permitting, coordination and inspection of works undertaken by utility companies, developers and KCC contractors. Temporary Road Closures, highway licences and Vehicle Crossovers. Winter service, gritting and salt bins. Out of hours 24/7/365 Highways Emergency and adverse weather response. Street lighting, LED conversion and CMS management, lit signs and bollards maintenance and energy costs of street lighting. Kent lane rental scheme, Third Party damage repair, fly tip removal, High Speed Road Maintenance Programme. Highway legislation legal enforcement for contraventions including serving notices and prosecutions
96	4,043.0	Highways & Transportation divisional management costs	4,278.5	1,148.6	5,427.1	-683.4	-400.0	4,343.7	Management, planning, procurement and monitoring of transport services, contract management, business services and business support for Highways & Transportation
97	0.0	Kent Karrier	0.0	520.0	520.0	-520.0	0.0	0.0	Pre bookable transport service, based on membership, for communities and individuals with no access to conventional public transport
98	4,675.5	Kent Travel Saver (KTS)	0.0	15,015.5	15,015.5	-10,340.0	0.0	4,675.5	Provides discounted travel on the Kent bus network for young people aged 11-16
99	5,761.1	Supported Bus Services	89.0	15,514.1	15,603.1	-3,359.4	-6,061.6	6,182.1	Financial support for otherwise uneconomic bus routes, as well as community transport schemes
100	6,378.5	Transportation	10,469.7	3,368.0	13,837.7	-5,658.1	-1,504.1	6,675.5	Reducing casualties and traffic congestion on Kent's roads by enabling the delivery of a £300m+ capital programme of engineering schemes by managing traffic and through road safety improvements, education and campaigns. Assisting developers in identifying and delivering solutions to protect our network from the negative impacts of development traffic
101	72,054.2	Total - Highways & Transportation	29,611.3	86,092.2	115,703.5	-28,831.8	-7,965.7	78,906.0	

102	201,322.5	Total - Growth, Environment & Transport Budget	71,776.2	212,782.7	284,558.9	-68,971.5	-10,642.1	204,945.3	
------------	------------------	---	-----------------	------------------	------------------	------------------	------------------	------------------	--

Chief Executive's Dept. (CED)

Controllable Revenue Budget for 2025-26	£26.8m
Capital Budget for next 10 years	£2.3m
Full Time Equivalent (FTE) staff*	619.7

The Chief Executive's Department provides core services which support frontline service delivery to achieve better outcomes for Kent's residents and our customers. The Department supports the political and managerial leadership in setting the strategic direction for the Council.

The Chief Executive's Department also supports the organisation to deliver and respond to changes in our operating environment. Priorities include leading the revenue and capital budget process for the Council, ensuring effective governance and assurance processes and leading and shaping commercial and procurement activities for the Council. Our Department also plays a significant role in ensuring the Council is well placed to meet its statutory and regulatory duties.

Chief Executive's Department has the following roles and responsibilities:

Commercial and Procurement (CP): Commercial and Procurement works in partnership across the Council to ensure delivery of best value for the county's residents. It prioritises delivery of financial benefits and return on investment; advocates social value; strives for efficiency in commercial and procurement processes and drives up supplier performance to reduce commercial risks.

Strategy, Policy, Relationships & Corporate Assurance (SPRCA): The Division's role is to help prepare the organisation to meet future challenges through environment scanning, medium term planning, corporate and service policy development, safeguarding, analytical assessments, evidence-based decision making and performance reporting, relationship management, as well as leading the equality, risk, and corporate assurance frameworks. It also administers the Council's grant scheme in support of the delivery of the civil society strategy.

Finance (FIN): The Division comprises four key functions that together provide strategic and operational financial, internal audit and counter fraud services to the Council and the Kent Pension Fund. These functions are Finance Operations, Internal Audit and Counter Fraud, Financial Policy, Planning & Strategy and Pensions & Treasury. The services include financial advice and support for all budget holders and members in planning, managing, and reporting on the Council's financial resources, support to the Kent Pension Fund, the provision of Treasury Management services and the provision of an agile, risk based internal audit and counter fraud service.

Governance, Law & Democracy (GLD): Provides democratic services including support of the 81 elected Members of the County Council. The division manages information governance and data protection considerations for the Council including co-ordination of responses to Freedom of Information (FOI) requests. The Division also holds the client-side responsibility for Invicta Law Ltd which provides legal advice and services to KCC, public bodies, and other local authorities.

Strategic Management & Departmental Budgets (SMDBCE): This area incorporates the Department's centrally held costs and external grant income.

**FTE is as per February 2025 data*



Amanda Beer

Chief Executive

Chief Executive's Department
Chief Executive: Amanda Beer

Strategic Management & Departmental Budgets

Chief Executive: Amanda Beer

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
103	-1,136.4	Strategic Management & Departmental Budgets	604.8	1,192.0	1,796.8	-1,059.5	-2,050.0	-1,312.7	Historic Corporate services costs and grant contributions to central Corporate Services' overheads. Provides support to Corporate Management Team and other Strategic meetings

Finance

Interim Corporate Director: John Betts

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
104	9,967.8	Finance	17,160.2	3,341.7	20,501.9	-9,183.1	-950.6	10,368.2	Finance advice and support for all budget holders and Members in planning, managing, and reporting on the Council's financial resources, both revenue and capital. Pensions & Treasury functions. Provision of Internal Audit and Counter Fraud Services
105	3,783.6	Subsidies to Kent District Councils to maximise Council Tax collection	0.0	697.4	697.4	-103.8	0.0	593.6	Subsidies to Kent District Councils to support local council tax collection, including counter fraud initiatives and enhanced debt collection
106	13,751.4	Total - Finance	17,160.2	4,039.1	21,199.3	-9,286.9	-950.6	10,961.8	

Governance, Law & Democracy

Director: Ben Watts

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
107	7,481.6	Governance & Law	4,750.5	3,888.8	8,639.3	-758.6	-35.0	7,845.7	Includes the cost of supporting the 81 elected Members of the County Council and their responsibilities, together with the management of the contract with Invicta Law Ltd for legal advice and services to KCC, public bodies, and other local authorities. Co-ordination of responses to Freedom of Information (FOI) requests
108	291.6	Local Member Grants	0.0	291.6	291.6	0.0	0.0	291.6	Member Grants made to a wide range of community based groups, individuals and organisations
109	7,773.2	Total - Governance, Law & Democracy	4,750.5	4,180.4	8,930.9	-758.6	-35.0	8,137.3	

Commercial and Procurement

Head of Service: Clare Maynard

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
110	3,054.0	Commercial & Procurement	3,344.6	149.0	3,493.6	-184.3	0.0	3,309.3	Delivery of best value and efficiency in all commercial and procurement processes; improving supplier performance to reduce commercial risks

Strategy, Policy, Relationships & Corporate Assurance

Director: David Whittle

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
111	276.6	Childrens and Adults Safeguarding Services	615.0	265.8	880.8	-558.0	0.0	322.8	Frontline support to children's and adult safeguarding services, including Serious Case Reviews, Kent & Medway Safeguarding Vulnerable Adults Board, Child Protection Conferencing and the Kent Children Safeguarding Board (KCSB)
112	402.7	Resettlement Schemes, Domestic Abuse and Civil Society Strategy	1,357.4	5,479.2	6,836.6	0.0	-6,633.9	202.7	Administration of the council's local welfare assistance grant schemes, including Civil Society Strategy, Homes for Ukraine, the Afghan Resettlement Scheme and Domestic Abuse Duty
113	4,758.1	Strategy, Policy, Relationships & Corporate Assurance	6,284.9	386.6	6,671.5	-1,483.6	0.0	5,187.9	Supports the political and managerial leadership of KCC through corporate strategy, policy development, corporate risk management and the Kent analytics service
114	5,437.4	Total - Strategy, Policy, Relationships & Corporate Assurance	8,257.3	6,131.6	14,388.9	-2,041.6	-6,633.9	5,713.4	
115	28,879.6	Total - Chief Executive's Department Budget	34,117.4	15,692.1	49,809.5	-13,330.9	-9,669.5	26,809.1	

Deputy Chief Executive's Dept. (DCED)

Controllable Revenue Budget for 2025-26	£82.6m
Capital Budget for next 10 years	£98.1m
Full Time Equivalent (FTE) staff*	416.2

The Deputy Chief Executive's Department delivers professional advice and support services to the Council, Kent residents and customers.

Our Department contains key functions which support the Council to respond to changes in our operating environment and support the services and our staff to deliver their objectives. Priorities include enabling the development and delivery of ICT that improves and supports the transformation of the authority, defining the future direction and priorities of the council's property services, working with front line services to help design and improve customer and user experiences, and providing support for extensive business change across the Council as we continue with our Strategic Reset Programme.

The Deputy Chief Executive's Department has the following roles and responsibilities:

Infrastructure (INF): The Division is responsible for the provision of the Authority's Property & Emergency Planning Services which support our frontline service delivery; it sets the Council's asset strategy and delivers the Council's disposal and capital programmes; strategic management of the Corporate Landlord estate and schools estate.

Corporate Landlord (CL): As part of Infrastructure Division the service is responsible for day-to-day management of the Council's complex estate of operational front-line buildings; the office estate and non- operational buildings.

Human Resources & Organisational Development (HROD): The Division is responsible for employment strategy, policy and practice and provides advice and guidance to support and enhance business performance. It also seeks to enhance the capability of the existing and future workforce through its Organisation Development function.

Marketing & Resident Experience (MRX): The Division is responsible for ensuring that the Authority's reputation is protected, enhanced, and promoted and that customer experience is championed, enhanced, and protected across all major

customer contact channels. It contains marketing and communications, media relations, public consultation, customer feedback, brand management and engagement functions for the Authority.

Technology (TEC): The Division is responsible for the provision and implementation of the Technology Strategy and overall direction for the Authority's technological and digital priorities ensuring they reflect KCC's wider priorities. The Division holds the client-side responsibility for Cantium Business Solutions Ltd.

Strategic Management & Departmental Budgets (SMDBDC): This area incorporates some of the Department's centrally held functions including health and safety, business management and client relationships.

The Division includes the **Strategic Reset Programme** which brings together critical priority change programmes, including those with significant financial benefits, risk, complexity, and dependencies across the Council.

**FTE is as per February 2025 data*



Amanda Beer

Chief Executive

Deputy Chief Executive's Department
Chief Executive: Amanda Beer

Strategic Management & Departmental Budgets (DCED)

Chief Executive: Amanda Beer

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
116	2,480.6	Business & Client Relationships	285.3	2,368.1	2,653.4	0.0	0.0	2,653.4	Provides a range of business critical support activities for services across KCC, including provision of workforce data and people analytics. Responsible for commissioning HR services delivered by Commercial Services Kent Ltd, and managing the divisional service offer to The Education People and Invicta Law
117	382.2	Health & Safety	409.1	25.7	434.8	-30.1	0.0	404.7	Provides expert and proportionate advice to staff in all aspects of health and safety management, including risk management and service resilience
118	1,429.2	Strategic Management & Departmental Support	1,266.6	202.2	1,468.8	0.0	0.0	1,468.8	Departmental management and support costs, including Heads of Service
119	1,616.0	Strategic Reset Programme	1,622.8	0.0	1,622.8	0.0	0.0	1,622.8	The Strategic Reset Programme (SRP) is the whole council transformation programme, bringing together priority programmes from across KCC. The SRP Team work closely with services to ensure programmes are delivered successfully
120	5,908.0	Total - Strategic Management & Departmental Budgets	3,583.8	2,596.0	6,179.8	-30.1	0.0	6,149.7	

Corporate Landlord

Director: Rebecca Spore

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
121	28,628.6	Corporate Landlord	0.0	38,067.6	38,067.6	-11,295.8	-187.0	26,584.8	Day to day costs relating to the running of the Council's complex estate of operational front line buildings; the office estate and holding costs of non-operational buildings

Human Resources & Organisational Development

Director: Paul Royel

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
122	5,402.1	Human Resources & Organisational Development	3,931.1	2,011.9	5,943.0	-320.0	-1.0	5,622.0	Responsible for employment practice and policy and provides advice and guidance to support and enhance business performance

Infrastructure

Director: Rebecca Spore

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
123	710.2	Kent Resilience	832.1	61.0	893.1	-139.7	0.0	753.4	The Resilience and Emergency Planning Team support KCC to meet its legal duties under the Civil Contingencies Act 2004, providing 24/7 emergency management and response capability through the coordination of KCC services in a multi-agency environment. The team also provide resources to support multi agency planning capability and capacity across Kent.
124	8,637.1	Property related services	11,430.5	-348.9	11,081.6	-2,296.6	0.0	8,785.0	Strategic management of KCC's estate. Leads on the delivery of the Council's Property Asset Management Strategy together with the delivery of day to day management of the KCC estate
125	9,347.3	Total - Infrastructure	12,262.6	-287.9	11,974.7	-2,436.3	0.0	9,538.4	

Marketing & Resident Experience

Chief Executive: Amanda Beer

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
126	1,975.4	Marketing & Digital Services	1,965.1	491.7	2,456.8	-373.7	0.0	2,083.1	Marketing & Digital Services provides communications, marketing, media relations and public consultation across the council. This includes managing and developing all of KCC's brands, working with Members and colleagues to prioritise, plan and advise on content production, creative assets and communications across all related activities
127	4,952.3	Resident Experience - Contact Centre; Gateways; Customer care & Complaints	1,681.7	3,524.2	5,205.9	-151.9	-89.0	4,965.0	Leads on ensuring that KCC's reputation is protected, enhanced, and promoted and that the customer experience is championed and protected across all contact channels. Provides, manages and develops core customer contact channels and systems including the Gateways, Contact Centre and the Customer Care and Complaints service
128	6,927.7	Total - Marketing & Resident Experience	3,646.8	4,015.9	7,662.7	-525.6	-89.0	7,048.1	

Technology

Director: Lisa Gannon

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
129	26,131.0	Technology	3,263.2	27,290.1	30,553.3	-2,722.6	-149.0	27,681.7	Leads on defining future provision and strategy for Technology, ensuring the best use of available technology to support the needs of the Council. ICT services commissioned from Cantium Business Solutions Ltd

130	82,344.7	Total - Deputy Chief Executive's Department Budget	26,687.5	73,693.6	100,381.1	-17,330.4	-426.0	82,624.7	
-----	----------	---	-----------------	-----------------	------------------	------------------	---------------	-----------------	--

Non Attributable Costs
Interim Corporate Director: John Betts

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
131	102,759.4	Non Attributable Costs	1,560.6	138,139.7	139,700.3	-29,819.4	-9.0	109,871.9	Includes net debt costs (including investment income), transfers to and from reserves, and others including Insurance Fund, audit fees and Apprenticeship Levy

Corporately Held Budgets
Interim Corporate Director: John Betts

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	Key Service Description
132	-2,391.6	Corporately Held Budgets (to be allocated)	1,636.8	19,502.4	21,139.2	0.0	-19,502.4	1,636.8	Corporately Held Budgets pending decisions

133	100,367.8	Total - Non Attributable Costs including Corporately Held Budgets	3,197.4	157,642.1	160,839.5	-29,819.4	-19,511.4	111,508.7	
------------	------------------	--	----------------	------------------	------------------	------------------	------------------	------------------	--

Row Ref	2024-25 Revised Base Budget (Net Cost) £000s	Key Service	2025-26 Staffing £000s	2025-26 Non Staffing £000s	2025-26 Gross Expenditure £000s	2025-26 Income £000s	2025-26 Grants £000s	2025-26 Net Cost £000s	
134	1,429,506.8	Total Budget Requirement (excluding Schools' Delegated Budgets)	420,449.6	2,131,560.0	2,552,009.6	-392,602.1	-628,127.7	1,531,279.8	
135	1,429,506.8	Total Budget Requirement (including Schools' Delegated Budgets)	1,028,591.5	2,309,084.5	3,337,676.0	-435,155.0	-1,371,241.2	1,531,279.8	
136	-1,429,506.8	Funding	0.0	0.0	0.0	-1,066,908.5	-464,371.3	-1,531,279.8	
137	0.0	Total Budget	1,028,591.5	2,309,084.5	3,337,676.0	-1,502,063.5	-1,835,612.5	0.0	

The 2024-25 Revised Budget column includes changes to budgets as a result of structural changes

SECTION 10

Appendix H: Reserves Policy

Reserves Policy

1. Background and Context

- 1.1 Sections 32 and 43 of the Local Government Finance Act 1992 require councils to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.
- 1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) issued Local Authority Accounting Panel (LAAP) Bulletin No.99, Guidance Note on Local Authority Reserves and Balances in July 2014, which updated previous Bulletins to reflect the new requirements of the International Financial Reporting Standards (IFRS) Code of Practice. In addition, during the period of financial austerity for the public sector, the LAAP considered it necessary to update the guidance on local authority reserves and balances. Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government. In response to the above requirements, this policy sets out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance for the Council's cash backed usable reserves.
- 1.3 All reserves are categorised as per the LAAP guidance, into the following groups:
- **Smoothing** – These are reserves which are used to manage large fluctuations in spend or income across years e.g., Private Finance Initiative (PFI) equalisation reserves. These reserves recognise the differences over time between the unitary charge and PFI credits received.
 - **Trading** – this reserve relates to the non-company trading entities of Laser and Commercial Services to cover potential trading losses and investment in business development.
 - **Renewals for Vehicles Plant & Equipment** – these reserves should be supported by an asset management plan, showing projected replacement profile and cost. These reserves help to reduce fluctuations in spend.
 - **Major projects** – set aside for future spending on projects.
 - **Insurance** - To fund the potential cost of insurance claims in excess of the amount provided for in the Insurance Fund provision, (potential or contingent liabilities)
 - **Unspent grant/external funding** – these are for unspent grants which the Council is not required to repay, but which have restrictions on what they may be used for e.g., the Public Health grant must be used on public health services. This category also consists of time limited projects funded from ringfenced external sources.
 - **Special Funds** – these are mainly held for economic development, tourism and regeneration initiatives.
 - **Partnerships** – these are reserves resulting from Council partnerships and are usually ringfenced for the benefit of the partnership or are held for investing in shared priorities.
 - **Departmental underspends** – these reserves relate to re-phasing of projects/initiatives and bids for use of year end underspending which are requested to roll forward into the following year.
- 1.4 Within the Statement of Accounts, reserves are summarised by the headings above. By categorising the reserves into the headings above, this is limited to the nine groups, plus Public

Health, Schools and General. Operationally, each will be divided into the relevant sub reserves to ensure that ownership and effective management is maintained.

- 1.5 Reserves are an important part of the Council's financial strategy and are held to create long term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of ensuring the Council's financial standing and resilience. The risk of unforeseeable events and uncertainties (such as the Council's key sources of funding) remains high and as part of response the Council may need to consider using general reserves as short term measure while making the necessary sustainable adjustments to spending over the medium term including replenishing the reserves used as short-term expedience.
- 1.6 Earmarked reserves are reviewed regularly as part of the monitoring process and annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part or require topping up based on known/expected calls upon them. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three-year period.

2. Overview

- 2.1 The Council's overall approach to reserves will be defined by the system of internal control.
- 2.2 The system of internal control is set out, and its effectiveness reviewed, in the Annual Governance Statement (AGS). Key elements of the internal control environment are objective setting and monitoring, policy and decision-making, compliance with statute and procedure rules, risk management, achieving value for money, financial management and performance management. The AGS includes an overview of the general financial climate which the Council is operating within and significant funding risks.
- 2.3 The Council will maintain:
 - a general reserve; and
 - a number of earmarked reserves.
- 2.4 The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. The level of the reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. The level will be expressed as a cash sum over the period of the general fund medium-term financial strategy. The level will also be expressed as a percentage of the general funding requirement (to provide an indication of financial context). The Council's has traditionally aimed to hold general reserves of 5% of the net revenue budget. With the heightened financial risk the Council is facing in the medium term from continued spending growth and possible impact of funding reform changes, we have reviewed the level of reserves as a percentage of net revenue budget and we are now aiming to hold general reserves of between 5% and 10% of the net revenue budget, based on the following assessed levels.
 - Below 3% considered dangerous
 - 3% to 5% considered too risky

- 5% to 10% range considered minimal to acceptable
- Over 10% considered comfortable

3. Strategic context

- 3.1. The Council continues to face a shortfall in funding compared to spending demands and must annually review its priorities in order to address the shortfall.
- 3.2 The Council also relies on interest earned through investments of our cash balances to support its general spending plans.
- 3.3 Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan and one of the Council's financial principles is to stop the use of one-off funding to support the base budget. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long-term future planning.

4. Management and governance

- 4.1 Each reserve must be supported by a protocol. All protocols should have an end date and at that point any balance should be transferred to the general reserve. If there is a genuine reason for slippage then the protocol will need to be updated.

A questionnaire is completed by the relevant budget holder and reviewed by Finance to ensure all reserves comply with legislative and accounting requirements. A de-minimis limit has been set to avoid small funds being set up which could be managed within existing budgets or declared as an overspend and then managed collectively. This has been set at £250k.

- 4.2 Reserves protocols and questionnaires must be sent to the Chief Accountant's Team within Finance for review and will be approved by the Corporate Director of Finance, Corporate Management Team and then by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services. Protocols should clearly identify contributions to and drawdowns from reserves, and these will be built into the Medium Term Financial Plan (MTFP) and monitored on a quarterly basis.

Accessing reserves will only be for significant unusual spend, more minor fluctuations will be managed or declared as budget variances. In-year drawdowns from reserves will be subject to the governance process set out in the revised financial regulations. Ongoing recurring costs should not be funded from reserves. Any request contrary to this will only be considered during the budget setting process. The short term use of reserves may be agreed to provide time to plan for a sustainable funding solution in the following financial year.

Decisions on the use of reserves may be delayed until financial year end and will be dependent on the overall financial position of the council rather than the position of just one budget area.

The current Financial Regulations state:

Maintenance of reserves & provisions

A.24 The Corporate Director of Finance is responsible for:

- i. proposing the Council's Reserves Policy.
- ii. advising the Leader and the Council on prudent levels of reserves for the Authority when the annual budget is being considered having regard to assessment of the financial risks facing the Authority.
- iii. ensuring that reserves are not only adequate but also necessary.
- iv. ensuring that there are clear protocols for the establishment and use of each earmarked reserve. Reserves should not be held without a clear purpose or without a planned profile of spend and contributions, procedures for the reserves managements and control, and a process and timescale for review of the reserve to ensure continuing relevance and adequacy.
- v. ensuring that all renewals reserves are supported by a plan of budgeted contributions, based on an asset renewal plan that links to the fixed asset register.
- vi. ensuring that no money is transferred into reserves each financial year without prior agreement with him/herself.
- vii. ensuring compliance with the reserves policy and governance procedures relating to requests from the strategic priority and general corporate reserves.

4.3 All reserves are reviewed as part of the monitoring process, the budget preparation, financial management and closing of accounts processes. Cabinet is presented with the monitoring of reserves on a regular basis and in the outturn report. The County Council budget meeting will receive a separate S25 assurance report from the S151 Officer including recommendation on the adequacy of reserves, and the appendices to the main budget report will include an assessment of financial resilience including the extent to which reserves have been drawn down. The Governance and Audit Committee will consider actual reserves when approving the statement of accounts each year.

4.4 The following rules apply:

- Any in year use of the General Reserve will need to be approved by Cabinet and any planned use will be part of the budget setting process.
- In considering the use of reserves, there will be no or minimal impairment to the Council's financial resilience unless there is no alternative.

4.5 The Council will review the Reserves Policy on an annual basis.

SECTION 11

Appendix I: Budget Risks and Adequacy of Reserves

Assessment of Financial Resilience

Financial resilience describes the ability of the authority to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, tightening funding and an increasingly complex and unpredictable financial environment.

The following table sets out the key 'symptoms' of financial stress identified by CIPFA and assesses the current position of the County Council against each indicator. Overall, the prognosis is that there has been a recent deterioration in resilience which needs to be reversed in particular on the delivery of savings and managing spending within approved budgets.

Symptom	KCC Assessment
Running down reserves/a rapid decline in reserves	<p><u>Evidence</u></p> <p>The council maintained a relatively stable level of usable revenue reserves between April 2016 to March 2018 of approx. £0.2bn (excluding schools and capital reserves) with small net movements between years. This comprised general reserve of around £0.037bn (3% of net revenue) and earmarked reserves of between £0.159bn to £0.166bn</p>
Score 6/10	
Scope for Improvement - Moderate	<p>Over the period April 2018 to March 2020 usable revenue reserves increased to £0.224bn at end of 2018-19 and £0.271bn end of 2019-20, although £0.037bn of the earmarked reserves in 2019-20 was the unspent balance of first tranche of Covid-19 emergency grant (general reserves remained around £0.037bn and all the increases were in earmarked reserves).</p> <p>There was a more rapid increase in usable revenue reserves in 2020-21 (largely due to underspends during lockdown and timing differences between the receipt of Covid-19 grants and spending, and impact of business rates reliefs/compensation for local taxation losses coming through from collection authorities) Usable revenue reserves at the end of 2020-21 were £0.398bn (of which general remained £0.037bn, earmarked reserves increased to £0.272bn, and Covid-19 reserves were £0.088bn).</p> <p>There was a further increase in total usable revenue reserves at end of 2021-22 up to £0.408bn. Most of the increase was in general reserve which was increased to £0.056bn (5% of net revenue) in line with agreed strategy to strengthen reserves due to heightened risks, with smaller increase in earmarked to £0.277bn, and small reduction in Covid-19 reserves to £0.075bn.</p> <p>This pattern of stable then increasing reserves over the period 2016-22 was despite between £0.009bn and £0.022bn drawn down each year to smooth delivery of revenue budget savings (£0.074bn over 6 years).</p> <p>In 2022-23 there was an overall reduction in usable revenue reserves to £0.391bn (£0.037bn general, £0.271bn earmarked, £0.047bn Covid-19 and £0.036bn in new partnership reserve from the excess safety valve contributions). The reductions included £0.047bn draw down from general reserves and earmarked reserves to balance 2022-23 outturn.</p> <p>In 2023-24 there was a further reduction in total usable reserves to</p>

	<p>£0.358bn (£0.043bn general, £0.268bn earmarked, £0.010bn Covid-19 and £0.036bn Safety Valve partnership reserve). The small increase in the general reserve reflected the overall increase in 2023-24 budget to maintain the reserve as % of net revenue but did not include any movement to restore the reserve to 5% of net revenue following the draw down in 2022-23. 2023-24 included a review of reserves to ensure balances in individual categories remained appropriate. This included transfer of £0.048bn from other earmarked reserves into the smoothing category which was partially drawn on by £0.012bn to balance the 2023-24 outturn.</p> <p>Quarter 1 monitoring for 2024-25 shows further forecast overspends which if not reduced or mitigated would require a third year of draw down. This would further reduce resilience from reserves.</p> <p><u>Conclusions</u> Two successive years of drawdowns from reserves to balance overspends represents a reduction in financial resilience (with only a partial restoration of reserves included in future medium term financial plans).</p> <p>The Council’s reserves have been deemed as adequate in the short-term by S151 officer pending those restoration plans being delivered in future budgets. In particular, the general reserve needs to be restored to 5% of net revenue within the 2025-28 MTFP.</p> <p>A small amount of smoothing within the annual revenue budget to reflect timing differences between spending and savings plans is considered acceptable provided these are replaced and replenished in future years through a balanced medium term financial plan.</p>
<p>A failure to plan and deliver savings in service provision to ensure the council lives within its resources</p> <p>Score 4/10</p> <p>Scope for Improvement - High</p>	<p><u>Evidence</u> The council has planned (and largely delivered) £0.883bn of savings and income since 2011-12 (up to 2023-24). The council has delivered a balanced outturn with a small surplus each year since 2000-01 up to 2021-22 (22 years) including throughout the years when government funding was reducing and spending demands were still increasing. This demonstrated that in the past savings were sustainable.</p> <p>The approved budget for 2022-23 included £33.9m of savings and income (3% of net budget) in order to balance spending growth (£93.0m) with increase in funding from core grants and local taxation (£59.1m). Separate savings monitoring was re-introduced in 2022-23 following suspension of previous monitoring arrangements during Covid-19.</p> <p>The 2022-23 outturn was the first year in 23 years that the authority ended the year with a significant overspend (£44.4m before rollover). This overspend was partly due to under delivery of savings but more materially was due to un-forecast increases in costs compared to when the budget was set particularly in adult social care, children in care and home to school transport. These unbudgeted costs increases have been a more material factor than under delivery of savings (although if they had been forecast would have increased the savings requirement which itself may not have been deliverable).</p>

The approved budget for 2023-24 included £54.8m of savings and income (4.6% of net budget) to balance spending growth (£178.9m) and increase in funding (£124.1m). The higher spending growth included the full year effect of forecast overspend in 2022-23 and the impact of the rapid increase in inflation during 2022-23.

The 2023-24 outturn showed an overspend of £9.6m before rollover. This was significantly lower than had been forecast earlier in the year following agreement of revised strategic ambitions in Securing Kent's Future – Budget Recovery Strategy. These ambitions included reducing the 2023-24 overspend, focuses on ambitions for new models of care (addressing the unsustainable increases in sending in adults, children's and home to school transport), scope of the council's strategic ambitions and transforming the operating model of the council through Chief Executive model. Stringent spending controls were introduced in 2023-24 with the objective of reducing the overspend. As in 2023-24 the overspend arose from a combination of unbudgeted costs and under delivery/rephasing of savings.

The approved budget for 2024-25 includes £89.2m of savings and income (6.8% of net budget) to balance spending growth (£203.1m) and increased funding (£113.9m). The increased spending growth included revised approach to demand and cost drivers as well price uplifts (linked to inflation) and full year effect of 2023-24. Initial monitoring for 2024-25 shows further forecast underspends again from combination of unbudgeted spend and savings delivery. Under delivery of savings is now largest contributor to forecast overspends.

Savings planning and monitoring has been enhanced with greater emphasis on more detailed monitoring of progress on the most significant savings. Enhanced monitoring will not in itself ensure improved delivery performance, especially in the short-term.

Conclusions

The significant increase in the savings requirement over the last 3 years is cause for serious concern and is unsustainable. This savings requirement is driven by ever increasing gap between forecast spending growth and increase in available resources from core government grants and local taxation. This gap needs to be resolved either from reducing spending expectations and / or increased funding if resilience is to be improved.

The increased under delivery of savings indicates a lack of capacity within the organisation and that savings are put forward with over optimistic timescales (or inadequate resources to ensure delivery) and in some instances were not sustainable. This combination is weakening financial resilience.

As identified in Securing Kent's Future – Budget Recovery Strategy addressing these unsustainable growth increases that are leading to structural deficit are key to restoring financial resilience.

<p>Shortening medium term financial planning horizons perhaps from three or four years to two or even one</p> <p>Score 7/10</p> <p>Scope for Improvement - Moderate</p>	<p><u>Evidence</u></p> <p>The council has traditionally produced a three-year medium term financial plan (MTFP). This plan sets out forecast resources from central government and local taxation with spending forecasts balanced by savings, income generation and use of smoothing reserves.</p> <p>Generally funding forecasts have been robust (other than in 2016-17 when changes in the distribution of core grants were made with no prior consultation or notification) and tax yields have remained buoyant (other than a dip in 2021-22 due to delays in housebuilding, earnings losses leading to higher council tax reduction discounts and collection losses during Covid-19 lockdowns).</p> <p>Spending forecasts for later years of the plan have tended to be underestimated (albeit compensated through the inclusion of “emerging issues” contingency based on experience and risk assessment).</p> <p>Up until 2017 the three-year MTFP was a separate publication from the annual budget (albeit produced alongside the annual budget). Since 2018 the plan has been produced as a single slimmed down document within a single publication with the annual budget.</p> <p>A one-year plan was published in 2020-21 recognising the one-year settlement and the absence of spending plans following the December 2019 general election. The further one-year settlement for 2021-22 also impacted on the ability to produce a full three-year plan although a number of medium-term scenarios were set out based on the trajectory of the pandemic (similar to the trajectories used by Office for Budget Responsibility).</p> <p>High-level three-year plans were produced in 2022-23, 2023-24 and 2024-25 although experience has proved that these have been less robust and susceptible to the un-forecast spending trends experienced in these years. Funding forecasts have continued to be speculative in the absence of multi-year settlements. Council tax base estimates have proved to be extremely reliable although business rates have been more volatile.</p> <p><u>Conclusions</u></p> <p>Medium term plans are still considered to be reasonable even if for forecasts for the later years are less reliable, as a broad indicator of direction of travel rather than a detailed plan. Plans should be less speculative if multi-year settlements are re-introduced.</p> <p>Draft budget proposals need to be made available for scrutiny and savings planning earlier (even if these have to be based on less up to date forecasts). The preplanning of savings needs to recognise lead-in times of 6 to 9 months from initial concept to final approval.</p> <p>Medium term plans will need to consider alternative potential scenarios for future plans reflecting the volatile and uncertain circumstances.</p>
---	--

<p>A lack of firm objectives for savings – greater “still to be found” gaps in savings plans</p> <p>Score 5/10</p> <p>Scope for Improvement – Good</p>	<p>It has been common that in later years of the plan there have been balancing “savings still to be found” and those savings that were identified have often lacked detailed plans, especially in later years and plans were held and maintained locally within directorates and services.</p> <p>Even where plans are detailed there have been evidence that some savings have subsequently not been implemented following further scrutiny. Greater emphasis needs to be placed on identifying consequences, risks, sensitivities, opportunities and actions in the early planning stages before plans are presented for scrutiny.</p> <p><u>Conclusions</u> Changes have been introduced to maintain a comprehensive central database of all savings plans over the three years which contain information about impacts, risks, dependencies, sensitivities as well as forecast financials, timescales and staffing. This database is backed up with detailed delivery plans.</p>
<p>A growing tendency for directorates to have unplanned overspends and/or carry forward undelivered savings into the following year</p> <p>Score 4/10</p> <p>Scope for Improvement - High</p>	<p><u>Evidence</u></p> <p>The Covid-19 pandemic had a significant impact on budgets in 2020-21 with savings undeliverable in the immediate aftermath albeit offset by significant underspends due to impact of lockdowns.</p> <p>2021-22 budget was delivered although there were early signs of underlying unbudgeted growth trends which were largely disguised by ongoing Covid-19 impacts and availability of additional Covid 19 grants.</p> <p>Significant and material overspends were reported in 2022-23. These had been partly anticipated and mitigated through the creation of a budget risk reserve and strengthening of general reserves in 2021-22, and the transfer of insecure funding into reserves in 2022-23 budget. The enhanced risks following the Russian invasion of Ukraine after 2022-23 budget had been set were reported to Cabinet on 31st March together with further strengthening of reserves from final local government finance settlement and final notification of retained share of business rates.</p> <p>The full consequences of global and national circumstances in 2022-23 could never have been fully foreseen when the budget was set, and it was acknowledged that reserves were only adequate and not as generous as other comparable councils. Initially work in 2022-23 focussed on verifying the forecasts rather than immediate remedial action on the basis that these were expected to be short-term temporary consequences.</p> <p>The 2023-24 budget included unprecedented levels of growth including the full year impact of 2022-23 overspends, historically high levels of inflation and other cost driver growth as best could be forecast at the time. This still proved insufficient and further unplanned overspends were reported in 2023-24 due to a combination of unbudgeted growth and under delivery of savings.</p> <p>“Securing Kent’s Future – Budget Recovery Strategy” was agreed in October 2023. This strategy includes immediate actions with the objective of bringing spending into balance in 2023-24 through spending reductions across the whole council for the remainder of the year and actions</p>

expected to have impacts in 2024-25 and over the medium term to reduce the structural deficits in the areas of overspend. The plan recognises it may take time to reduce spending in key areas in adults and children's and thus further savings from contracts coming up for renewal and other areas of activity outside adults and children's in the interim.

SKF and the imposition of spending controls on uncommitted spending resulted in a reduction in the overspend by year end 2023-24 although within this there were still significant overspends in Adult Social Care and Children and Young People due to combination of unbudgeted growth and under delivery of savings.

Early forecasts for 2024-25 identify overspends in Adult Social Care and Growth Environment and Transport Directorates. Again these arise from a combination of unbudgeted growth and increasingly under delivery or rephasing of savings. Some savings included in the budget have subsequently been challenged and not agreed following publication of detailed options (including withdrawing consultation. Budget plans did not include alternative mitigations or any contingency to allow for variations from the original plan.

Conclusions

Failure to deliver to budgets is becoming a significant concern. Failure to deliver budget has multiple impacts in that it either requires "right-sizing" in future budgets (increasing spending growth), roll forward of savings (increasing the in-year savings requirement in future years to an extent that there may be inadequate capacity) and is a drain on reserves.

Table: Usable Revenue Reserves Balances

	ACTUALS								
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
	£000s								
General	-36,404	-36,671	-36,903	-37,054	-37,183	-37,075	-56,188	-36,918	-43,030
Earmarked*	-163,914	-159,357	-155,319	-180,424	-190,656	-261,165	-259,933	-254,219	-251,339
Covid	0	0	0	0	-37,307	-88,209	-75,122	-47,100	-10,000
Public Health	-1,988	-3,825	-3,634	-6,036	-5,877	-11,126	-16,817	-16,899	-16,984
Safety Valve	0	0	0	0	0	0	0	-36,263	-36,263
Totals	-202,306	-199,852	-195,856	-223,514	-271,023	-397,575	-408,060	-391,398	-357,616

SECTION 12

Appendix J: Budget Risk Register

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Significant Risks (over £10m)							
CYPE	High Needs Spending	The Dedicated Schools Grant (DSG) High Needs Block does not meet the cost of demand for placements in schools, academies, colleges and independent providers.	<p>The Safety Valve programme does not deliver the reduction to the in-year deficit on spending to support children with high needs as planned leading to a higher deficit. Whilst initial progress in 2022-23 and 2023-24 was positive the council was ahead of target, 2024-25 has been a more challenging year where the council is forecasting to be £10m off-target due to a combined effect of higher prices and significantly higher demand in financial support in mainstream schools. If compensating savings cannot be delivered and/or these pressures cannot be retained in future years, there is a risk the Council will become increasingly off target by the end of the agreement in 2027-28.</p> <p>In addition, the SEN deficit is currently not part of the Council's main accounts, the statutory override allowing the deficit to be held off balance sheet is currently due to end in March 2026, therefore there is a risk that if this is not extended or additional funding from central government is not received to clear the outstanding balance, this will have to be reflected in the Council's accounts in 2026-27.</p>	<p>The Department for Education withholds its contribution towards the accumulated deficit and/or the increased overspend leaves a residue deficit. The government requires the total deficit on the school's budget to be carried forward and does not allow authorities to offset from general funds anything above the amounts included in the Safety Valve agreement without express approval from Secretary of State. This approach does not resolve how the deficit will be eliminated and therefore still poses a significant risk to the council.</p> <p>If the statutory override is removed, and no additional funding is made available to pay off the residual deficit, the accumulated deficit will form part of the Council's accounts and the Council may not be able to set a balanced budget.</p>	4		165.0
ALL	Non delivery of Savings and income and inability to replace one-off measures	Changes in circumstances, resulting in delays in the delivery of agreed savings or income and inability to replace one-off measures with sustainable permanent alternatives	Inability to progress with plans to generate savings or additional income as planned, due to changing circumstances	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	120.9	

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ASCH / CYPE	Market Sustainability	The long term impact of Covid-19 is still impacting on the social care market, as is several years of unfunded above inflation increases in the national living wage. There continue to be concerns about the sustainability of the sector as a result. At the moment all areas of the social care sector are under pressure in particular around workforce capacity including both recruitment and retention of staff especially for providers of services in the community, meaning that sourcing appropriate packages for all those who need it is becoming difficult. This is likely to worsen over the next few months with the pressures of winter, and increased activity in hospitals. Throughout this year we have continued to see increases in the costs of care packages and placements far greater than what would be expected and budgeted for, due to a combination of pressures in the market but also due to the increased needs and complexities of people requiring social care support.	If staffing levels remain low, vacancies unfilled and retention poor, then repeated pressure to increase pay of care staff employed in the voluntary/private sector in order to be able to compete in recruitment market. At the moment vacancy level said to be 1 in 10. The increases to the National Minimum and National Living Wage will create more challenges for the market to recruit and retain when other sectors may be paying more, so it may be that they will need to increase their wages accordingly. The changes to Employer National Insurance contributions affect all employers, but the reduction in the threshold to £5,000 pa hits this sector hardest because of the number of part-time and low paid employees.	Care provider closures are not an infrequent occurrence and whilst some providers that close are either too small or poor quality, others are making informed business decisions to exit the market. The more providers that exit in this unplanned manner further depletes choice and capacity to meet need, which can create pressures in the system regarding throughput and discharge from hospital thus potentially increasing price.	4	28.4	
ALL	2024-25 potential overspend impact on reserves	Under delivery of recovery plan to bring 2024-25 revenue budget into a balanced position by 31-3-25.	Overspend against the revenue budget in 2024-25 required to be met from reserves leading to a reduction in our financial resilience	Insufficient reserves available to manage risks in 2024-25 and future years	3	23.3	
ALL	Revenue Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Inflation rises above the current forecasts leading to price increases on commissioned goods and services rising above the current MTFP assumptions and we are unsuccessful at suppressing these increases. Each 1% is estimated to cost £14m.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	14.0	
ALL	Distribution of Grant Settlements	The government's reforms to funding allocations, starting with targeted approach to additional funding in 2025-26 ahead of broader redistribution of funding through multi-year settlement from 2026-27 and the consolidation of existing funding streams	Allocations to fund services and activities in Kent are reduced	The council is unable to make consequential adjustments to spending on the same timescale as funding changes resulting in further calls on reserves	4	22.2	

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Demand & Cost Drivers	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Non inflationary cost increases (cost drivers) continue on recent upward trends particularly but not exclusively in adult social care, children in care and home to school transport above the current MTFP assumptions and the Council is not able to suppress these	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	12.0	
CYPE	Market Sustainability	Availability of suitable placements for looked after children.	Continued use of more expensive and unregulated placements, where it is difficult to find suitable regulated placements as no suitable alternative is available.	Unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4	10.0	
CYPE	Home to School Transport	Lack of suitable local education placements for children with Special Education Needs	Parents seek alternative placements outside of their locality requiring additional transport support	Additional transport costs incurred resulting in an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves and potential recurring budget pressure for future years; or seek to demonstrate that the available local placements are suitable for the child's needs	3	10.0	
GET/DCED	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (capital spend)	Government has previously provided 100% funding for certain Net Zero/green projects e.g. Public Sector Decarbonisation Scheme (PSDS) Funding towards the Bowerhouse and Kings Hill Solar Farms (£20m in total on community/HQ buildings, and £2m on schools), as well as LED installation, heat network or heat source pumps (gas, water). The PSDS grant is now moving focus from LED/Solar - despite the Council requiring 2 more Solar Parks as part of its Net Zero ambitions - and towards Heat Networks. Not only this, but whereas some projects were previously match funded, Government is now looking at >50% match funding requirements. The latest PSDS funding secured only funded 18% of the project. The cost of one large and one small Solar Park is in the region of £22.5m, plus a need for gas boilers on the corporate and schools estate to be replaced by heat source pumps (and/or hydrogen in the future).	The risk is that the Council has to find much higher match funding for future Net Zero projects, or review its expectations with regards to Net Zero 2030 and 2050 ambitions.	The consequence is that the Council has to put forward match funding for capital projects which can only come from borrowing or reserves. Borrowing then has a revenue implication and adds to the financing cost budget which is currently unaffordable, or accept that we will have to meet the target in other ways.	4		30.0

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Non Attributable Costs	Insecure funding	The 2025-26 core budget includes £14.2m from insecure funding (company dividends, business rate pool and new homes bonus).	Previously it was recognised that core spending should not be funded from insecure/volatile sources and such funding should be held in reserve and used for one-off purposes	Funding is not secured at the planned level resulting in overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	14.2	
GET	Waste capital infrastructure life expired and insufficient to cope with increased housing and population levels	A number of KCC's Household Waste Recycling Centres (HWRC) and Waste Transfer Stations (WTS) are life expired (35-40 years old) and require significant repair or replacement/reconfiguration. In addition to this, District Local Plan targets mean additional houses, and increasing population, presents a capacity issue for the service. Council Tax allows price inflation, additional tonnes (demography) and legislative changes to be taken into account, but does not allow for renewing or adding new infrastructure. The service started securing s106 from 2023 onwards, but unless other (Government) funding can be secured, the Council will need to invest in both of these areas. The introduction of new legislation (Simpler Recycling, Extended Producer Responsibility (EPR)) brings with it additional requirements and costs on how certain materials can be segregated, disposed of and new levies (Emissions Trading Scheme (ETS) - Jan 28) will further add to the cost of disposal (estimated £12m-17m) for all tonnes that are disposed via the Energy for Waste plant.	Unless grant or other funding (s106, CIL) can be secured, the Council will need to fund replacing and reconfiguring (due to Government legislative unfunded changes) the existing sites, as well as building new sites. Outside of the capital programme, which includes building one new WTS, there is up to £50m investment required and noted in the 10-year capital programme. Funding has not been identified for these schemes, which include two new WTS and renewing existing sites, but is an indication of the level of investment required over the medium to long term and for which there is no currently identified funding source (one WTS/HWRC could be partner funded). Funding will also need to be set aside to react/prepare for changes in legislation (Simpler Recycling, EPR, ETS), although some of the EPR income can be used to reconfigure sites due to the new legislation, as well as to enable behaviour change in terms of improved recycling, re-use and hence lower disposal costs.	The consequence is that the Council has to put forward match funding, or the entirety of funding, for the new sites and/or reconfigured sites which means additional borrowing and the financing/borrowing costs that go along with this. £50m is the maximum financial impact figure, or accept the consequential reduction in capacity in terms of Waste Infrastructure, with impact of ETS then being estimated at £12m -17m per annum.	4		50.0
Other Risks (under £10m - individual amounts not included)						90.0	45.0
ALL	Capital - Developer Contributions	Developer contributions built into funding assumptions for capital projects are not all banked.	Developer contributions are delayed or insufficient to fund projects at the assumed budget level.	Additional unbudgeted forward funding requirement and potential unfunded gaps in the capital programme	4		
ALL	Council Taxbase & Collection Fund assumptions	Collection authorities assume lower collection rates (increased bad debts) and/or change local discretionary discounts/premiums	Reduced council tax funding continues into 2026-27 and beyond	The existing smoothing reserve earmarked for this is insufficient to cover the ongoing base shortfall beyond 2025-26	4		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Full year effect of current overspends	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Increases in forecast current year overspends on recurring activities resulting in higher full year impact on following year's budget than included in current plan meaning services would start the year with an existing deficit (converse would apply to underspends). This risk is less significant than in previous year budget risk register due to a lower amount of base budget changes required in 2025-26 draft budget compared to 2024-25 budget	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		
GET	Capital – asset management and rolling programmes including: Highways, Country Parks, PROW	The asset management/rolling programmes for KCC Highways are annual budgets and are not increased for inflation each year, meaning that the purchasing power reduces year on year as inflation is compounded yet the budget remains fixed.	Inflation pressures are incurred annually on these budget areas but the funding sources (Council borrowing, DfT grant) remain fixed and therefore this contributes to the 'managed decline' notion in that these budgets do not even maintain steady state as often the level of investment is significantly below (risk accepted by the Executive) the required level of spend - steady state asset management principles recommend £170m pa is spent. Plus year-on-year inflation is not budgeted for so the level of works commissioned reduces year-on-year also, which was exacerbated in 2023 with BCIS reaching 29% and RPIX 12%+ (inflation is estimated at needing to be £4m pa) just to stand still, plus then a £110m pa shortfall on asset management "steady state" (£170m, less actual capital spend of c£60m).	A funding gap exists annually, so steady state cannot be achieved, so unless budget provision is made, the level of capital/asset management preventative works commissioned each year will reduce. This will present a revenue pressure, as more reactive works are likely to be required, plus the respective backlogs for Highways Asset Management (c£700m) will increase exponentially. The risk represents the level of annual inflation required to mitigate this risk or accept that the asset will deteriorate.	4		
GET	Highways asset defects/failures as a result of static asset management funding	New risk of highways failures due to inadequate provision for inflation in DfT grants and KCC capital borrowing, leading to reduction in real terms value of grant/funding to the quantum of asset management/replacement works that can be effected. KCC spend c£60m per annum (DfT and KCC borrowing) but asset management principles calculate the annual spend requirement to remain at "steady state" to be £170m per annum and hence a £110m per annum shortfall.	An increase in reactive general repairs (revenue) as well as increased Cat 1 and Cat 2 defects where assets on the highways network will need replacement or extensive repairs well before the end of their useful economic life	Current funding levels are insufficient to be able to react to such defects, so the asset management backlog increases and more reactive revenue repairs are needed whereas proactive asset management/replacement is the preference. Previously an annual borrowing funded Cat 1 budget but this ceased 3 years ago when the no new borrowing stance was enacted	4		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Capital	Capital project costs are subject to higher than budgeted inflation.	Increase in building inflation above that built into business cases.	Capital projects cost more than budgeted, resulting in an overspend on the capital programme, or having to re-prioritise projects to keep within the overall budget. For rolling programmes (on which there is no annual inflationary increase), the level of asset management preventative works will reduce, leading to increased revenue pressures and maintenance backlogs.	4		
ALL	Contract retender	Contracts coming up for retender are more expensive due to prevailing market conditions and recruitment difficulties	This risk could result in a shortage of potential suppliers and/or increases in tender prices over and above inflation	Higher than budgeted capital/revenue costs resulting in overspends unless that can be offset by specification changes	4		
GET	Investment in the Public Rights of Way (PROW) network	Insufficient funding to adequately maintain the PROW network. Estimated shortfall compared to steady state asset management principles is an additional £2.5m pa.	Condition of the PROW network suffering from under-investment. A £150k allocation was included in the 2021-22 but additional one-off and base funding is likely to be needed for a service that is already operating at funding levels below best practice recommended asset management levels. This has been further exacerbated by the increased usage several years ago arising from the covid related restrictions and national lockdown	The potential for claims against the Council due to injury and from landowners and the need to undertake urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4		
GET	Revenue - drainage and adverse weather	Persistent heavy rainfall and more frequent storm events mean insufficient revenue and capital budget to cope with the reactive and proactive demands on the service	An additional £1m was put into the drainage budget in 2021-22 but this was below the level of overspends in the two prior years and the risk is therefore the budget is not being funded at the level of demand/activity. More erratic weather patterns also cause financial pressures on the winter service and many other budgets. The risk is that this weather pattern continues and additional unbudgeted funding is required. A £1m saving was put into the budget in 2023-24 with a view to reducing the service standards/intervention levels in this area but due to the climate/persistent rainfall, damage to the network meant that additional works were required. Despite provisionally including £1m back into the 2024-25 budget, there is still a view that the budget is £1m light due to the changing weather climate/events and that the budget could see activity/demand require an additional £1m-£1.5m being required to reduce potential for flooding on the road network and the level of defects that then arise.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves	4		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (revenue spend)	The Sustainable Business and Communities team with Net Zero within its remit has received significant EU/Interreg funding which has helped plan and deliver the plan for Net Zero by 2030/2050. This funding ceased in 2023-24 and the Council has invested £0.7m (2023-24) into the base budget to create a permanent team, with £0.3m deferred until 2025-26 (budgetary constraints) to deliver this strategy/Framing Kent's Future priority. If such funding is unaffordable to the Council then Net Zero requirements won't be met.	The risk is that the Council has to fund any reduction or cessation of funding.	The consequence is an overspend against the revenue budget, requiring compensating savings or funding from reserves, as simply not delivering Net Zero by 2050 is not an option due to Government legislation being implemented.	4		
GET	Waste income, tonnage and gate fee prices	The current market has seen a considerable volatility in the income received for certain waste streams (potentially due to other supply shortages), as well as increased gate fees due to the double digit inflation seen in 2023 (majority of Waste contracts are RPI which was 12% during the year). The budget for 2024-25 includes not only significant price pressures for contract inflation, gate fees and HWRC management costs, but also realignment of budgets from 2023-24 where the actual inflation levels at the point the contracts are uplifted being higher than budgeted. Inflation is reducing, but November OBR showed a slowing rate of reduction than March OBR.	Projected levels of income fall, or gate fees/contractual price uplifts are above budgeted levels which leave an unfunded pressure.	This will result in an unfunded pressure that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Capital – Galley Hill cliff collapse and ongoing discussions regarding ownership and remedial costs to put right	<p>The privately owned cliff face at Galley Hill, Swanscombe collapsed, with the road atop the cliff (KCC’s responsibility) significantly damaged and has had to be closed and with diversions in place.</p> <p>Discussions are being had with the businesses at the base of the cliff as well as trying to ascertain ownership of the site and who would ultimately be responsible for any remedial works</p>	<p>The risk event is that costs to date of £1.162m since 2023-24, covered by a mix of reserves and forecast GET directorate overspend in 2024-25, would not be recovered and would be borne by KCC.</p> <p>Then the wider, and more costly risk, could be the decision to repair/reinstate the cliff so that the road can be re-constructed and re-opened, a cost which KCC would then have to bear, either partially or via insurance and the associated consequences of such a significant claim. Ongoing discussions are being had with relevant stakeholders, DfT, legal and with the insurers.</p>	<p>The consequence is that costs to date of £1.162m would not be fully recovered and that KCC may be liable for future capital works to restore and reopen the road.</p> <p>At this stage, there is uncertainty about the likelihood and costs cannot be estimated until quotes have been obtained for works and who is liable to fund what elements.</p> <p>Ultimately KCC’s road was only impacted/damaged due to the cliff collapsing – it was not a surface defect – so it is too early to estimate cost, timing or likelihood with any certainty.</p>	3		
CYPE	Recruitment, retention & cover for social workers	<p>Higher use of agency staff to meet demand and ensure caseloads remain at a safe level in children's social work. The Service has relied on recruitment of newly qualified staff however this is being expanded to include a more focused campaign on attracting experienced social workers.</p> <p>There are higher levels of sickness and maternity leave across children's social work</p>	Inability to recruit and retain sufficient newly qualified and experienced social workers resulting in continued reliance on agency staff, at additional cost. Higher levels of sickness and maternity leave resulting in need for further use of agency staff.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
DCED	Cyber Security	Malicious attacks on KCC systems.	Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.	Financial loss from damages and potential capital/revenue costs as a result of lost/damaged data and need to restore systems	3		
DCED	Strategic Headquarters	Sub optimal solution for the Council's strategic headquarters following the decision to market Sessions House as an entire site (with options on individual blocks)	Capital programme includes a capped £20m allocation for strategic assets project that limits the available options. Provision of a dedicated council chamber cannot be afforded within the current allocation. If the purchase falls through then KCC would need to re-assess all options.	Inability to address all backlog issues increases the risk of cost overruns and potential need for higher future maintenance, running and holding costs	3		
ALL	Capital - Capital Receipts	Capital receipts not yet banked are built into the budget to fund projects.	Capital receipts are not achieved as expected in terms of timing and/or quantum.	Funding gap on capital projects requiring additional forward funding.	3		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates.	Income is less than that assumed in the MTFP.	Loss of income or reduced collection of income that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
GET	English National Concessionary Travel Scheme (ENCTS) and Kent Travel Saver (KTS) journey levels	ENCTS journeys have reduced over time, more so during the pandemic, so a £3.4m reduction was reflected in 2022-23 budget with a further £1.9m reduction in the 2023-24 budget. Should custom/patronage return to pre-covid levels, this would lead to a £5.3m budget shortfall. This is a national scheme and the Council has to reimburse the operators for running this on the Council's behalf. There was initially a ringfenced grant for this service, it then became part of the Revenue Support Grant and now no specific grant exists so the taxpayers of Kent fund this scheme and would need to fund any update.	Activity levels return to a level of journeys in excess of the revised budget, therefore causing a financial pressure.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years if current activity levels are not indicative of the new normal.	3		
Non Attributable Costs	Volatility on Investment Income	The 2025-26 budget for investment income from the treasury management strategy is £10.2m for 2025-26 and £9.9m for 2026-27. The outturn is heavily dependent on the path of short term interest rates, the level of cash that is available for investment, and the performance of investments. The budget already assumes a reduction in interest rates but a faster or more severe decline in rates could lead to underperformance versus the budget.	Performance of our investments falls below predicted levels as a result of volatility in the economy	Reduction in investment income leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
CYPE	Unaccompanied Asylum Seeking (UAS) Children	Home Office Grant for Unaccompanied Asylum Seeking Children and (former UAS Children) Care Leavers permanently residing in Kent has not increased for inflation for several years	The Grant no longer covers the full cost of supporting UAS Children and Care Leavers permanently residing in Kent. The Home Office does not increase the rates with inflation.	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
CYPE / DCED	Reduction in DFE grants for central services for schools and review of school services provided by the Local Authority	Local Authority grant funding to support schools continues to be reduced, equating to a cumulative total reduction of nearly £5m for the Council since 2019-20. Consequently the Council needs to review its relationship with schools and the services it provides free of charge.	Long term solutions cannot be implemented within timescales and may require schools agreement (which may not be achieved). There is also a risk that passing greater responsibilities to schools could have a possible negative impact on other areas of Local Authority responsibility if schools do not comply (for example: school maintenance). There is also the risk of further cuts to the Local Authority Central Services for School Grants in the future.	If this remains unresolved there is a risk that this will also have to either be met from reserves in future years or result in an overspend until a longer term solution is identified	3		
ASCH (PH)	Uplift in Public Health Grant	The 'real' increase in the Public Health grant is insufficient to meet additional costs due to i) price increases (particularly those services commissioned from NHS staff where pay has increased) and/or increased demand; and/or ii) costs of new responsibilities.	The increase in the Public Health grant is less than the increases in costs to Public Health.	(i) Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. (ii) Public Health Reserves could be exhausted	3		
ALL	Capital - Climate Change	Additional costs are incurred to comply with climate change policy	Project costs increase beyond budget	Overspend on the capital programme resulting in additional borrowing	3		
DCED	Enterprise Business Capabilities (EBC) - Now called Oracle Cloud Programme	Cost and/or timescale overruns on implementation phase for Oracle replacement	Unforeseen or higher than budgeted costs	Additional unfunded costs over and above the reserve set aside for the project	3		
DCED	Capital Investment in Modernisation of Assets	Unless the Council estate asset base is reduced sufficiently, there is risk of insufficient funding to adequately address the backlog maintenance of the Corporate Landlord estate and address statutory responsibilities such as Health & Safety requirements	Condition of the Corporate Landlord estate suffering from under-investment. Recent conditions surveys estimate an annual spend requirement of £12.7m per annum required for each of the next 10 years. Statutory Health & Safety responsibilities not met.	The estate will continue to deteriorate; buildings may have to close due to becoming unsafe; the future value of any capital receipts will be diminished. Potential for increased revenue costs for patch up repairs. Risk of legal challenge.	2		
ALL	VAT Partial Exemption	The Council VAT Partial Exemption Limit is almost exceeded.	Additional capital schemes which are hosted by the Council result in partial exemption limit being exceeded.	Loss of ability to recovery VAT that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	2		

Appendix J: Budget Risks Register 2025-26

TOTAL £m	345.0	290.0
-----------------	--------------	--------------

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	IFRS9	Local Authorities will be required to recognise the revenue impact on the General Fund of unrealised gains/ losses on pooled fund investments from 2025-26 when the statutory override ceases. The statutory override currently allows unrealised gains/losses resulting from changes in the fair value of pooled investment funds to be transferred to an unusable reserve until the gain/loss is realised once the financial asset has matured.	Any unrealised gain or loss as a result of stock market performance will impact on the General Fund. The likelihood and estimated financial exposure reflected reference an adverse scenario where the Council would need to recognise a significant loss on its investments, (as a scenario where the council recognises a significant gain, would be to our advantage and therefore not a budget risk).	A significant loss would reduce our General Fund and the council's financial resilience.	2		
CYPE	Capital - Basic Need Allocations	Estimates of future basic need allocations are included in the capital programme.	Basic need allocations are less than expected.	Funding gap for basic need projects which will need to be funded either by reprioritising the capital programme or by descoping.	2		
DCED	Highways unadopted land	Maintenance costs for residual pieces of land bought by Highways for schemes and subsequently tiny pieces not required or adopted.	Work becomes necessary on these pieces of land and neither Highways or Corporate Landlord have budget to pay for it.	Work needs to be completed whilst estates work to return the land to the original landowner	1		
DCED	Backlog of maintenance for properties transferring to Corporate Landlord	Maintenance backlog historically funded by services from reserves or time limited resources which have been exhausted. Properties that have been transferred to the corporate landlord require investment.	Urgent repairs required which cannot be met from the Modernisation of Assets planned programme within the capital budget	Unavoidable urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	1		

Likelihood Rating

Very Likely	5
Likely	4
Possible	3
Unlikely	2
Very Unlikely	1

SECTION 13

Appendix K: Core Grants in Local Government Finance Settlement

Details of Core Grants within the 2025-26 Final Local Government Finance Settlement

The Council is in receipt of a mix of general un-ringfenced grants which can be used in any way the Council decides to discharge its functions (core grants) and specific grants which must be spent according to government priorities. Given the uncertainty of future settlements beyond 2025-26, assumptions around the amount of grant funding will have to be included in the Medium Term Financial Plan for future years. There are risks associated with this approach as the government has confirmed its commitment to Funding Reforms from 2026-27 to fundamentally improve local authority funding based on a new assessment of need and resources. These reforms will build on the framework set out in the previous Government's abandoned review of relative needs and resources (originally, the Fair Funding review). The settlement also confirms the business rates retention system will be reset and as part of the funding reforms will consider how the business rates retention system could better and more consistently support strategic authorities to drive business growth. The risks from these reforms are that we see a material change in the distribution of funding which results in an overall lower amount of grant funding for Kent.

A) Revenue Support Grant

Revenue Support Grant (RSG) is a central government grant given to local authorities from the centrally retained share of business rates which can be used to finance revenue expenditure on any service. The amount of Revenue Support Grant to be provided to authorities is established through the Local Government Finance Settlement using the relevant funding formulae; the revision of these formulae (along with the redistribution of the locally retained share of business rates) is the focus of the (deferred) Fair Funding review process.

The Council's RSG has decreased from circa £161m in 2015-16 to circa £9.6m in 2020-21 with only small inflationary uplifts since then. The inflationary uplift for 2025-26 is based on September 2024 CPI (+1.7%). For planning purposes we have assumed that a similar CPI inflationary uplift will be applied in subsequent years (based on OBR forecast) although there has been no confirmation of this beyond 2025-26. In addition, as part of the government's objective to simplify local government funding, several former specific grants have now been rolled into the Revenue Support Grant for 2025-26, as listed below:

- Extended Rights to Home to School Transport (KCC share in RSG £3.665m)
- Transparency Code Grant (KCC share in RSG £0.013m)
- Electoral Integrity Grant (only allocated to single/lower tier authorities)
- Tenant Satisfaction Measures Grant (only allocated to selected single/lower tier authorities)
- Islands Grant (Isle of Wight and Isles of Scilly only)

The Council's RSG allocation for 2025-26 is £15.7m, which reflects rolled in grants of £3.7m (as shown in the list above) and an inflationary increase of £0.2m.

B) New Homes Bonus

The New Homes Bonus (NHB) scheme was introduced in 2011-12 to help tackle the national housing shortage. The scheme was designed to reward those authorities that increased their housing stock either through new build or by bringing empty properties back into use. The grant is un-ringfenced. The grant was due to cease after 2024-25 but has been retained for one more year in 2025-26 local government finance settlement with allocations reflecting the change in the number of homes reported on tax base returns (CTB1) between 2023-24 and 2024-25 above the baseline of 0.4%, with supplements for homes brought back into use and affordable homes. As in 2024-25 there are no legacy payments. In two tier areas the reward is split 80% to the district and 20% to the county, and this Council's allocation for 2025-26 is £1.9m.

C) Local Authority Better Care Grant (formerly Improved Better Care Fund and ASC Discharge Fund)

The Better Care Fund (BCF) was introduced in the 2013-14 spending review. The fund is a pooled budget, bringing together local authority and NHS funding to create a national pot designed to integrate care and health services.

In addition to this, an Improved Better Care Fund (IBCF) was announced in the 2016-17 budget to support local authorities to deal with the growing health and social care pressures during the period 2017-20. The grant is allocated according to relative needs formula for social care with an equalisation adjustment to reflect the adult social care council tax precept. The allocations increased each year between 2017-18 to 2020-21. The subsequent spending reviews and local government settlements have seen the grant rolled forward at the same value in cash terms as 2020-21 (£48.5m). The grant for 2022-23 included a 3% inflationary uplift as part of the additional resources for adult social care within the settlement. The grant for 2025-26 is the same value in cash terms as 2024-25, 2023-24 and 2022-23 (£50m). In addition, for 2025-26, the ASC Discharge Fund has been rolled into the IBCF at its 2024-25 value and the grant renamed as Local Authority Better Care Grant. For planning purposes we have assumed that this grant will continue at the same value in cash terms for the medium term in subsequent years although there has been no confirmation of this.

D) Social Care Grant

The social care support grant was first introduced in 2019-20 following the announcement in the Chancellor's 2019-20 budget of an additional £410m for adult and children's social services. The Council's allocation for 2019-20 was £10.5m based on a formula using the Adult Social Care (ASC) Relative Needs Formula (RNF) with an equalisation adjustment to reflect the adult social care council tax precept.

An additional £1bn was added to the 2020-21 settlement taking the total for social care grant to £1.41bn. The same formula as 2019-20 was used based on using the ASC RNF with an equalisation adjustment to reflect the adult social care council tax precept. The Council's allocation was £34.4m. The government believes there is not a single

bespoke needs formula that can be used to model relative needs for both adult and children's social care, therefore the existing ASC RNF was used to distribute this Social Care Grant funding.

The 2021-22 settlement included a further £300m taking the total social care grant to £1.71bn. The same formula was used again providing the Council with an additional £4.7m, increasing the total grant value for 2021-22 to £ 39.1m.

The 2022-23 settlement included an additional £636.4m, £556.4m of this was allocated via the existing ASC RNF and the remaining £80m was allocated to reflect the 1% adult social care council tax precept. This took the total grant to £2.346bn. Combined with the rollover from 2021-22, the Council's total social care grant for 2022-23 was £54.5m, an increase of £15.4m on 2021-22.

The 2023-24 settlement included an additional £1.345bn from the additional funding for adult social care announced in Autumn Budget 2022 which was added to the £2.346bn rolled forward from 2022-23. £160m of this increase was allocated to reflect the 2% adult social care council tax precept, with the remaining £1.185bn allocated using the existing ASC RNF. In addition, the Independent Living Fund (ILF) was rolled into the Social Care Grant (accounting for £161m of the total grant figure) and will no longer be received as a separate specific grant. This took the total Social Care grant to £3.852bn in 2023-24. The Council's total Social Care Grant for 2023-24 was £88.771m including £1.920m from rolled in ILF.

The 2024-25 provisional settlement increased allocations of the Social Care Grant by £0.692bn, of which £0.612bn was previously announced (and expected) as part of the additional funding for social care announced in Autumn Budget 2022, and £80m was unexpectedly transferred from Services Grant. These increases have been added to the rolled forward grant from 2023-24 of £3.852bn taking the total grant for 2024-25 to £4.544bn. £0.532bn of the increase was allocated according to ASC RNF (as we had been expecting) and £160m of the increase allocated to reflect the 2% adult social care council tax precept (we had been expecting £80m via ASC council tax before the transfer of the further £80m from Services Grant).

The final settlement for 2024-25 included an additional £500m increase announced on 24 January 2024. All the additional grant has been allocated via the element allocated according to the ASC RNF, increasing the national share for this element from £532m to £1,032m. The Council's share of this additional allocation is £12.8m, increasing the total 2024-25 Social Care grant allocation for this Council to £117.0m.

The 2025-26 provisional settlement increased allocations of the Social Care Grant by £0.880bn, of which £0.600bn was previously announced (and expected) as part of the additional funding for social care announced in Autumn Budget 2024. An additional £0.080bn was added and announced alongside the publication of the policy statement on the local government finance settlement at the end of November 2024, meaning an additional £0.200bn has been further increased as part of the

provisional settlement announcement. This Council's share of the additional £0.880bn for 2025-26, as confirmed in the final settlement, is £20.1m.

The Social Care Grant is ringfenced for adults' and children's social care.

E) Services Grant

This was a new one-off, un-ringfenced grant for 2022-23. The grant has been reduced in each of 2023-24 and 2024-25 settlements and has been removed entirely in provisional Local Government Finance Settlement 2025-26 and the funding repurposed into other grants, resulting in a loss of £1.3m of grant funding for Kent.

F) Adult Social Care Market Sustainability and Improvement Funding (MSIF)

This originated in 2022-23 under the Market Sustainability and Fair Cost of Care Fund. In total £162m was made available and the Council's share was £4.2m.

The 2023-24 settlement maintained the current levels of Fair Cost of Care funding for local authorities for 2023-24 at £162 million.

The Autumn Budget 2022 announced that there will be an additional £400m for adult social care to increase MSIF to £562m for 2023-24. This additional funding was intended to make tangible improvements to adult social care and, in particular, to address discharge delays, social care waiting times, low fee rates, workforce pressures, and to promote technological innovation in the sector. The additional grant was allocated on the same basis as 2022/23 using the ASC RNF. The Council's allocation of the additional £400m was £10.3m taking the total grant for 2023-24 to £14.4m. The grant was included in the Council's 2023-24 budget plans.

A further £600m funding for adult social care over 2023-24 and 2024-25 was announced on 28th July 2023. £570m was added to MSIF (£365m in 2023-24 and £205m in 2024-25). This additional funding was intended to fund workforce improvements.

The local government finance settlement for 2024-25 has provided confirmation of an Autumn Statement 2022 announcement that this grant has increased nationally by £283m in 2024-25 and by a further £205m for the 2024-25 increase in the workforce element. The additional funding is allocated by the same mechanism as 2023-24 (ASC RNF). The Council's total allocation for 2024-25 is £26.969m, an increase of £12.5m (as expected).

The local government finance settlement for 2025-26 confirmed the Council's allocation remains at the same cash value as 2024-25 of £26.969m.

For planning purposes we have assumed that the grant will continue at the same value for 2026-27 and 2027-28 although there has been no confirmation of this.

G) Children's Social Care Prevention Grant

The provisional settlement provides details of the Children's Social Care Prevention Grant, which is a new allocation for 2025-26 of £250m. This has been uplifted to £269.7m in the final settlement. The grant is allocated to all social care authorities (single tier and upper tier). The provisional allocation for the Council in 2025-26 was £6.2m, and this has increased to £6.8m in the final settlement. The grant is allocated according to a new interim relative needs formula (RNF) based on research commissioned by MHCLG and DfE as outlined in more depth in the following paragraphs. As with other social care grants the formula includes an RNF element and equalisation adjustment to reflect ability to raise council tax.

The new interim multi-level Children and Young Persons RNF model includes characteristics at individual child level (age, sex, ethnicity and eligibility for free school meals) and local factors (deprivation, parents with low qualifications, children with poor health, children in overcrowded households, population density and travel time to urban centres). The C&YP RNF methodology also includes a new area cost adjustment (ACA) which as well as taking account of labour costs and business rates (as used in previous ACA) also includes a measure for accessibility to services. These new measures for RNF and ACA build on the options identified in the previous Fair Funding review.

The approach to resource equalisation for the Children's Social Care Prevention grant is a little different. £175m (70%) of the new funding is allocated solely via RNF/ACA, the remaining £75m (30%) is allocated on the similar equalisation principles as social care grant. The equalisation compares the amount a council would raise from 1% increase in council tax with £75m allocated through the RNF/ACA methodology. Those councils where the notional 1% is more than the RNF/ACA amount receive no share of the £75m. The £75m is then scaled to the remaining authorities based on the difference between their £75m share on RNF/ACA and the notional 1% council tax.

The provisional announcement does not include a demonstration of the methodology at individual authority level. Our working assumption is that KCC's allocation is based solely on a share of the £175m RNF/ACA and KCC is one of those councils that receives no share of the £75m. We anticipate there will be more clarity in the final settlement.

H) Employer National Insurance Contributions Grant

This is a new grant for 2025-26 which was initially announced as part of the provisional Local Government Finance Settlement where the government confirmed £515m was available nationally to compensate local authorities for the additional costs for local authority employed staff from changes to employers national insurance announced as part of the Autumn 2024 Budget Statement.

Appendix K

Further details were announced as part of the final Local Government Finance Settlement on 3rd January 2025. This confirmed that individual allocations totalling £502m alongside £13m for Combined Authorities and Combined County Authorities.

Individual local authority allocations have been allocated pro rata to each authority's 2023-24 revenue outturn for net current service expenditure. The Council's allocation is £10.1m. The grant is un-ringfenced.

SECTION 14

Appendix L: Economic and Fiscal Context

Economic & Fiscal Context

Introduction

The national fiscal and economic context is an important consideration for the Council in setting the budget. This context not only determines the amount received through central government grants, but it also sets out how local government spending fits in within the totality of public spending and the wider economy. The Autumn Budget and Local Government Finance Settlement LGFS set the government's expectations of how much local authorities can raise through local taxation as well as departmental spending from which central government grants to local government are funded. The Office for Budget Responsibility (OBR) produces an Economic and Fiscal Outlook (EFO) report to provide the Chancellor of the Exchequer with an independent and up to date fiscal and economic forecast including impact of government policy decisions. This section of the report highlights the key elements of the Autumn Budget with separate sections covering economic outlook (growth, inflation, bank rate) and fiscal outlook for public sector spending, tax revenues and borrowing.

Autumn Budget 2024

The Chancellor of the Exchequer published the Autumn Budget 2024 (AB24) on 30th October. AB24 set out the government's public spending plans, taxation, and borrowing. The announcement included revised fiscal rules with a stability rule for spending on day to day services to be brought into balance by 2029-30¹, and new investment rule to reduce net debt as proportion of overall economy also by 2029-30 whilst accommodating some additional investment in short term. As acknowledged by OBR the AB24 represents a large and sustained increase in spending by an average of approx. £70bn per year (a little over 2% of GDP) over the period 2025-26 to 2029-30 compared to previous plans. Of this approximately 2/3 will go on current day to day spending and 1/3 capital spending. As a result public spending will settle at around 44% of GDP by 2029-30, almost 5% higher than before the pandemic.

Around half of the increased spending in the period 2025-26 to 2029-30 is funded through changes in taxation, mainly falling on employers, assets and through greater tax compliance. The tax changes are forecast to raise an average of £36bn a year over the five-year period with the amounts forecast to be raised increasing year on year. By 2029-30 tax revenue would equate to an historic high of 38% of GDP. The remainder of the increased spending is funded from borrowing which the OBR has commented as one of the largest fiscal loosening of any fiscal event in recent decades. The spending and taxation policy decisions are set out in table 5.1 of the AB24 report (and summarised in table 1 below).

Table 1 Policy Decisions	2024-25 Plans	2025-26 Plans	2026-27 Plans	2027-28 Plans	2028-29 Plans	2029-30 Plans
	£m	£m	£m	£m	£m	£m
Spending	25,865	63,550	70,115	75,645	78,500	74,160
Tax Raising	1,160	24,005	34,785	39,065	39,725	41,170
Net Balance - borrowing	24,705	39,550	35,330	36,585	38,775	32,990

¹ Balance being defined as in surplus or a deficit of no more than 0.5% of GDP

Appendix L

The 2025-26 spending plans for local government included £1.3bn (5%) increase in the settlement from central government which together with council tax and retained business rates provides an overall 3.2% real terms increase in spending power. £600m of the £1.3bn is for social care. Since AB24 there has been policy statement published at the end of November and provisional local government finance settlement. The £1.3bn increase in government funding to local authorities has increased to £1.625bn in the provisional settlement

AB24 included a 6.7% increase in the National Living wage for those aged over 21 (16.3% for those aged 18-20 on National Minimum wage). It also increased Employer's National Insurance Contribution (NIC) rate from 13.8% to 15%, and lowered the threshold where contributions are payable from £9,100 to £5,000 pa. There was some additional relief through the Employment Allowance which previously allowed small employers with NIC costs of £100k up to £5k reduction on their overall NIC bill. The changes to the Employment Allowance will now allow a discount of £10.5k on all Employer NICs. Table 2 shows the changes in National Living/Minimum wages and employer's National Insurance contributions and since 2019-20.

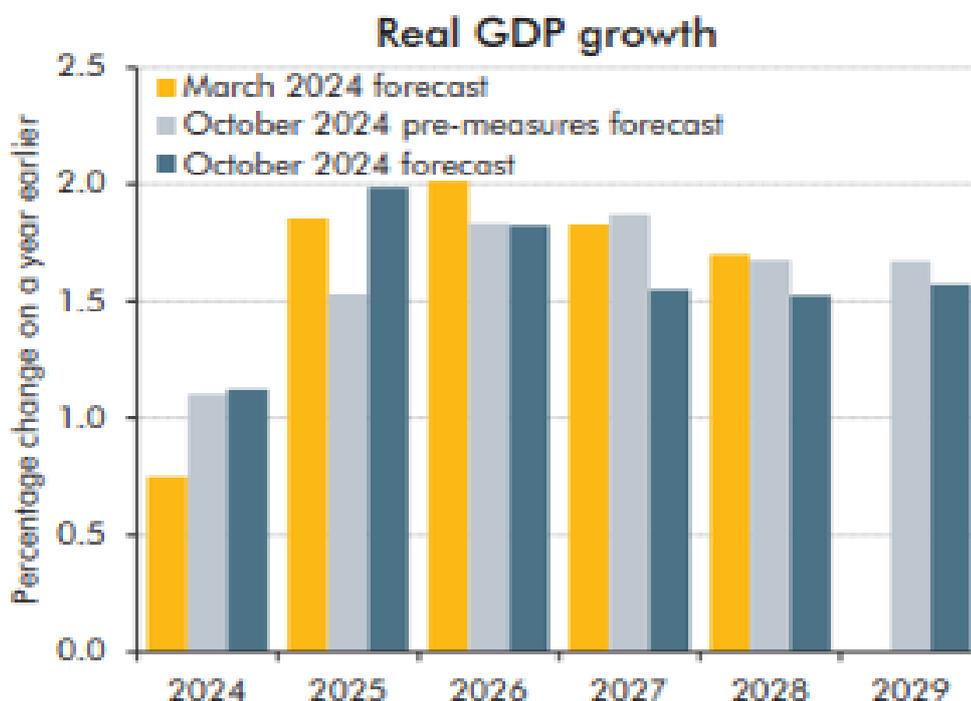
Table 2 Employer's National Insurance and National Living/Minimum Wage	2019-20	2021-21	2021-22	2022-23 Original from April	2022-23 Revised from November	2023-24	2024-25	2025-26
Employer's National Insurance								
Threshold	£8,632	£8,788	£8,840	£9,100	£9,100	£9,100	£9,100	£5,000
Rate	13.8%	13.8%	13.8%	15.05%	13.8%	13.8%	13.8%	15.0%
National Living/Minimum Wage								
Aged 25 and over	£8.21	£8.72	£8.91	£9.50	£9.50	£10.42	£11.44	£12.21
Aged 23 to 24	£7.70	£8.20	£8.91	£9.50	£9.50	£10.42	£11.44	£12.21
Aged 21 to 22	£7.70	£8.20	£8.36	£9.18	£9.18	£10.18	£11.44	£12.21
Aged 18 to 20	£6.15	£6.45	£6.56	£6.83	£6.83	£7.49	£8.60	£10.00
Under 18 (but above school age)	£4.35	£4.55	£4.62	£4.81	£4.81	£5.28	£6.40	£7.55

Economic Outlook - Growth

“Budget policies deliver a temporary boost to GDP in the near term and some crowing out of private equity in the medium term.”

The November 2024 OBR report focusses on the change in forecasts for real GDP over the period 2024-29, rather than as in previous reports the relative overall GDP over a longer period. The forecasts for 2024 both before and after the measures announced in AB204 are an improvement on previous March 2024 forecasts. There are some minor movements in subsequent years although OBR noted the impact of a temporary stimulus from the fiscal loosening within in AB24. This temporary stimulus fades over time to zero with GDP lower than forecasts before the AB24 measures higher in later years than the forecasts after the AB24 measures as excess demand is reigned in and policies affect supply within the economy. Chart 1 is an extract from the OBR report.

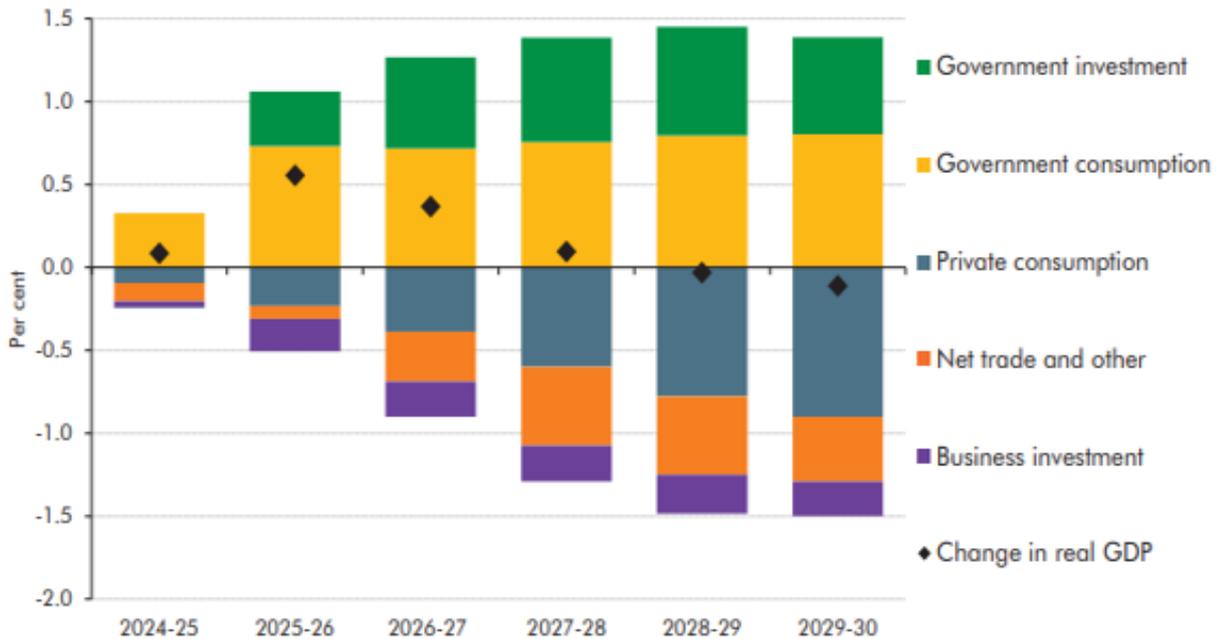
Chart 1 – Real GDP



Source: ONS, OBR

A separate chart shows how the effect of government stimulus compared lower private consumption, trade and business investment on the overall change in GDP growth forecast.

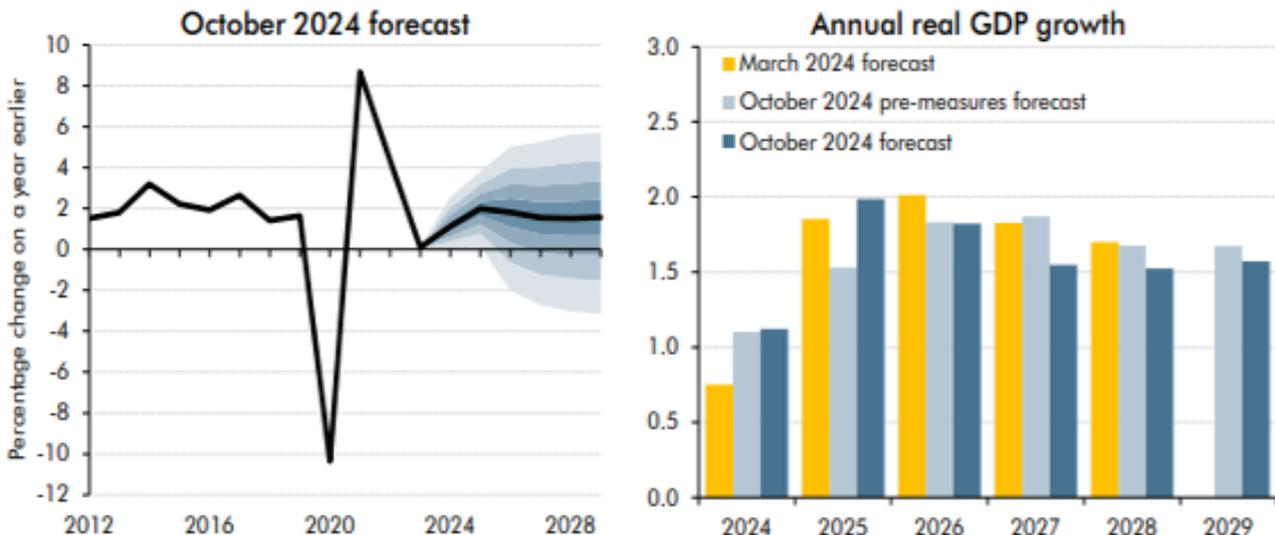
Chart 2 - Policy Impacts on Real GDP and its components



Source: OBR

A separate chart in the report shows the customary fan graph for GDP forecasts based on different scenarios and uncertainties. This shows a roughly one in five chance of negative GDP growth within the forecast horizon.

Chart 3 – GDP Growth Fan Chart



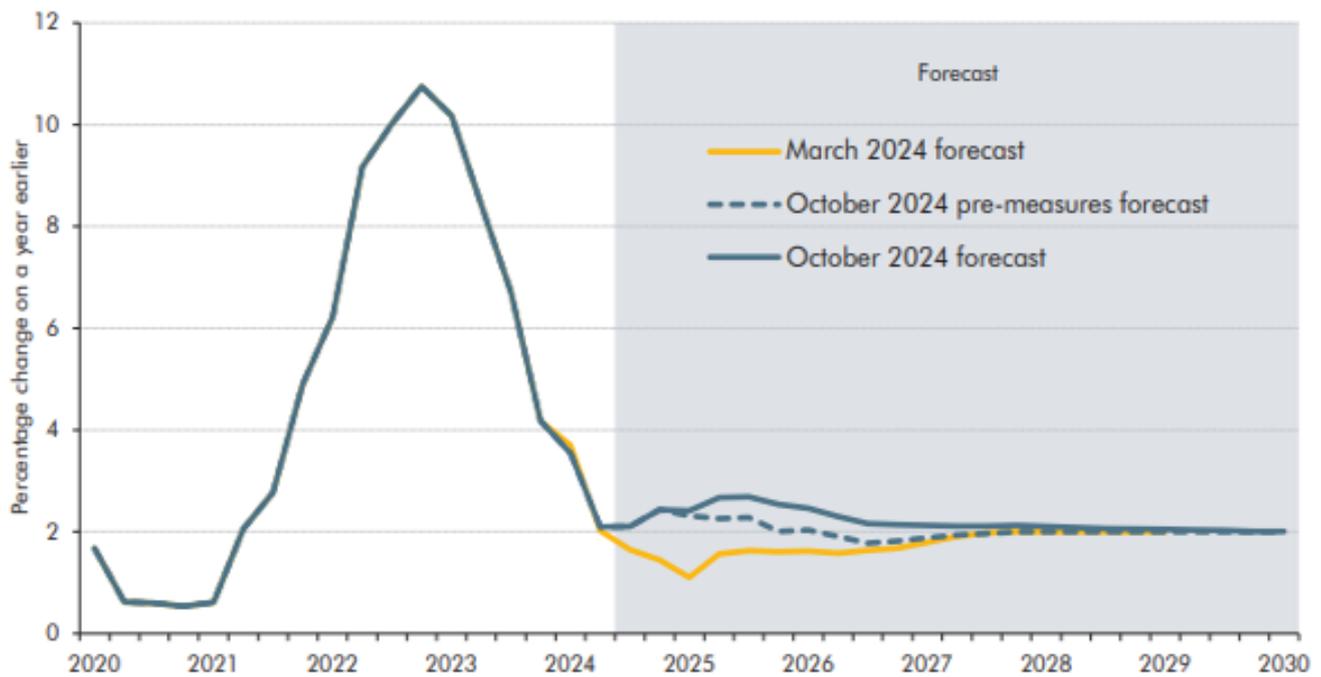
Note: Successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands.
Source: ONS, OBR

Economic Outlook - Inflation

“Having fallen back to around the 2% target in mid 2024, we expect CPI inflation to pick up to 2.6% in 2025 partly due to direct and indirect impact of Budget measures.”

The OBR is forecasting that inflation will be 1.1% higher in 2025 and 0.6% higher in 2026 than previous forecasts in March 2024 and above the 2% target before falling back to this target in the latter half of the forecast. They say this is due greater than expected persistence in wage growth and impact in the near term of fiscal loosening in the budget.

Chart 4 – CPI Inflation



Source: ONS, OBR

The OBR has identified the risks from the external environment given the continuing war in Ukraine and widening conflicts in the Middle East to the inflation forecast initially via its impact on energy prices Gas prices are 16% higher than assumed in previous inflation forecast, oil prices were 7% higher than original forecast in first half of 2024 but are 3% lower in the forecast thereafter. The energy assumptions within the CPI forecast and potential volatility are shown in chart 5.

Chart 5 – Impact of Gas and Oil Prices

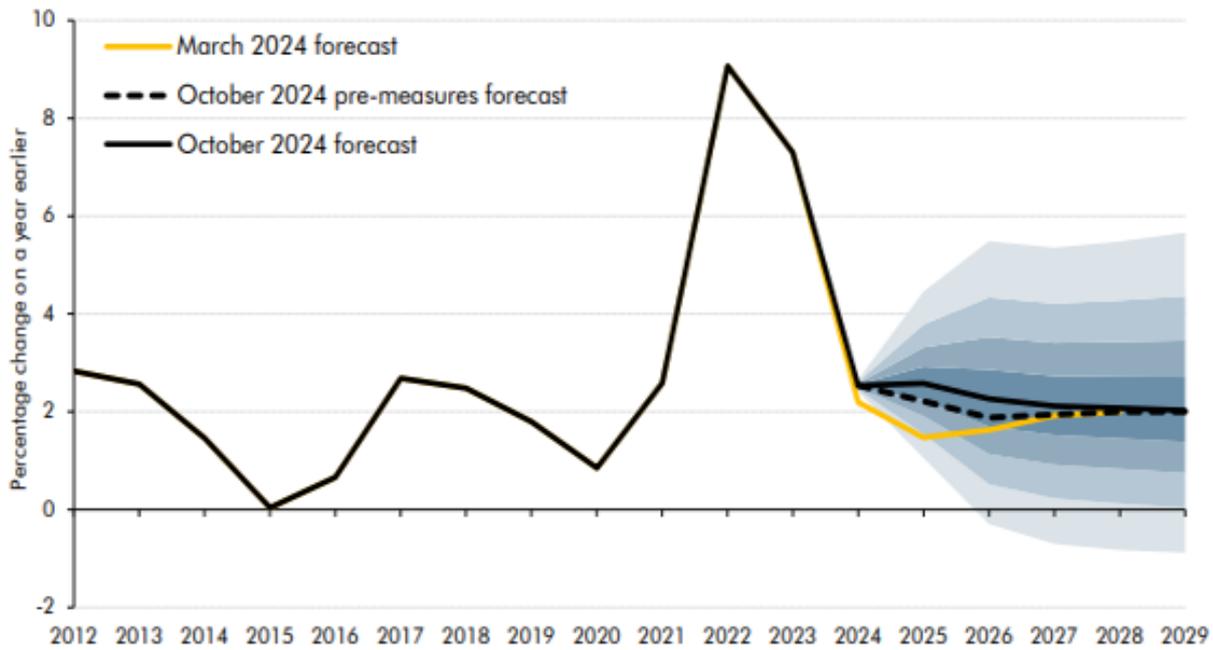


Note: March 2024 forecast is the average of 10 working days to 23 January. October 2024 forecast is the average of 10 working days to 12 September. Range is the minimum and maximum daily value between our March forecast and 23 October.

Source: Datastream, Eikon, Ofgem, OBR

The fan chart for CPI inflation shows a roughly one in five chance of CPI inflation being above 4.5% or below 1.1%.

Chart 6 – CPI Inflation Fan Chart



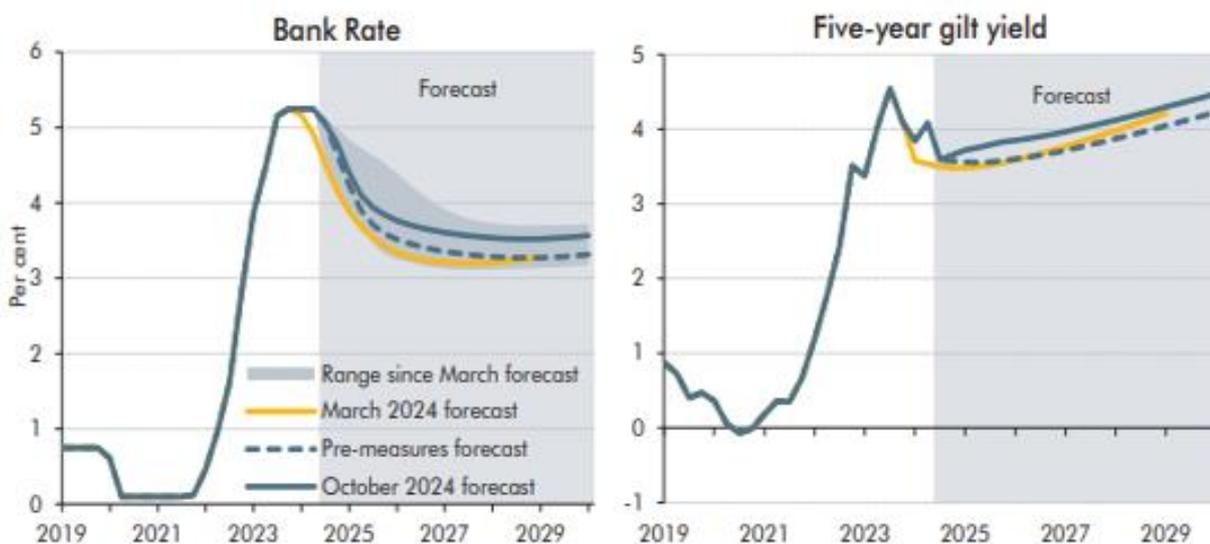
Note: Successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands.
Source: ONS, OBR

Economic Outlook – Interest Rates

“From its current level of 5%, Bank Rate is expected to fall to 3.5% in the final year of the forecast.”

Bank rates are forecast to be around 0.5% higher than March 2024 forecast in 2025 and 2026 and 0.3% to 0.4% over the forecast period. Chart 7 shows bank rate and five-year gilt yield forecasts from the OBR report.

Chart 7 – Bank Rate and five-year gilt yield



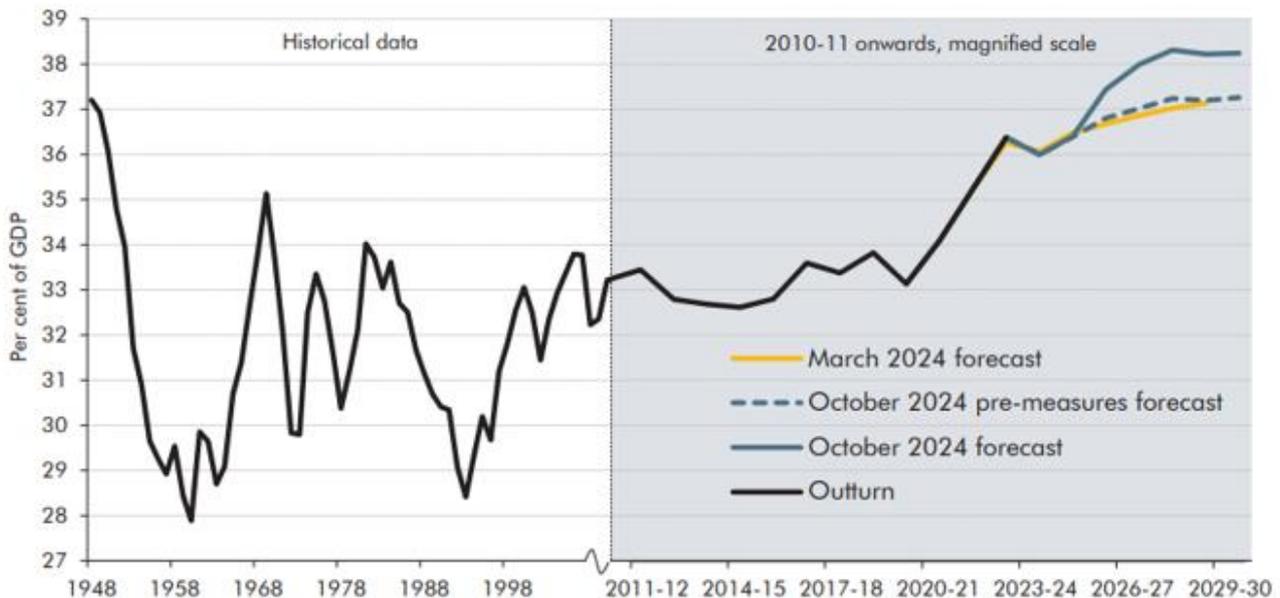
Note: March 2024 forecast is the average of 10 working days to 23 January. Pre-measures forecast is the average of 10 working days to 12 September. Range is the minimum and maximum daily value between our March forecast and 23 October.
Source: Bank of England, OBR

Fiscal Outlook – Public Sector Receipts

“Tax as a share of GDP is forecast to rise from 36.4% of GDP this year to a historic high of 38.2% in 2029-30, 5.1% of GDP higher than before the pandemic.”

Total public sector receipts in 2023-24 were 40.5% of GDP, a 3.6% increase on the pre-pandemic level of 36.9% of GDP in 2019-20. Public sector receipts are forecast to continue rise faster than GDP reaching 42.4% by 2029-30. National Account taxes² (the “tax take”) equated to 36.0% of GDP in 2023-24 and are forecast to rise to 38.3% of GDP in 2027-28 before stabilising at 38.2% of GDP over the remainder of the forecast period. This would be an historic high and the peak is 5.2% above the pre-pandemic level of 33.1% of GDP.

Chart 8 – National Account Taxes as a share of GDP



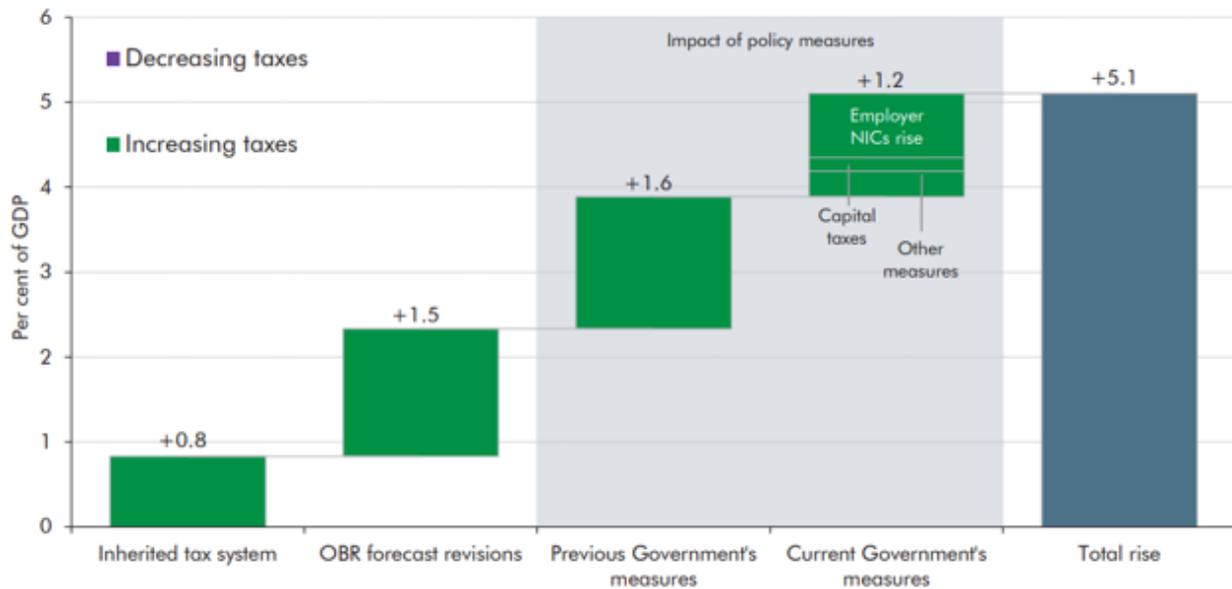
Note: Both outturn and forecast are based on the vintage of nominal GDP data that was available when we closed the pre-measures forecast, so do not reflect upward revisions in the latest Quarterly National Accounts published on 30 September 2024. All else equal, applying the upward revision to 2023-24 nominal GDP of 1.1 per cent to all years of the forecast would reduce the National Accounts tax-to-GDP ratio by 0.4 per cent of GDP across the forecast. This would still leave the tax-to-GDP ratio at a record level.

Source: ONS, OBR

² National account taxes are a narrower measure of public sector current receipts and are more comparable over longer historical periods as they exclude public sector gross operating surplus, interest and dividend receipts and other non-tax receipts.

The OBR has analysed the contributory factors to the increase in National Account taxes from 33.1% in 2019-20 to forecast 38.2% in 2029-20., as shown in chart 9.

Chart 9 – The rise in the tax-to-GDP ratio from 2019-20 to 2029-30



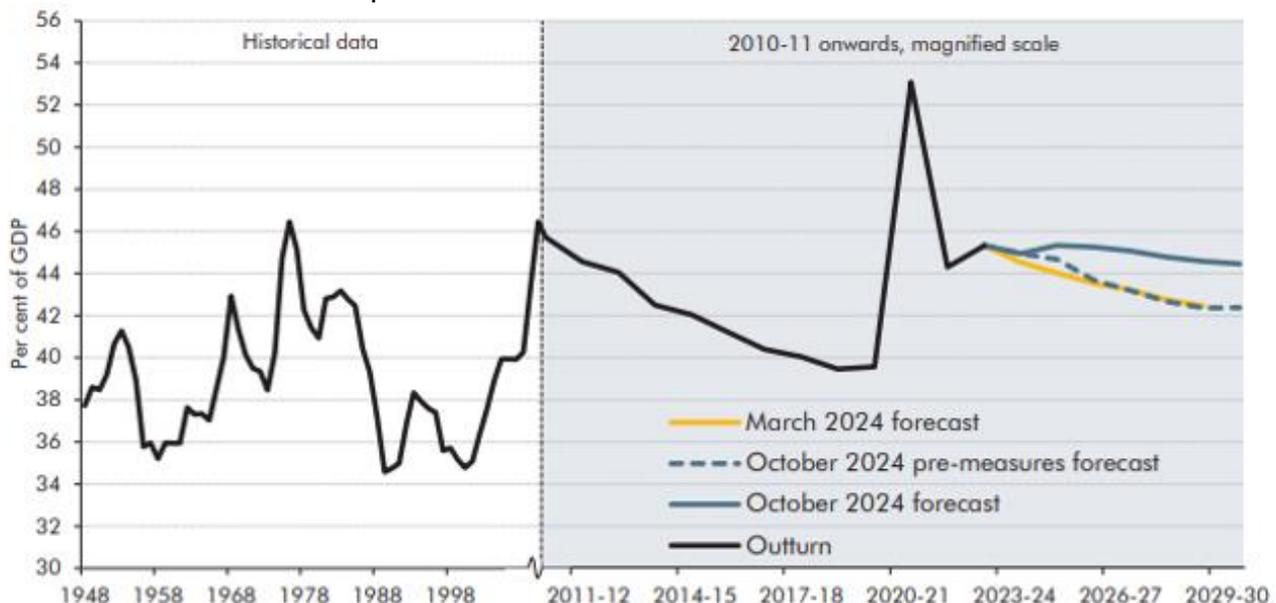
Source: ONS, OBR

Fiscal Outlook – Public Sector Expenditure

“Spending as a share of GDP is forecast to rise from 44.9% last year to 45.3% this year, falling back slightly to 44.5% in 2029-20, 4.9% higher than pre-pandemic.”

Total public spending has fallen from a peak of 53.1% of GDP in 2020-21 to 45.3% of GDP in 2022-23. Total public spending is forecast to remain static at 45.3% of GDP in 2023-24 and 2024-25 before reducing gradually each year thereafter to 44.5% of GDP by 2029-30. However, at this level it’s still 4.9% higher than the year before the pandemic (2019-20).

Chart 10 – Public Sector Expenditure as share of GDP

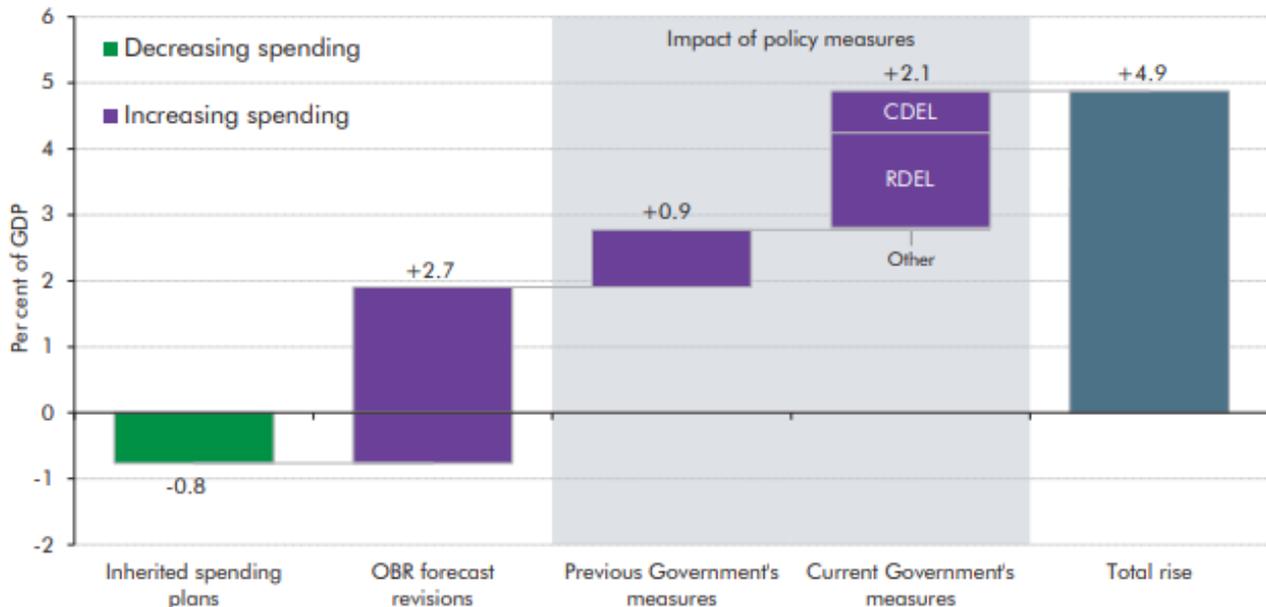


Note: Both outturn and forecast are based on the vintage of nominal GDP data that was available when we closed the pre-measures forecast, so do not reflect upward revisions in the latest Quarterly National Accounts published on 30 September 2024. All else equal, applying the upward revision to 2023-24 nominal GDP of 1.1 per cent to all years of the forecast would reduce the National Accounts spending-to-GDP ratio by 0.5 per cent of GDP across the forecast.

Source: ONS, OBR

The OBR has analysed to contributory factors to the increase in public spending from 39.6% in 2019-20 to forecast 44.5% in 2029-20., as shown in chart 11.

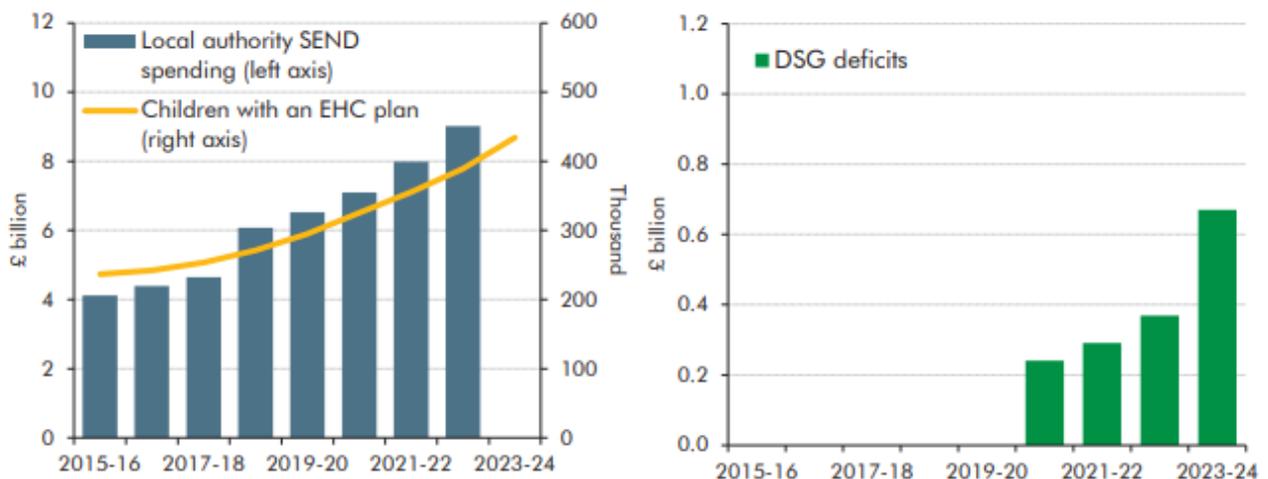
Chart 11 – The rise in the spending-to-GDP ratio from 2019-20 to 2029-30



Source: ONS, OBR

The OBR has identified the rise in spending on education for those with special educational needs and disabilities (SEND) from the grant from DfE and DSG deficits. DSG deficits were first separately recorded in 2020-21 and have grown to £0.7bn by 2023-24. Total spending on SEND has doubled from £4.6bn in 2017-18 to £9.0bn in 2022-23. The OBR has acknowledged that if the current statutory override ends in March 2026 and SEND spend continues to rise by more than the available funding that some local authorities “may be placed in financial distress or may be unable to set balanced budgets from 2026-27 onwards. In additional the cumulative DSG deficits would then need to be recognised on local authority balance sheets which would create additional financial pressures.” Chart 12 shows the rise in SEND spending and DSG deficits.

Chart 12 – Special educational needs-related child numbers, spending and deficits



Note: Data on SEND spending is not available for 2023-24. DSG deficits were not recorded prior to 2020-21.

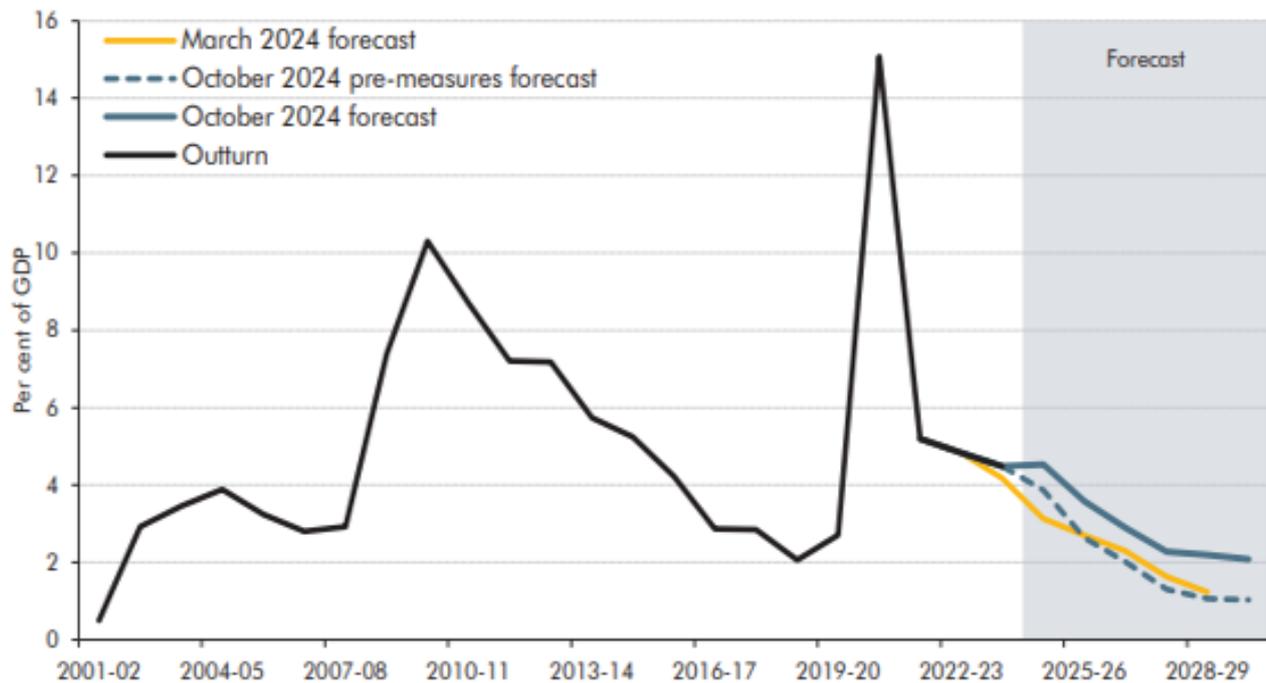
Source: DfE, OBR

Fiscal Context – Public Sector Borrowing and Total Debt

“Public sector net borrowing is forecast to rise from £121.9bn (4.5% of GDP) last year to £127.5bn this year, before falling back to £70.6bn (2.1%) by 2029-30.”

Public sector borrowing has fallen from a peacetime high of £314.3bn (15.1% of GDP) reached during the pandemic (2020-21) to £121.9bn (4.5% of GDP) in 2023-24. It is forecast to increase to £127.5bn (4.5% of GDP) in 2024-25 and then fall in each year to £70.6bn by 2029-30. Borrowing is forecast to be an average of £28.4bn (0.9% of GDP) higher per year than expected in the March 2024 forecast, primarily due to the effect of policy measures announced in the Budget.

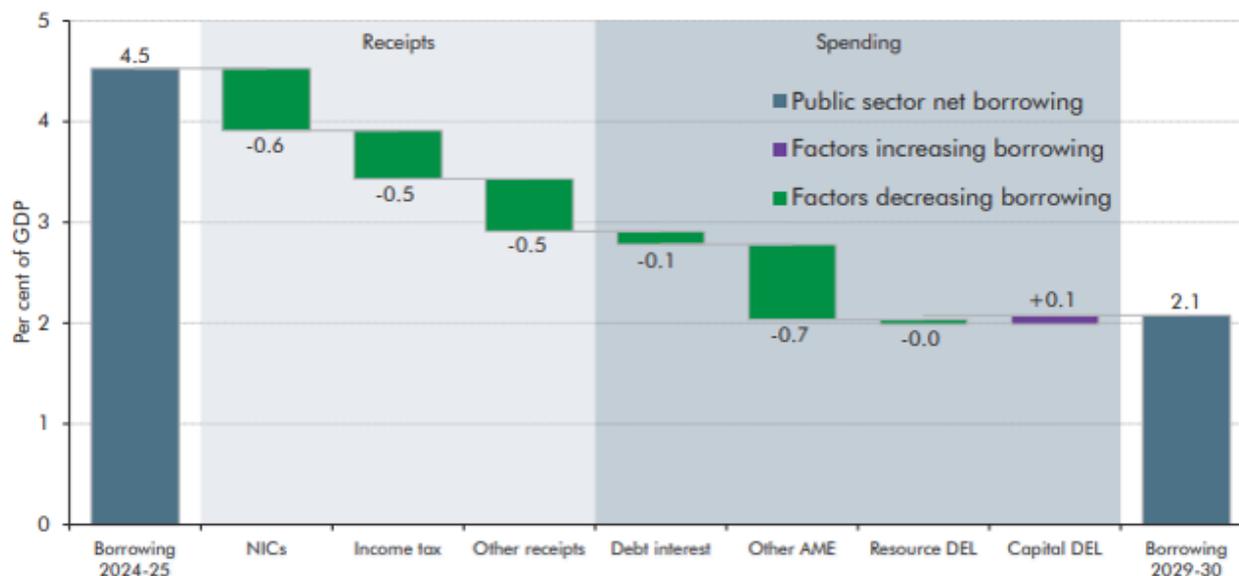
Chart 13 – Public Sector Net Borrowing



Source: ONS, OBR

Around 2/3 of the projected 2.5% of GDP reduction in borrowing is due to increased receipts over the forecast period (in particular NICs are forecast to increase by 0.6% of GDP and income tax 0.5% of GDP). The remainder of the reduction in borrowing is due to forecast lower spending as % of GDP.

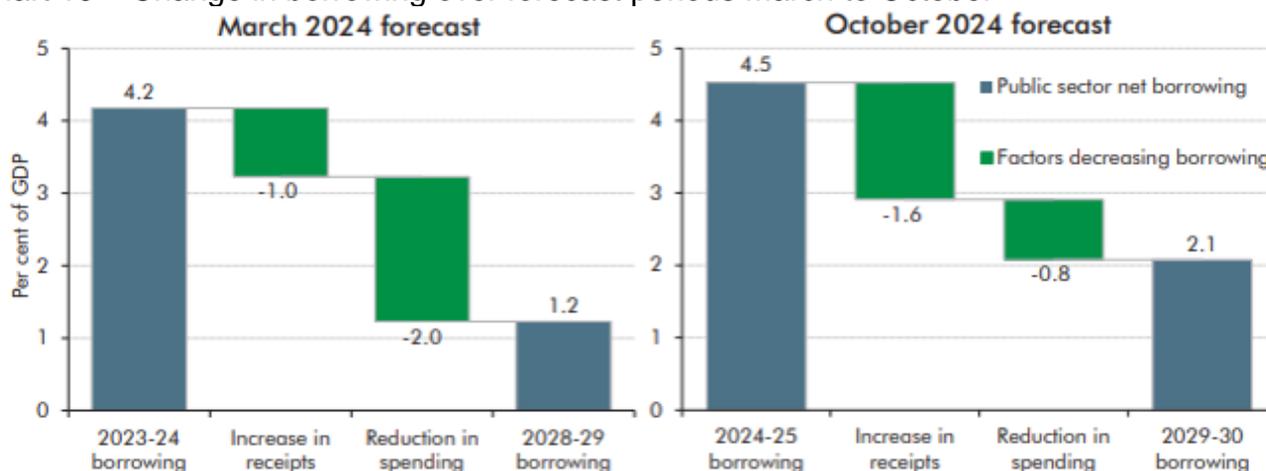
Chart 14 – The fall in borrowing as a share of GDP for 2024-25 to 2029-30



Note: This chart does not include the effects of changes in our underlying forecasts for most environmental levies, VAT refunds, or depreciation, as each change both receipts and spending by equal amounts and therefore do not change borrowing.
 Source: OBR

The change in borrowing between the March 2024 forecast has a greater contribution from increased receipts and lesser contribution from spending reductions.

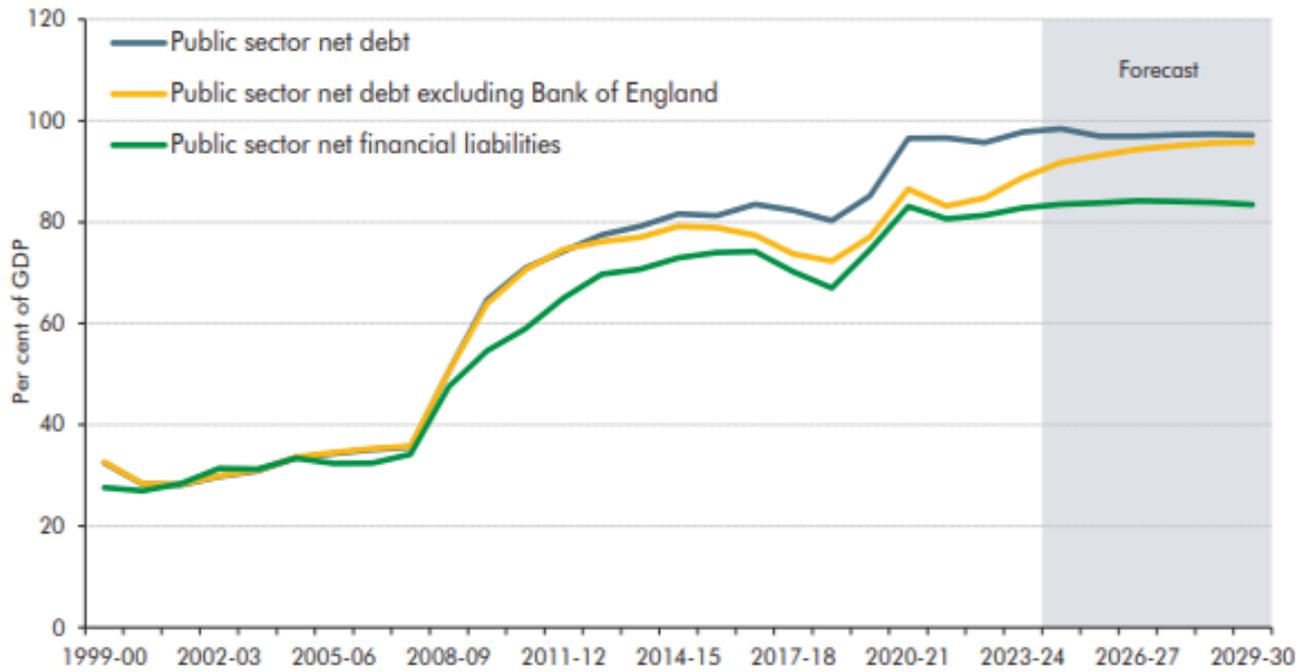
Chart 15 – Change in borrowing over forecast periods March to October



Note: This chart does not include the effects of changes in our underlying forecasts for most environmental levies, VAT refunds, or depreciation, as each change both receipts and spending by equal amounts and therefore do not change borrowing.
 Source: OBR

Public sector net accumulated debt was 97.8% of GDP in 2023-24, an increase from 95.7% in 2022-23. Total debt is forecast to increase 98.4% of GDP in 2024-25 reducing to 97.1% by 2029-30. The fall is mainly driven by Term Funding Scheme repayments and borrowing is 3% of GDP higher in 2028-29 than projected in March 2024. The measure of debt excluding Bank of England rises every year as a share of GDP 88.9% in 2023-24 to 91.8% in 2024-25 reaching 95.8% in 2029-30. A wider measure of public sector net financial liabilities including all financial assets (but not physical assets such as schools, hospitals, etc.) is forecast to rise from 82.8% of GDP in 2023-24 to 83.5% of GDP in 2024-25 before then remaining largely stable over the remainder of the forecast period.

Chart 16 – Public Sector Balance Sheet Measures



Source: ONS, OBR

SECTION 15

Appendix M: Treasury Management Strategy

Treasury Management Strategy

Introduction

1. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
3. Investments held for service purposes or for commercial profit are considered in the separate Appendix N - Investment Strategy.

External Context

Economic background

4. The following economic commentary is provided by the Council's treasury advisors, Link Group.
5. *"The third quarter of 2024 (July to September) saw:*
 - *GDP growth stagnating in July following downwardly revised Q2 figures (0.5% q/q)*
 - *A further easing in wage growth as the headline 3myy rate (including bonuses) fell from 4.6% in June to 4.0% in July;*
 - *CPI inflation hitting its target in June before edging above it to 2.2% in July and August;*
 - *Core CPI inflation increasing from 3.3% in July to 3.6% in August;*
 - *The Bank of England initiating its easing cycle by lowering interest rates from 5.25% to 5.0% in August and holding them steady in its September meeting;*
 - *10-year gilt yields falling to 4.0% in September*
6. *Over the aforementioned period, the economy's stagnation in June and July pointed more to a mild slowdown in UK GDP growth than a sudden drop back into a recession. However, in the interim period, to 12 December, arguably the biggest impact on the economy's performance has been the negative market sentiment in respect of the fallout from the Chancellor's Budget on 30 October.*

7. *If we reflect on the 30 October Budget, our central case is that those policy announcements will prove to be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be elevated at 2.7% y/y (Q4 2025) before dropping back to sub-2% in 2027. Nonetheless, since the Budget, the October inflation print has shown the CPI measure of inflation bouncing up to 2.3% y/y with the prospect that it will be close to 3% by the end of the year before falling back slowly through 2025. The RPI measure has also increased significantly to 3.4% y/y.*
8. *How high inflation goes will primarily be determined by several key factors. First amongst those is that the major investment in the public sector, according to the Bank of England, will lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government's policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.*
9. *There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises in the June 2025 Spending Review (pushed back from the end of March), and a tepid GDP performance.*
10. *Regarding having a sufficiently large pool of flexible and healthy workers, the initial outlook does not look bright. Research from Capital Economics has alluded to an increase of some 500,000 construction workers being needed to provide any chance of the Government hitting its target of 300,000 new homes being built in each of the next five years (234,000 net additional dwellings in England in 2022/23). But the last time such an increase was needed, and construction employment is currently at a nine-year low, it took 12 years to get there (1996 to 2008). Also note, as of October 2024, job vacancies in the construction sector were still higher than at any time in the 20 years preceding the pandemic.*
11. *Currently, it also seems likely that net inward migration is set to fall, so there is likely to be a smaller pool of migrant workers available who, in the past, have filled the requirement for construction worker demand. The Government plans to heavily promote training schemes, particularly to the one million 16- to 24-year-olds who are neither in education nor work. But it is arguable as to whether the employee shortfall can be made up from this source in the requisite time, even if more do enter the workforce.*
12. *Against, this backdrop, there may be a near-term boost to inflation caused by a wave of public sector cash chasing the same construction providers over the course of the next year or so, whilst wages remain higher than the Bank currently forecasts because of general labour shortages, including in social care where Government accepts there is a 150,000 shortfall at present.*

13. *Unemployment stands at a low 4.3% (September), whilst wages are rising at 4.3% y/y (including bonuses) and 4.8% (excluding bonuses). The Bank would ideally like to see further wage moderation to underpin any further gradual relaxing of monetary policy. Indeed, over the next six months, the market is currently only pricing in Bank Rate reductions in February and May – which would see Bank Rate fall to 4.25% - but further cuts, thereafter, are highly likely to be even more data-dependent.*
14. *If we focus on borrowing, a term we are likely to hear throughout 2025 is “bond vigilante”. Essentially, this represents a generic term for when the market is ill at ease with the level of government borrowing and demands a higher return for holding debt issuance. In the UK, we do not need to go back too far to recall the negative market reaction to the Truss/Kwarteng budget of 2022. But long-term borrowing rates have already gradually moved back to those levels since their recent low point in the middle of September 2024. Of course, the UK is not alone in this respect. Concerns prevail as to what the size of the budget deficit will be in the US, following the election of Donald Trump as President, and in France there are on-going struggles to form a government to address a large budget deficit problem too. Throw into the mix the uncertain outcome to German elections, and there is plenty of bond investor concern to be seen.*
15. *Staying with the US, Donald Trump’s victory paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of further tax cuts. Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks continue to abound in Europe, the Middle East and Asia.*
16. *In the past month, the US Core CPI measure of inflation has indicated that inflation is still a concern (3.3% y/y, 0.3% m/m), as has the November Producer Prices Data (up 3.0 y/y v a market estimate of 2.6% y/y, 0.4% m/m v an estimate of 0.2% m/m) albeit probably insufficient to deter the FOMC from cutting US rates a further 0.25% at its December meeting. However, with Trump’s inauguration as President being held on 20 January, further rate reductions and their timing will very much be determined by his policy announcements and their implications for both inflation and Treasury issuance.*
17. *Looking at gilt movements in the first half of 2024/25, and you will note the 10-year gilt yield declined from 4.32% in May to 4.02% in August as the Bank’s August rate cut signalled the start of its loosening cycle. More recently, however, 10 year gilt yields have spiked back up to 4.35%.*
18. *The FTSE 100 reached a peak of 8,380 in the third quarter of 2024 (currently 8.304), but its performance is firmly in the shade of the US S&P500, which has breached the 6,000 threshold on several occasions recently, delivering returns upwards of 25% y/y. The catalyst for any further rally (or not) is likely to be the breadth of AI’s impact on business growth and performance”.*

Interest rate forecast

19. The Council has appointed Link Group as its treasury advisor and part of their service is to assist the formulation of a view on interest rates. Link provided the following

forecasts on 11 November 2024. These are forecasts for Bank Rate and PWLB certainty rates (gilt yields plus 80 bps).

Link Group Interest Rate View 11.11.24	Dec -24	Mar-25	Jun-25	Sep -25	Dec -25	Mar-26	Jun-26	Sep -26	Dec -26	Mar-27	Jun-27	Sep -27	Dec -27
Bank Rate	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
5yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

20. Link forecast that the Bank of England will reduce Bank Rate (in cuts of 25bps) to 3.50% by December 2026 in order to keep inflation at a mandated target level of 2%. Gilt yields and PWLB rates are similarly projected to fall back over the timeline of Link Group forecasts.

21. These interest rate forecasts are a central estimate, not a prediction, and there are upside and downside risks, which could alter the eventual path of interest rates.

Local Context

22. The following table summarises the Council's balance sheet for the current (2024/25) and previous financial year and provides a forecast for the medium term.

Balance sheet summary and forecast

	31.3.24	31.3.25	31.3.26	31.3.27	31.3.28
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Total CFR	1,268.3	1,304.8	1,289.9	1,311.9	1,294.4
Other long-term liabilities	178.5	225.1	214.9	203.6	192.6
Adjustment for Transferred Debt ¹	27.8	26.6	25.6	24.5	23.6
Loans CFR	1,117.6	1,106.3	1,100.6	1,132.8	1,125.4
External borrowing	-771.9	-742.6	-710.3	-685.1	-676.9
Internal borrowing	345.7	363.7	390.3	447.7	448.5
Less balance sheet resources	791.7	741.7	749.1	771.3	823.8
Treasury investments	446.0	378.0	358.8	323.6	375.3

¹ The Council manages debt on behalf of Medway Council that was transferred to it following the reorganisation that created Medway Council. The value of this debt is included within the total sum of external borrowing shown in the balance sheet summary and forecast table and therefore it is also included in the calculation of the loans CFR within the table. This is in accordance with the requirements of the Prudential Code and ensures that resultant comparison between the loans CFR, external borrowing and internal borrowing is presented on a consistent basis.

23. The Council's capital expenditure plans are the key driver of treasury management activity and the starting point for the treasury management strategy is the Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The Council's current capital expenditure and financing plans are set out in the Capital Strategy at appendix O.
24. The CFR does not increase indefinitely, due the requirement to make a minimum revenue provision, a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used. The MRP charge is not shown separately here but is factored into the CFR.
25. The Total CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Authority is not required to separately borrow for these schemes. For the purposes of determining the treasury management strategy, other long-term liabilities are removed to arrive at the Loans CFR.
26. The Council has externally borrowed £742.6m (as at 31 March 2025) to meet most of the borrowing requirement implied by the Loans CFR, and this figure will decline gradually over the medium term as external loans mature and are repaid (assuming no additional external borrowing is undertaken).
27. The balance of the Loans CFR borrowing requirement is met through internal borrowing, namely the temporary use of the Council's balance sheet resources on lieu of investment. The Council's internal borrowing is forecast to rise over the medium term, compensating for the change in external borrowing noted above.
28. Balance sheet resources represent the Council's underlying capacity for investment (mostly reserves, provisions and working capital). Balance sheet resources exceed internal borrowing and therefore the Council is forecast to continue to have positive external investment balances for the foreseeable future.
29. The current borrowing and investment balances, as at 30 November 2024, when the Council held £746.7m of external borrowing and £456.5m of treasury investments, are set out in further detail in Annex A.

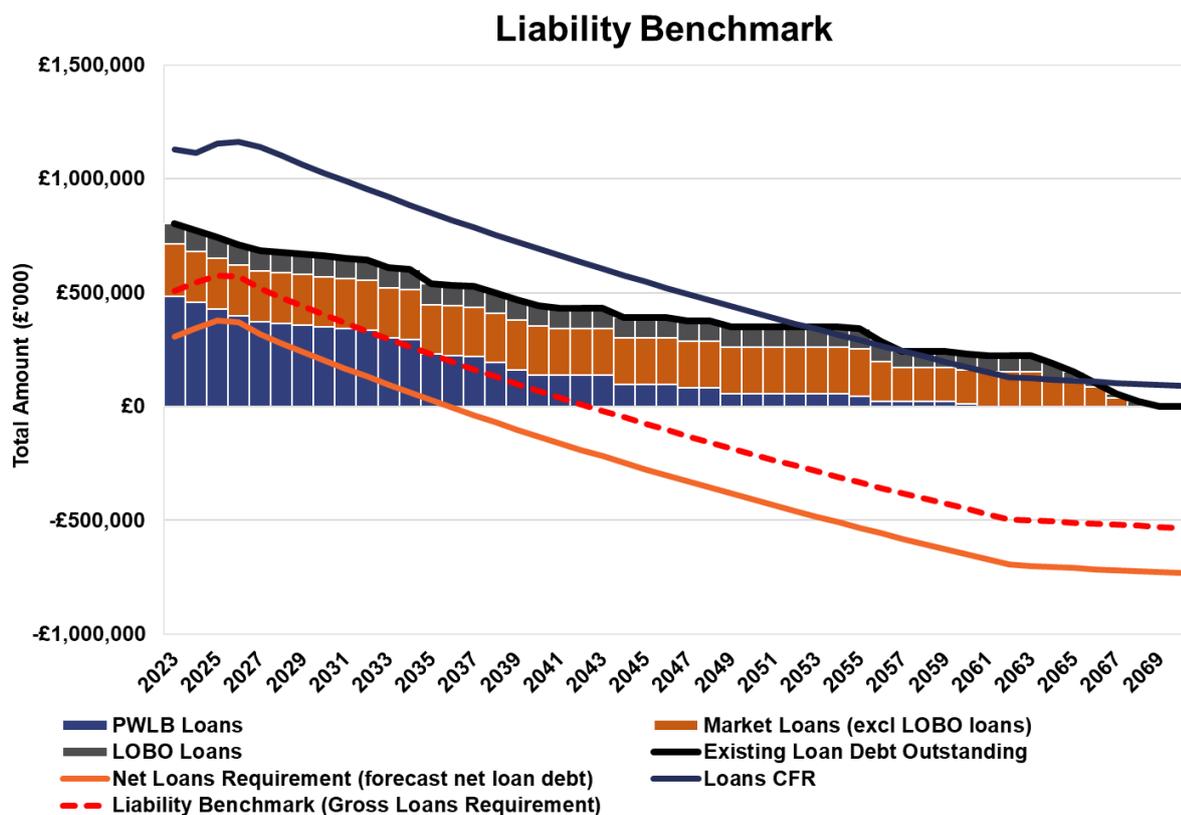
Liability benchmark

30. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £200m at each year-end to maintain sufficient liquidity but minimise credit risk.

31. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the minimum cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

32. The liability benchmark is shown in the below chart. The chart illustrates the maturity profile of the Council’s existing borrowing and assumes no new capital expenditure financed by borrowing beyond 2027/28.

Figure 1: Liability Benchmark Chart



33. The chart shows the overall borrowing requirement (the Loans CFR), which is projected to increase moderately over the medium term in line with the authority’s plans, before declining over the long term as the annual minimum revenue provision (MRP) charge gradually reduces the Council’s borrowing requirement. The borrowing requirement is currently met by a combination of fixed rate loans, LOBO loans and internal borrowing.

34. The Council could theoretically reduce its investment balances to zero and maximise the use of internal borrowing before acquiring any external borrowing. The net loans requirement (orange solid line) represents the minimum amount of external borrowing

required under this strategy. However, such an approach would naturally involve an intolerable level of liquidity risk, and therefore a minimum liquidity requirement (assessed at £200m) is added to the net loans requirement to arrive at the liability benchmark itself. In effect, the liability benchmark represents the minimum amount of debt that the Council requires to meet its borrowing requirement and to provide sufficient liquidity for day-to-day cash flow.

35. The chart demonstrates that the Council's existing stock of external debt, exceeds the minimum amount required based on current financial plans, and therefore the authority does not have a need to enter into new external borrowing. The liability benchmark is forecast to rise over the medium term due to a combined increase in capital expenditure and reduction in available balance sheet resources (usable reserves, mainly) before declining over the long term. At the same time external debt is forecast to decline as individual loans expire.
36. Although not shown in figure 1, both the Loans CFR and the liability benchmark are likely to increase in later years as new capital expenditure cycles are approved.

Borrowing Strategy

37. On 30 November 2024, the Council had £746.7m external debt, including £27.0m attributable to Medway Council, as part of its strategy for funding previous years' capital programmes. This represents a decrease of £25.2m on 31 March 2024 and reflects the Council's strategy of maintaining borrowing below the underlying levels.
38. The balance sheet forecast in table 1 shows that the Council does not expect to need to undertake additional borrowing in 2025-26. The Council may borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing set out in the Capital Strategy (Appendix O).

Objective

39. The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy

40. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.
41. The Council is currently maintaining an under-borrowed position. This means that the underlying borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. Although the path of future interest rates is uncertain, the central expectation is that borrowing rates (costs) will fall from their current

levels (see interest rate forecast table above). The Council is forecast to have sufficient liquidity in the near to medium term to support an underborrowed position.

42. By doing so, the Council is able to reduce net borrowing costs and reduce investment counterparty exposure. Internal borrowing is not cost free as it is at the expense of investment returns foregone and neither does it remove the need for Minimum Revenue Provision (MRP) to be made.
43. Given borrowing rates are forecast to decline over the medium term, consideration will also be given to short term rather than long term external borrowing should liquidity considerations necessitate any additional external borrowing (although it is not the Council's central expectation that borrowing will be required for liquidity reasons).
44. Against this background and the risks within the economic forecast, caution will be adopted with the 2025/26 treasury operations. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years. The Corporate Director Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
 - *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
 - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
45. The Council also retains the option to arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
46. Any decisions will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Sources of borrowing

47. The Council has previously raised the majority of its long-term borrowing from the PWLB and is likely to continue with this practice but will consider long-term loans from other sources including banks, pension funds and local authorities, and will investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.
48. The approved sources of long-term and short-term borrowing are:
 - HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
 - any institution approved for investments (see below)
 - any other bank or building society authorised to operate in the UK
 - any other UK public sector body
 - UK public and private sector pension funds (except the Kent Pension Fund)

- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues
- UK National Wealth Fund

49. PWLB lending arrangements have changed, and loans are no longer available to local authorities planning to buy investment assets primarily for yield. The Council does not intend to borrow to invest primarily for financial return and will retain its access to PWLB loans.

Other sources of debt finance

50. In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- leasing
 - hire-purchase
 - Private Finance Initiative
 - sale and leaseback

LOBO (Lender's Option Borrower's Option) loans

51. The Council holds £90m of LOBO loans (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. LOBOs totalling £50m have option dates during 2025/26, and with interest rates having risen recently, there is a reasonable chance that lenders will exercise their options. If they do, the Council will likely take the option to repay LOBO loans to reduce refinancing risk in later years.

Debt rescheduling

52. The PWLB allows councils to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

53. Any decisions involving the repayment of LOBO loans or debt rescheduling will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Policy on Borrowing in Advance of Need

54. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be

considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Treasury Investment Strategy

55. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Since the beginning of April 2024, the Council's cash balance has ranged between £436.3m and £622.8m; investment balances are forecast to be around £386m at the end of 2024/25 and approximately £367m at the end of 2025/26.
56. **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, the liquidity of investments and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) risks when investing.
57. **Strategy:** As demonstrated by the liability benchmark above, the Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and to mitigate the negative impact of inflation on the value of the Council's long-term resources. The portion of the Council's cash invested in the strategic pooled funds portfolio will be kept under review during the year to ensure it remains proportionate.
58. **ESG policy:** The Council is committed to responsible treasury management and to being a good steward of the assets in which it invests. As stated in paragraph 1 above, the successful identification, monitoring and control of financial risk are central to the Council's prudent financial management, and this includes the identification and management of environment, social and governance (ESG) risks that arise in the course of carrying out treasury management activities. Therefore, the Council integrates ESG considerations into its treasury management decision-making process.
59. The framework for evaluating investment opportunities is still developing. When investing in banks and funds, and after satisfying security, liquidity and yield considerations, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code
60. Assets within the strategic pooled funds portfolio are managed by third-party investment managers responsible for the day-to-day investment decisions, including undertaking voting and engagement activities on behalf of the Council. The Council incorporates

analysis of ESG integration and active ownership capabilities when selecting and monitoring investment managers.

61. The Council requires its investment managers to engage with companies to monitor and develop their management of ESG issues in order to enhance the value of the Council's investments. The Council also requires feedback from the investment managers on the activities they undertake and regularly reviews this feedback through meetings and reporting.

62. **Business models:** Under IFRS 9, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties

63. The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the limits shown.

	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	unlimited	
UK Local Authorities	3 years	£10m	
Other Government entities	25 years	£20m	£30m
UK banks and building societies (unsecured) *	13 months	£20m	Unlimited
Council's banking services provider *	Overnight	£20m	
Overseas banks (unsecured) *	13 months	£20m	£30m country limit
Money Market Funds *	n/a	£25m per fund or 0.5% of the fund size if lower	
Cash plus / short term bond funds		£20m per fund	
Secured investments *	25 years	£20m	£150m
Corporates (non-financials)	5 years	£2m per issuer	£20m
Registered Providers (unsecured) *	5 years	£10m	£50m
Loans incl. to developers in the No Use Empty programme			£40m
Strategic pooled funds and real estate investment trusts	n/a		£200m
- Absolute Return funds		£25m per fund	
- Multi Asset Income funds		£25m per fund	

- Property funds		£75m or 5% of total fund value if greater	
- Bond funds		£25m per fund	
- Equity Income Funds		£25m per fund	
- Real Estate Investment Trusts		£25m per fund	

64. This table should be read in conjunction with the notes below.

* Minimum credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

65. **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

66. **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used.

67. **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investments with banks rated below the agreed minimum rating of A- are restricted to overnight deposits with the Council's current banking services provider.

68. **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed.

69. **Money Market Funds:** Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts. They have the advantage over bank accounts of providing wide diversification

of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to Money Market Funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

70. **Pooled investment funds:** Bond, equity, multi-asset and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
71. **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
72. **Other investment:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
73. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings

74. Credit ratings are obtained and monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
75. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that entity until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments

76. The Council understands that credit ratings are good but not perfect predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the entities in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from Link Group, the Council's treasury management advisor. No investments will be made with an entity if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
77. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government or with other local authorities. This may cause investment returns to fall but will protect the principal sum invested.

Investment limits

78. The Council may invest its surplus funds with any of the counterparty types listed above subject to the cash limits per counterparty and the durations shown in the table at paragraph 63.

Liquidity management

79. The Council forecasts its cash flow requirements to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.
80. The Council will spread its liquid cash over several bank accounts and money market funds to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

81. The Council measures and manages its exposures to treasury management risks using the following indicators.
82. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2,

etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Minimum Level
Portfolio average credit rating	AA-

83. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Minimum Level
Total cash available within 3 months	£75m

84. **Interest rate exposure:** The 2021 CIPFA Prudential Code removes the requirement to set treasury indicators for fixed and variable interest rate exposure. Instead, the Council is required to set out how it intends to manage interest rate exposure.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements and management information arrangements.

It will achieve this by the prudent use of its approved instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

85. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and within 20 years	50%	0%
20 years and within 40 years	50%	0%
40 years and longer	50%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

86. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2025-26	2026-27	2027-28	No fixed date
Limit on principal invested beyond year end	£150m	£100m	£50m	£200m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

87. **Liability indicator:** see paragraph 32 above.

Related Matters

88. The CIPFA Code requires the Council to include the following in its Treasury Management Strategy.
89. **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over councils' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
90. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
91. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
92. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
93. **Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers, allowing it access to a greater range of services but without the

greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council’s treasury management activities, the Corporate Director of Finance believes this to be the most appropriate status.

94. **IFRS 9 Statutory Override:** Under the accounting standard IFRS 9, entities are required to recognise the revenue impact arising from the movement in value of investments held at fair value. The MHCLG (DLUHC) initially enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This was subsequently extended to 31 March 2025 and has the effect of allowing any unrealised capital gains or losses arising from qualifying investments to be held on the balance sheet until 31 March 2025. The Council currently holds investment assets which fall under the statutory override (the strategic pooled funds) and which will be subject to the provisions of IFRS 9 if (as anticipated) and when the override expires on 31 March 2025. In effect, this means the Council will recognise unrealised gains and losses on these investments within the revenue budget from 2025-26.

Financial Implications

95. The budget for external borrowing costs for 2025-26 is £31.1m based on the Council’s current external debt portfolio (anticipated to be £710m at 31 March 2026) and assuming no new external borrowing is undertaken during 2025-26.

96. The budget for net investment income in 2025-26 is £11.5m, based on an average investment portfolio of £442m at an average interest rate of 4.00%.² If actual levels of investments and borrowing, or actual interest rates, differ from forecast, performance against budget will be correspondingly different.

97. The resultant net cost of treasury (interest payable costs less net investment income) is expected to be £19.6m for 2025-26.

Other Options Considered

98. The CIPFA Code does not prescribe any particular Treasury Management Strategy for councils to adopt. The Corporate Director of Finance, having consulted the Treasury Management Group, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
-------------	----------------------------------	---------------------------

² Gross investment income for 2025-26 is estimated to be £19.8m including £8.3m attributable to other bodies.

Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income in the long term	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income in the long term though potentially not in the short term	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management.

Training was most recently undertaken by members on 23 November 2023 and further training will be arranged as required.

Annex A – Existing Investment & Debt Portfolio Position

	30-Nov-24	30-Nov-24
	Actual Portfolio	Average Rate
	£m	%
External borrowing		
Public Works Loan Board	432.40	4.33
LOBO loans from banks	90.00	4.15
Banks and other lenders (Fixed term)	216.10	4.54
Streetlighting Project	8.17	2.88
Total external borrowing	746.68	4.35
Treasury investments		
Bank Call Accounts	6.00	4.20
Covered bonds (secured)	130.90	4.45
Government (incl. local authorities)	3.32	5.23
Money Market Funds	116.05	4.03
Equity	1.30	
No Use Empty Loans	19.21	3.58
Total internally managed investments	276.78	4.20
Pooled investments funds		
- Property	54.56	5.35
- Multi Asset	56.06	4.60
- Absolute Return	5.42	3.68
- Equity UK	33.56	6.37
- Equity Global	30.17	4.60
Total pooled investments	179.77	5.17
Total treasury investments	456.55	4.58
Net debt	290.12	

GLOSSARY

Local Authority Treasury Management Terms

Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets
Borrowing	Usually refers to the stock of outstanding loans owed and bonds issued.
CFR	Capital Financing Requirement. A council's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparty	The other party to a loan, investment or other contract.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee.
Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity and property in order to minimise price risk, and also focuses on investments that pay income.
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling councils to deposit cash at very low credit risk. Not available in Northern Ireland.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
Equity	An investment which usually confers ownership and voting rights
Floating rate note (FRN)	Bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR or SONIA

Appendix M

FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
GILT	Bond issued by the UK Government, taking its name from the gilt-edged paper they were originally printed on.
Income return	Return on investment from dividends, interest and rent but excluding capital gains and losses.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010
IMF	International Monetary Fund
LIBID	London interbank bid rate - the benchmark interest rate at which banks bid to borrow cash from other banks, traditionally 0.125% lower than LIBOR.
LIBOR	London interbank offer rate - the benchmark interest rate at which banks offer to lend cash to other banks. Published every London working day at 11am for various currencies and terms. Due to be phased out by 2022.
LOBO	Lender's Option Borrower's option
MMF	Money Market Funds. A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity. Usually refers to Constant Net Asset Value (CNAV) and Low Volatility Net Asset Value (LVNAV) funds with a Weighted Average Maturity (WAM) under 60 days which offer instant access, but the European Union definition extends to include cash plus funds
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
MPC	Monetary Policy Committee. Committee of the Bank of England responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
MRP	Minimum Revenue Provision – an annual amount that local authorities are required to set aside and charge to revenue for the repayment of debt associated with capital expenditure. Local authorities are required by law to have regard to government guidance on MRP. Not applicable in Scotland, but see Loans Fund
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Prudential Code	Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by law to have regard to the Prudential Code. The Code was update din December 2021

Appendix M

PWLB	Public Works Loan Board – a statutory body operating within the Debt Management Office (DMO) that lends money from the National Loans Fund to councils and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy in order to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money.
REIT	Real estate investment trust – a company whose main activity is owning investment property and is therefore similar to a property fund in many ways
Share	An equity investment, which usually also confers ownership and voting rights
Short-term	Usually means less than one year
SONIA	Based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses.
Weighted average life (WAL)	The weighted average time for principal repayment, that is, the average time it takes for every dollar of principal to be repaid. The time weights are based on the principal payments,
Weighted average maturity (WAM)	The weighted average maturity or WAM is the weighted average amount of time until the securities in a portfolio mature.

SECTION 16

Appendix N: Investment Strategy

INVESTMENT STRATEGY

Introduction

- 1.1 This investment strategy meets the statutory guidance issued by the government in January 2018 (Statutory Guidance on Local Government Investments 3rd Edition).
- 1.2 The Authority invests its money for three broad purposes:
 - Because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as treasury management investments),
 - To support local public services by lending to or buying shares in other organisations (service investments), and
 - To earn investment income (known as commercial investments where this is the main purpose).
- 1.3 The Investment Strategy focusses on the second and third of these categories. Treasury management investments are covered separately in the Treasury Management Strategy – see Appendix M to the final draft budget report.
- 1.4 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy.
- 1.5 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities.
- 1.6 **Further details:** Full details of the Authority’s policies and its plan for 2025/26 for treasury management investments are covered in a separate document, the Treasury Management Strategy, at Appendix M.
- 1.7 The Authority will also be looking to invest in schemes where there is an environmental benefit in its future strategy linked to the Council’s desire to achieve the net zero target by 2050.

Service Investments: Loans

- 1.8 The Council lends money for service and regeneration purposes, and to subsidiaries.

1.9 The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. To limit this risk financial vetting is done prior to distributing loans and the value of the loans is immaterial.

1.10 As at 31.03.24 the Council had the following amounts outstanding in relation to loans distributed by its own funding:

Loans in relation to:	Investment Value £m
Kent Empty Property Initiative - No Use Empty	16.078
Marsh Millions	0.048
Kent PFI Company 1 Ltd	2.201
EDSECO Ltd (Trading as The Education People)	0.000
Visit Kent	0.150
Loan to Developer re Chilmington Green	2.580
Total service investments - loans	21.057

Kent Empty Property Initiative - No Use Empty

1.11 The Council runs a “No Use Empty” initiative, which was set up in 2005 with the aim of returning long term empty properties back into use. This operates as a revolving loan fund and is open to those who currently own or have acquired a long-term empty property which needs financial assistance to bring the property back into use for rental or sale. As at 31 March 2024 the debt due to KCC under the scheme totalled £16.078m. Since its inception, the scheme has awarded £61.7m in loans, of which only £143k has been written off as a bad debt. This represents a mere 0.23% of the total loans awarded. The extremely low value of bad debts is aided by the scheme operating a robust application and assessment process, which includes ID checks and proof of additional funds. The applicant must provide at their cost an independent valuation undertaken by a Chartered Surveyor (RICS) to establish current and future values. This is also used within the assessment process as any loan awarded is secured as a charge and registered with Land Registry or Companies House if applicable. Loans are typically offered over 2 or 3 years. A supplementary scheme began in 2020-21 which has allowed an additional £42m of loans to be approved for new builds. These loans provide a 4% return to the Council and there are currently no bad debts associated with these loans.

Marsh Millions

1.12 KCC contributed to the Marsh Millions loan scheme. This was set up to aid small businesses in the Romney Marsh area. As at 31.03.24 the balance outstanding to KCC was £0.048m.

Kent PFI Company 1 Ltd

- 1.13 In 2013-14 KCC purchased loan notes in Kent PFI Company 1 Ltd, which is the holding company to the contractor who runs six schools for KCC under a Private Finance Initiative (PFI) arrangement. As at 31.03.24 the balance outstanding to KCC was £2.201m.

EDSECO Ltd (Trading as The Education People)

- 1.14 During 2019-20 a loan agreement was drawn up with EDSECo, trading as The Education People, for £2.2m to aid the start-up of the company. The loan was repaid in full on 28th April 2023 so the balance as at 31.03.24 was £nil.

1.15 Visit Kent

During 2020-21 KCC gave a loan to Visit Kent and the balance as at 31.03.24 was £0.15m. Repayment is due in April 2026.

1.16 Loan to Developer re Chilmington Green

The Council entered into a loan agreement with a developer in March 2024, in order for the developer to deliver infrastructure works which are required before the site transfers to the Department for Education (DfE), for the DfE to then build a new secondary school at Chilmington Green, Ashford. The loan is due to be repaid before 1st March 2027.

Service Investments: Shares

- 1.17 As at 31.03.24 the Council had the following equity investments:

Company	Amount Invested £m	Value in Accounts (Fair Value) as at 31.03.24 £m
Kent PFI Company 1 Ltd (Note 1)	1.902	0.950
Global Commercial Service Group Ltd (previously Kent Holdco Ltd)	7.890	15.530
Total service investments - shares	9.792	16.480

Note 1: Kent PFI Company 1 Ltd is the special purpose vehicle (SPV) for the BSF School's PFI contract. The PFI contract is the only asset of the SPV and, as such, the value of the investment in Kent PFI Company 1 Ltd is expected to diminish over the remainder of the PFI contract term.

1.18 **Service Investment: Property**

As at 31.03.24 the Council had the following service investments in property:

Property	Initial Investment (Build Costs) £m	Value in Accounts (Fair Value) as at 31.03.24 £m
Creative Enterprise Quarter Industrial Units, Ashford units 1, 2, 3, 14, 18, 19, 20, 21, 22, 23, 24	2.474	2.605
Jasmin Vardimon Dance Laboratory	6.401	4.542
Kings Hill Solar Park	4.230	5.146
Total service investments - property	13.105	12.293

Creative Enterprise Quarter, and Jasmin Vardimon Dance Laboratory, Ashford.

KCC has invested in the Creative Enterprise Quarter in Ashford, using both own resources and a significant amount of external funding to create a suitable space for the Jasmin Vardimon Dance Laboratory. This investment included the build of industrial units to ensure a financially viable project. Some of the units have been sold and those identified in the table are being retained for rental income.

Kings Hill Solar Park

KCC has invested in the construction of a solar park as part of its Net Zero strategy, by using a significant amount of public sector decarbonisation grant funding and its own resources. This came into operation in October 2023 and provides an income stream through the Global Commercial Service Group (previously Kent Holdco Ltd).

- 1.19 The Council considers each investment on a case-by-case basis and uses several criteria to obtain a risk/benefit analysis for the Council. Overall, the value of loans outstanding and equity investments as at 31.03.24 are immaterial in relation to the Council's balance sheet. The service benefits derived from these investments are deemed to outweigh the risks. The Council makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue payments.

Commercial Investments: Property

- 1.20 The Council invests in property with the intention of making a profit that will be spent on local public services. The main property investments are listed below:

Property	Purchase/ build cost (including fees)	Value in accounts as at 31.03.23	Value in accounts as at 31.03.24
	£m	£m	£m
Sheehan House	0.723	1.080	0.780
Eurogate	2.275	3.511	3.398
1 & 42 Kings Hill Avenue	23.000	25.883	26.095
Total	25.998	30.474	30.273

- 1.21 There are several other properties that now come under the definition of investment, because they are held by the Council for no other purpose other than for income or appreciation, although the original acquisition was not for investment purposes. The total value of these properties owned by the Council as at 31.03.24 is disclosed below:

	Value in accounts as at 31.03.23	Value in accounts as at 31.03.24
	£m	£m
Total of other property investments	5.582	3.993

- 1.22 **Security:** In accordance with government guidance, the Council considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs, which the table above shows is the case for all such properties.

A fair value assessment of the Council's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2024-25 year-end accounts preparation and audit process value these properties below their purchase cost, then an updated investment strategy will be presented to full council detailing the impact of the loss on the security of investments including any revenue consequences. However, the Council is not specifically relying on the sale of these assets to fund future expenditure, therefore the risk relating to fluctuations in the property market is minimal.

Investment Indicators

1.23 The Council has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions:

- 1) Total Risk Exposure: the first indicator shows the Council's total exposure to potential investment losses.

Investment exposure	31.03.24 Actual £m
Service investments: Loans	21.057
Service investments: Shares	9.792
Service investments: Property	13.105
Commercial investments: Property	25.998
Total	69.952

- 2) Net income from commercial and service investments to net revenue stream: This prudential indicator is calculated to show the proportion of income from commercial and service investments to the Council's net revenue stream and is included in the Council's Capital Strategy document at Appendix O. This indicator shows that the proportion of income from commercial and service investments to net revenue stream is forecast to be 0.34% for 2024-25.

1.24 Other investment indicators:

It is not considered necessary to publish any additional investment indicators at this time, but this will be reviewed annually.

SECTION 17

Appendix O: Capital Strategy

INTRODUCTION

- 1.1 This Capital Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It sets out the strategic direction for KCC's capital management and investment plans and is an integral part of our medium to long term financial and service planning and budget setting process. It establishes the principles for prioritising KCC's capital investment and incorporates requirements from the prudential system.

Capital Expenditure and Financing

- 1.2 Capital expenditure is where the Council spends money on assets, such as property, highways assets or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are deemed *de-minimis*, they are not capitalised and are instead charged to revenue in year.

- 1.3 Details of the Council's policy on capitalisation are included in the Council's annual Statement of Accounts, the relevant extract is set out below:

"Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

- 1.4 All expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment above our *de-minimis* of £10k (£2k in schools) is capitalised on an accruals basis. In this context, enhancement means work that has substantially increased the value or use of the assets. Work that has not been completed by the end of the year is carried forward as "assets under construction".

Capital Strategy Principles

- 1.5 The core principles of the Council's Capital Strategy are as follows:

The Capital Strategy will:

- Be based on delivering the Council's strategic priorities,
- Set out and deliver its statutory responsibilities on a risk-based approach,
- Ensure the capital programme is long term (10 years), deliverable, realistic and affordable,

- Exclude property investments where loans are provided to third parties, such as No Use Empty – these will be considered as part of the Treasury Management Strategy,
- Review the current practice of “no new borrowing” for consideration in 2026-27.
- Health and safety aspects of the Council’s estate and roads will be monitored closely and prioritised accordingly, with emergency situations being dealt with.

The Council’s Strategic Outcomes

- 1.6 *Framing Kent’s Future* – Our Council Strategy 2022-2026, is KCC’s Strategic Statement. *Framing Kent’s Future* sets priorities to ensure we are harnessing the opportunities and addressing the challenges being faced by KCC as an organisation and by the residents of Kent It is structured around four strategic priorities that KCC will aim to deliver - Levelling Up Kent, Infrastructure for Communities, Environmental Step Change and New Models of Care and Support. The overall budget strategy, articulated through *Securing Kent’s Future* has recognised that due to the economic consequences of global and national circumstances there will be policy and service decisions that must be taken to balance the budget which could run counter to the priorities and ambitions set out in *Framing Kent’s Future*. This applies equally to the capital strategy. This means that delivery of some of the ambitions may be deferred until later in the four-year period, with a greater focus in the short-term on ensuring the Council’s financial position is sustainable in the medium term, with a particular focus on the New Models of Care and Support priority.
- 1.7 The Capital Strategy will be refreshed annually to incorporate the organisation’s strategic direction. Business planning across the organisation will adapt to the council’s circumstances for 2025-26, providing oversight of key activity across the Council that contributes to both strategic ambitions and financial sustainability. The capital programme will align itself to the business planning process.
- 1.8 Capital investment should also evidence how it will support the priorities and principles set out in significant strategies. The following are examples of the Council’s key strategies:
- Local Transport Plan 5 – this plan sets out the county’s strategic transport priorities
 - Highways Asset Management Plan 2021/22 to 2025/26.
 - Strategy for the Future of Education in Kent 2025-2030 (Due for publication in 2025)
 - Commissioning Plan for Education Provision 2024-28 – this sets out changes to existing schools and commissioning of new schools.
 - The KCC Environment Plan.
 - Asset Management Strategy– this sets the framework for managing the Council’s property portfolio effectively.
 - KCC Digital Strategy 2024-27 – this outlines the plans for digital transformation within the council.

- KCC's People Strategy 2022-27 – this sets out how it will shape the future of work within the council.
- Making a difference every day - Our strategy for Adult Social Care 2022 to 2027.

Affordability

- 1.9 Capital plays an important role in delivering long-term priorities as it can be targeted in creative and innovative ways. However, capital is not unlimited or “free money” – capital funding decisions can have significant revenue implications. Every £10m of prudential borrowing costs approximately £0.9m per annum in revenue financing costs (including repayment of the principal) for 25 years, assuming an asset life of 25 years. For Information Technology projects the revenue costs are much higher per annum as the life is shorter. This is in addition to any ongoing maintenance and running costs associated with the investment. The more revenue that is tied up to repay borrowing, the less is available for service provision, and this is considered alongside revenue pressures.
- 1.10 In assessing affordability, indicators set by the Prudential Code and the Council's own internal set of fiscal indicators are considered. The fiscal indicator “net debt costs should not exceed 10% of net revenue spending” is considered a suitable indicator to help ensure long-term affordability of the capital programme. The Council is following the reporting requirements of the 2021 Prudential Code.
- 1.11 In 2024-25, the Council is planning capital expenditure of £m as shown in the following table:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
General Fund services	236.9	347.6	282.9	272.7	178.9
Capital investments*	0.4	0.1	0.0	0.0	0.0
TOTAL	237.3	347.7	282.9	272.7	178.9

*Represents spend on service investments.

- 1.12 The main General Fund capital projects for 2025-26 include: investments in highways and other transport improvements (£76m), highways, structures & waste enhancement (£71m), additional school places to increase capacity (£66m), other school projects (£31m), modernisation and improved utilisation of council premises (£26m), economic development initiatives (£11m), community projects (£1m) and adults, social care and health (£1m). The

Council does not incur capital expenditure on investments primarily for financial return which is in line with the 2021 Prudential Code.

- 1.13 **Governance:** Service managers bid to include projects in the Council's capital programme. Capital finance colleagues provide advice during this process. Projects must come forward with alternative options for delivering outcomes, and with a variety of funding options. All projects must be supported by a business case, using the agreed template which captures this information. The business case must also show realistic phasing of the proposed project, with project plans to support this. If a project slips, funding assigned to that project could have been attributed to other worthy projects that were ready to proceed. A critical element of the business case is to identify revenue costs and revenue savings as these will be integral to the budget setting process. Bids are collated by the Capital Team in Corporate Finance who calculate the financing cost (which can be nil if the project is fully externally financed). These are then discussed as part of the budget process, and the final capital programme is presented to Cabinet in January and to County Council in February each year for approval. Bids requiring KCC funding are not currently being encouraged to mitigate against the challenging global and national financial situation.

Statutory Requirements

- 1.14 The Council will ensure that appropriate capital funding is allocated on a risk-based approach, to meet immediate statutory requirements, such as basic need, health and safety, Disability Discrimination Act (DDA) and other legal requirements. Increasingly, it is anticipated that satisfying statutory requirements and avoidance of legal challenges will need to play a more prominent role in capital investment decisions. Nonetheless, whilst there may be a statutory requirement, capital bids will still need to explore alternative options to satisfy the affordability requirement. Capital spend may not always be necessary to achieve the minimum or required outcomes. Funding for capital projects will be applied in the most logical and efficient way, for example, to use specific grants for their intended purpose or time limited funding first, and where grant is not sufficient other sources of external funding will be explored, before using the Council's resources.

Invest/Spend to save bids

- 1.15 Invest/spend to save bids are encouraged as these will be integral to achieving additional savings/income which is increasingly important to ease the pressure on the revenue budget, although not at the expense of meeting the Council's statutory obligations and strategic priorities. Any bids under this category will be rigorously reviewed and challenged to ensure all relevant costs including any costs of borrowing or other revenue impacts have been adequately accounted for and the identified savings are realistically achievable within a reasonable period.

Enhancement of Existing Estate and Roads

- 1.16 Maintenance of the estate and highway roads and structures network is coming under increasing pressure following years of reactive works. The 10-year capital planning period helps provide the service with future funding stability and the ability to highlight forthcoming pressures for early consideration by Members. In addition to the investment set out in Appendices A and B, funding will be made accessible if required for urgent/emergency works.
- Full details of the Council's capital programme are set out in Appendices A and B.

FUNDING

- 1.17 All capital expenditure must be financed, either from external sources (government grants, developer contributions and other external funding), the Council's own resources (revenue, reserves and capital receipts from sale of assets) or borrowing. The planned financing of the above expenditure is shown in the following table.

Table 2: Capital financing in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
External sources*	172.5	283.7	208.1	179.3	121.5
Own resources	29.8	23.6	29.6	10.5	7.0
Borrowing	35.0	40.4	45.2	82.9	50.4
TOTAL	237.3	347.7	282.9	272.7	178.9

*External sources include funding from loan repayments. The Council operates several revolving loan schemes, the majority of which are funded from external sources. However, this will also include an element of funding that was originally from the Council's own resources but cannot now be separately identified.

Grants

- 1.18 The challenging financial environment means that national government grants are reducing or changing in nature and becoming more heavily prescribed. These prescriptions reduce the freedom to decide where and how to spend grants – they are largely tied to specific service areas such as education or highways and must be closely monitored. The Council's aim is to use other, less specific grants for their intended purpose in a way that meets statutory obligations. Where the grant is not sufficient, other sources of external funding such as Central Government grants and s106/Community Infrastructure Levy

(CIL) will be explored first, before using the Council's resources such as capital receipts and borrowing.

Developer Contributions: Community Infrastructure Levy (CIL)/S106

- 1.19 Developer contributions assist in mitigating the impact of new development on infrastructure. Funding can only be secured if it meets the three statutory tests set out in Regulation 122 of the Community Infrastructure Levy Regulations 2010 (Statutory Instrument 2010/948). The nature of s106 agreements means that once the total funding figure has been secured with a s106 contract, in some cases, the funding is received by the County Council in staged payments as the development is built out, with the full funding potentially not received until the development has been fully completed. Depending on size, a development can take several years to be fully completed. Developer contributions will be built into the programme at the point they are secured within s106 agreements, but it must also be recognised that at this point there are still risks around the timing that funding is received. Careful monitoring of expenditure against funding triggers is therefore a critical factor to be considered when profiling capital spend that includes developer contributions.
- 1.20 Any forward funding arrangements of developer contributions must be approved to ensure appropriate debt costs of forward funding are built into the repayments. The repayment schedule must be formalised by being built into the s106 agreement. It is always difficult to predict when a development will commence and how long it takes to be completed. Therefore, ongoing engagement between Infrastructure and the Development Investment Team, alongside the monitoring of development progress, is critical to ensure infrastructure is delivered at the most efficient time.
- 1.21 Several districts in Kent have adopted the Community Infrastructure Levy (CIL), a flat rate tariff charge based on the floorspace of the development being proposed. CIL rates are set by districts, as the Charging Authorities, through their CIL Charging Schedules. They are also responsible for collection and spend of the levy. The share of CIL funding which the County Council will receive varies across the County and also depends on the individual CIL governance that is set up and the decisions of district council administered CIL Spending Boards. This means that the future CIL income is unknown and cannot currently be forecast, as unlike s106 agreements, KCC does not automatically receive a share.
- 1.22 The "pooling restriction" was removed in 2019 through a further amendment to the original Community Infrastructure Levy Regulations 2010. This had previously prevented local authorities using more than five section 106 obligations to fund a single infrastructure project. This is a positive move as a single infrastructure project can now be funded by a number of Section 106 agreements or, combined with CIL, and will therefore help to unlock funds. However, the monitoring requirements have increased significantly, including the statutory requirement to produce an annual [Infrastructure Funding Statement](#) which demonstrates the amount of developer contributions being held by the authority for expenditure on specific capital projects.

- 1.23 Emerging Government policy and legislation, including the Levelling Up and Regeneration Act 2023, may potentially have a significant impact on the way developer contribution funding is collected and distributed in the future. The Act introduced a new Infrastructure Levy, intended to replace the Section 106 and CIL regimes. The new Government elected in 2024 has indicated that the Infrastructure Levy will not be taken forward and the existing CIL and Section 106 regimes will remain in place, albeit subject to further reform. The Government is yet to publish any further details as to how changes to developer contributions will be taken forward.

Borrowing

- 1.24 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Borrowing is a combination of external loans and internal borrowing (from cash reserves). Debt is usually only repaid when a loan matures. Occasionally the Council can refinance debt with replacement borrowing at a lower rate of interest, this is rare as there are usually excessive penalties to repay loans earlier than their normal maturity. Planned MRP debt during the medium-term planning period is as follows:

Table 3: Replacement of debt finance (MRP) in £millions

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
MRP	59.4	59.7	60.1	60.9	67.9

➤ The Council's full minimum revenue provision statement is at Appendix P.

- 1.25 The level of borrowing to fund the capital programme considers the revenue implications and the requirements of the prudential code. In line with the Code, borrowing is not undertaken in advance of need. The 10-year capital programme planning period will assist in more effective management of borrowing levels over the longer-term.
- 1.26 The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with repayments from MRP and capital receipts used to replace debt. The CFR is expected to decrease by £19.3m during 2024-25 to £1.249bn. Based on the above figures for expenditure and financing, the Council's estimated CFR is shown in table 4:

*Table 4: Prudential Indicator: Estimates of Capital Financing Requirement
£millions*

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
TOTAL CFR	1,268.3	1,249.0	1,234.1	1,256.1	1,238.6

The in-year movement in the total row equals borrowing from table 2 less MRP from table 3.

As a result of International Financial Reporting Standard (IFRS)16 the CFR will increase by approximately £56m as at 31.03.2025.

Asset Management and Capital Receipts

- 1.27 To ensure that capital assets remain useful in the long term, the Council has recently been finalising the 2024-2030 Asset Management Strategy (AMS) to replace the current 2018-2023 Strategy. This new Strategy provides a framework for effectively managing the Council's owned, tenanted, and leased assets over the next 6 years. It aligns with Kent County Council's (KCC's) statutory duties, policies, and corporate strategies, guiding future strategic property decisions.

The Strategy aims for optimal and flexible use of these assets, ensuring they are appropriately located and sustainably maintained. It considers the future needs of KCC's services, with short, medium, and long-term planning. This approach ensures that the Council's assets are effectively utilised and future proofed.

Additionally, the Strategy promotes efficient use of KCC's assets and encourages collaboration with partners for shared use, enhancing efficiency in delivering KCC's statutory and essential services. Securing our short and medium-term position is crucial for effective future planning. Property assets play a vital role in supporting and enabling the Council to transform public service delivery with partners, making an innovative and forward-thinking strategy essential.

- 1.28 When a capital asset is no longer needed, a full options appraisal will determine its future. The asset may be sold, and the proceeds, known as capital receipts, can be used to fund new assets or repay debt. The Council has implemented a rigorous disposal programme over the past few years, which has helped minimise borrowing levels. However, moving forward, the same level of receipts will not be achievable as many surplus assets have already been sold.

Increasingly, capital receipts will need to be generated from underutilised assets rather than surplus ones. In some cases, this may require additional

capital investment to maximise potential capital receipts. Such investments will be subject to robust assessment protocols on an individual scheme basis as part of refreshing future capital programmes.

The Council's Infrastructure division will continue to collaborate with service directorates and public sector partners to explore options for optimising asset use. This includes seeking to release property and maximise capital receipts, with the aim of creating a sustainable pipeline of funds for the future.

Capital investment in the estate

- 1.29 The new AMS refers to ensuring that any business cases for investment in new non-school buildings not only considers the upfront costs to deliver and the day to day running costs, but also the environmental impact of increasing the size of the estate. It is also critical that any business case includes revenue contributions to a capital reserve for the buildings long term maintenance costs as the existing budget used for that, the Modernisation of assets budget, is already stretched too far as its insufficient for the number of non-school assets that KCC is responsible for.
- 1.30 In the later years of the AMS, to ensure the estate can be managed sustainably, it may be necessary to invest in new technology and systems to optimise the management of the buildings. This will be on an invest to save basis that demonstrates the benefits of the investment.
- 1.31 The Council plans to use up to £8m of capital receipts (under the Government direction that allows revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services to be funded from asset sale proceeds) as a one-off measure to balance the 2025-26 revenue budget. This reduces the level of receipts available to fund capital expenditure.
- 1.32 Repayments to the Council of capital grants, loans to third parties and investments also generate capital receipts. The timing of when capital receipts are banked and applied to fund the capital programme will not necessarily match, and where necessary, timing differences will be managed through short term internal borrowing from cash balances. The following table shows when the Council plans to apply capital receipts and loan repayments to fund the capital programme in the coming financial years:

Table 5: Capital receipts to be applied in £millions

	Prior Years	2025-26 budget	2026-27 budget	2027-28 budget
Application of asset sales	16.7	16.1	4.4	0.5
Loan repayments	71.1	9.4	8.6	10.6

Treasury Management

- 1.33 Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Council's spending needs while managing the risks involved. Surplus cash is invested earning revenue income until required, while any liquidity shortage would be met by short-term borrowing to avoid excessive overdraft fees. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.
- 1.34 As documented in the proposed treasury management strategy for 2025-26, the budget for external borrowing costs for 2025-26 is £31.1m based on the Council's current external debt portfolio (anticipated to be £710m at 31 March 2026) and assuming no new external borrowing is undertaken during 2025-26. The budget for net investment income in 2025-26 is £11.5m, based on an average investment portfolio of £442m at an average interest rate of 4.00%.¹ If actual levels of investments and borrowing, or actual interest rates, differ from forecast, performance against budget will be correspondingly different. The resultant net cost of treasury (interest payable costs less net investment income) is expected to be £19.6m for 2025-26.
- 1.35 **Borrowing strategy:** The Council's main objective when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. The Council does not borrow for the primary purpose of financial return and therefore retains full access to the Public Works Loan Board.
- 1.36 Projected levels of the Council's total outstanding debt comprising external borrowing and other long-term liabilities identified in the balance sheet (including PFI liabilities, leases, etc) are shown below, compared with the capital financing requirement (see above) and the resulting balance funded from internal borrowing (cash balances).

¹ Gross investment income for 2025-26 is estimated to be £19.8m including £8.3m attributable to other bodies.

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement in £millions

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
Other Long-term Liabilities**	178.5	169.3	159.1	147.8	136.8
External Borrowing*	771.9	716.0	684.7	660.6	653.3
Total Debt	950.4	885.3	843.8	808.4	790.1
Capital Financing Requirement**	1,268.3	1,249.0	1,234.1	1,256.1	1,238.6
Internal Borrowing (cash balances)	317.9	363.7	390.3	447.7	448.5

*The Council manages debt on behalf of Medway Council that was transferred to it following the reorganisation that created Medway Council. The value of this debt has been excluded from external borrowing shown in table 6 in accordance with the Prudential Code.

** Both the CFR and the other long term liabilities figures will be impacted by IFRS16 by approximately £56m as at 31.03.25. This will have no overall impact on the Internal Borrowing (cash balances) figure. Under this new standard the treatment of leases will change from the current distinction between operating and finance leases, leading to more leases being recognised on the balance sheet.

1.37 Statutory guidance is that total debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

1.38 **Liability benchmark:** To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This is shown in the Treasury Management Strategy at Appendix M.

1.39 **Affordable borrowing limit:** The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. Both limits are set with reference to the Council's plans for capital expenditure and financing. The authorised limit provides headroom over and above the operational boundary sufficient for unusual cash movements.

➤ Further details on borrowing are in the Treasury Management Strategy – see Appendix M.

Table 7: Prudential Indicator: Authorised limit and operational boundary for external debt in £millions

	2024-25 limit	2025-26 limit	2026-27 limit	2027-28 limit
Authorised limit – borrowing	1,260.6	1,200.6	1,232.8	1,225.4
Authorised limit – other long-term liabilities	168.0	239.9	228.6	217.6
Authorised limit – total external debt	1,428.6	1,440.5	1,461.4	1,443.0
Operational boundary – borrowing	1,160.6	1,100.6	1,132.8	1,125.4
Operational boundary – other long-term liabilities	168.0	214.9	203.6	192.6
Operational boundary – total external debt	1,328.6	1,315.5	1,336.4	1,318.0

The operational boundaries and authorised limit include capacity for managing the transferred debt belonging to Medway Council as referred to under table 6. This ensures that the Council has sufficient capacity to manage its own ultimate borrowing requirement.

The operational boundary has been increased to reflect the expected impact of IFRS16 from 31.03.25.

1.40 Treasury Investment strategy: Treasury investments arise from receiving cash before it is paid out again, including balances of reserves. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

1.41 The Council's policy on treasury investments is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, the liquidity of investments and the risk of receiving unsuitably low investment income. Cash that is likely to be spent in the near term is invested securely, in particular in Money Market Funds, with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, equity and property funds, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy, and the Council may request its money back at short notice.

Table 8: Treasury management investments in £millions

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
Near-term investments	278.9	206.6	185.7	146.1	199.2
Longer-term investments	174.5	179.0	180.8	182.6	184.4
TOTAL	453.4	385.6	366.5	328.7	383.6

- Further details on treasury investments are in the Treasury Management Strategy at Appendix M.

1.42 **Risk management:** The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

1.43 **Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Director of Finance and finance staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury management activity are presented to Governance and Audit Committee with half-yearly and annual reports going to County Council. The Treasury Management Group (TMG) is responsible for scrutinising treasury management decisions. This is a Member group supported by officers and chaired by the Cabinet Member for Finance, Corporate and Traded Services.

Investments for Service Purposes

1.44 The Council makes investments to assist local public services, including making loans to or buying shares in other organisations (service investments). In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to generate a surplus after all costs.

1.45 **Governance:** Decisions on service investments are made by the relevant service manager after consultation with and approval of the Corporate Director of Finance and must meet the criteria and limits laid down in the investment strategy. Most loans and shares are capital expenditure and purchases will therefore also be approved as part of the capital programme.

- Further details on service investments are in the Investment Strategy at Appendix N.

Commercial Activities

- 1.46 With central government financial support for local public services declining, the Council has, in the past, strategically invested in commercial property purely or mainly for financial gain. Some of these are still held, and all details are available in the Investment Strategy at Appendix N.
- 1.47 With financial return being the main objective, the Council accepted higher risk on commercial investment than with treasury investments. The principal risk exposures include void periods when properties are empty and reductions in market value. These risks were managed by a rigorous appraisal process prior to any acquisition decision. Total commercial investments as at 31st March 2024 were valued at £30.3m.
- 1.48 In line with Government expectations, the Authority will not be pursuing commercial investments going forward.
- 1.49 **Governance:** Decisions on commercial investments and disposals have been made by the Director of Infrastructure in accordance with the Councils constitution, and more relevantly the Property Management Protocol, and following consultation with and approval of the Corporate Director of Finance. Property and most other commercial investments are also capital expenditure and purchases have also been approved as part of the capital programme. The proportion of net income from commercial and service investments to net revenue stream are shown in Table 9.
- Further details on commercial investments and limits on their use are included in the Investment Strategy – Appendix N.

Table 9: Prudential indicator: Net income from commercial and service investments to net revenue stream

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget	2027/28 budget
Total net income from service and commercial investments £m	8.6	4.9	5.2	4.7	4.7
Proportion of net revenue stream (%)	0.65	0.34	0.34	0.29	0.28

- The Council also has commercial activities in several trading companies, details of which are included in the Investment Strategy – Appendix N.

Liabilities

- 1.50 In addition to the forecast debt detailed in table 6, the Council is committed to making future payments to cover its pension fund deficit (valued at £34.8m as at 31.03.24). It has also set aside £59.4m in general reserves, which is the estimated balance as at 31.03.25 before any drawdown to fund a 2024-25 overspend, should it be required. This reserve balance is to cover unforeseen risks as identified in the Reserves Policy – Appendix H to this document and is after significant drawdown to fund the revenue budget overspend in 2022-23, which if the draft 2025-26 budget proposals are approved will have been fully repaid by 2025-26. The Council has identified a number of budget risks but has not put aside any money because the Council has sufficient reserves (before any drawdown to fund a 2024-25 overspend) to cover these eventualities should they arise. These risks are identified in the Budget Risks Register at Appendix J to this document, which includes the risk of the impact on reserves of the 2024-25 overspend.
- 1.51 **Governance:** Decisions on incurring new discretionary liabilities are taken by service managers after consultation with and approval of the Corporate Director of Finance. The risk of liabilities crystallising and requiring payment is monitored by Corporate Finance and included in monitoring reports.

Revenue Budget Implications

- 1.52 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

	2023-24 actual	2024-25 forecast	2025-26 budget	2026-27 budget	2027-28 budget
Proportion of net revenue stream	8.17	7.41	6.76	6.35	6.39

- 1.53 **Sustainability:** Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Director of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable because of the rigour which has been applied to the appraisal of schemes and the application of an affordable future borrowing strategy based on an absolute fiscal limit that the costs of borrowing cannot exceed 10% of the annual revenue budget. The Capital Programme will be reviewed and revised annually to ensure it is affordable in the medium term.

Knowledge and Skills

- 1.54 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the interim Corporate Director of Finance is a member of the Chartered Institute of Public Finance and Accountancy (CIPFA), and the Council's finance team includes a number of qualified accountants who are members of professional accountancy bodies including the Association of Chartered Certified Accountants (ACCA), Chartered Institute of Management Accountants (CIMA), Institute of Chartered Accountants in England and Wales (ICAEW) and CIPFA. In addition, KCC Finance is an approved employer with professional accreditations from ACCA and CIPFA.
- 1.55 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Link Group as treasury management advisers, and Amey/Kier/Skanska as property consultants/facilities management contractors. The Council will use the services of other specialists and consultants as necessary. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 1.56 The Council's policy on the use of external advisers is that where a contract for a consultant is estimated to cost £50,000 or more, details of the proposed award must be forwarded to the relevant Cabinet Member prior to the appropriate officer making the award.

Governance Arrangements

- 1.57 The governance arrangements for the capital programme are as set out in the Council's constitution.

SECTION 18

Appendix P: Annual Minimum Revenue Provision Statement

Annual Minimum Revenue Provision (MRP) Statement

Councils are asked to submit a statement on their policy of making Minimum Revenue Provision (MRP) under the guidance issued by the Secretary of State for the Ministry of Housing, Communities and Local Government, under section 21(1A) of the *Local Government Act 2003* to full Council or similar. Any revision to the original statement must also be issued.

MRP represents the minimum amount that must be charged to a council's revenue account each year for financing capital expenditure, which will have initially been funded by borrowing.

In 2008 the Department for Communities and Local Government (DCLG) issued new guidance on the Minimum Revenue Provision. This guidance provided four ready-made options which would be most relevant for the majority of councils but stated that other approaches are not meant to be ruled out, provided that they are **fully consistent with the statutory duty to make prudent revenue provision**. The options that we have implemented since this new guidance came into operation are:

- 4% of our capital finance requirement before the change in regulations.
- The asset life method in subsequent years. This method provides authorities with the option of applying MRP over the life of the asset once it is in operation, so for assets that are not yet operational and still under construction we effectively have an "MRP holiday".

The total of these two methods has provided the annual MRP figure since the regulations changed up until 1 April 2014. However, what this did not do was align the MRP with the repayment of debt and other long term liabilities. Since 1 April 2014 we have continued with the existing calculations but then considered whether an adjustment is required to reflect the timing of internal and external debt repayment and other long term liabilities. We will continue with this approach, which is more prudent, given the challenges that the Council continues to face.

Any adjustment made will be reflected in later years to ensure the overall repayment of our liabilities is covered at the appropriate point in time. This will depend on the position of the balance sheet each year and will be a new calculation each year but using the same principles.

This method retains the guidance calculations but allows for a more prudent approach, ensuring that adequate provision is made to ensure debt is repaid.

Each year an updated MRP statement will be presented.

SECTION 19

Appendix Q: Flexible Use of Capital Receipts

Flexible use of Capital Receipts Strategy 2025-26

1. Introduction

Traditionally, capital receipts could only be used for specific purposes as set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) regulations 2003 made under section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure. The use of capital receipts to support revenue expenditure is not permitted by the regulations.

The proposals within this Flexible use of Capital Receipts Strategy have been prepared based on a capitalisation direction issued by the Secretary of State under Sections 16(2)(b) and 20 of the Local Government Act 2003: Treatment of Costs as Capital Expenditure.

The government allows local authorities further flexibilities to fund revenue costs from capital sources including allowing borrowing to fund general cost pressures (with a commitment to future efficiency savings), funding specific invest to save revenue costs from borrowing, and allowing authorities to use the proceeds from selling investment assets to fund revenue pressures or increase reserves or repay debt.

2. Process and Regulations

Before the council can flexibly use capital receipts it must prepare, publish, and maintain a 'flexible use of capital receipts strategy'. This must consider the impact of this flexibility on the affordability of borrowing by including updated prudential indicators. Full Council must approve this strategy before any qualifying expenditure is incurred. The current government directive allowing the flexible use of capital receipts ends on 31 March 2030.

Under the Flexible Capital Receipts guidance, the Secretary of State sets out that individual authorities are best placed to decide which expenditure projects are best to be funded by capital receipts. The key criteria for expenditure to qualify is that the schemes must be designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether a project qualifies for the flexibility.

Capital receipts used under the direction must be from genuine disposals (qualifying disposals). That is, disposals where the authority does not retain an interest, directly or indirectly, in the assets once the disposal has occurred.

Each authority should disclose the individual projects that would be funded or part-funded through the capital receipts flexibility to Full Council. This requirement can be satisfied as part of the annual budget setting process, through the Medium Term Financial Plan.

The Guidance recommends that the council produces a 'flexible use of capital receipts strategy' setting out details of projects to be funded through flexible use of capital receipts be prepared prior to the start of each financial year. The Guidance allows local authorities to update the strategy during the year.

It is a required condition of the direction that authorities must send details setting out their planned use of the flexibility to the Secretary of State, in advance of its use for each financial year. This is to make sure that the government is adequately sighted on the use of the flexibility and can monitor how it is used - it is not a process of approval.

Authorities may update their plans and resubmit to the Secretary of State during the year if things change.

3. Proposed Flexible Use of Capital Receipts in 2025-26

The council currently has a number of transformation schemes with one-off or time limited activity costs.

The proposal for 2025-26 is to use £8m of capital receipts funding to support the delivery of the Oracle Cloud project. Oracle Cloud is a transformational replacement of the Technology platform which will modernise the way the core system capabilities work and perform across finance, people and procurement.

The current version of Oracle E Business Solution is 20 years old, and is no longer supported by Oracle. This presents significant risk to KCC which, although mitigated through a specialist support supplier, still presents challenges and inefficient processes.

The aim of this transformational programme is to deliver a solution that allows KCC to take advantage of modern technologies and processes and provide a platform for the future.

The total expenditure on the Oracle Cloud Programme is significant over a three year planning and delivery schedule, with the balance of spending being met from ear-marked reserves.

4. Rationale and Considerations

In the opinion of the Section 151 Officer the expenditure for Oracle Cloud project shown in Section 3, for the council to apply the 'flexible use of capital receipt strategy' freedom, qualifies on the basis that the expenditure would "...generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years...".

The underlying rationale for the approval of the flexibility is to reduce the burden on the council's revenue budget and specifically a greater call on the use of reserves, if needed, and therefore support the wider financial resilience of the council.

Capital receipts are ordinarily used to support the funding of the council's capital programme. Re-directing capital receipts under a 'flexible use of capital receipts strategy' would ordinarily lead to a corresponding increase in the council's underlying need to borrow to fund its planned capital programme. However, the level of capital receipts

forecast to be received by 31 March 2025 has exceeded the assumed amount by £8m, so there is no adverse impact on capital borrowing. Notwithstanding this proposed use of receipts the council will continue to evaluate the use of the capital receipts from a treasury management perspective against other options in terms of utilising these resources to meet the Councils capital financing needs.

5. Financial Implications

Utilising the capital receipts flexibility would mean that the council's reserves would not decrease for the £8.0m indicative cost of the transformation activities. This funding along with the associated costs are factored into the council's final draft budget plans for 2025-26 alongside the savings and operational efficiency gains that are expected to be generated from the transformation activity.

Not utilising the flexibility would mean that there would need to be an increase in the use of the council's reserves.

Approving the strategy in this report does not commit the council to adopting it. The Section 151 Officer will consider the optimal funding strategy, including the alternative option set out, based on available capital receipts and the actual and forecast level of reserves at the end of the financial year.

6. The Prudential Code

The Council has due regard to the requirements of the Prudential Code and the impact on its prudential indicators from the application of this Flexible Use of Capital Receipts Strategy. These capital receipts have not been earmarked as funding for any other proposed capital expenditure and therefore there is no anticipated additional impact on the Council's prudential indicators as set out in the Council's Treasury Management Strategy.

The Council will also have due regard to the Local Authority Accounting Code of Practice when determining and including the entries required from undertaking and funding this activity within the 2025-26 Statement of Accounts.

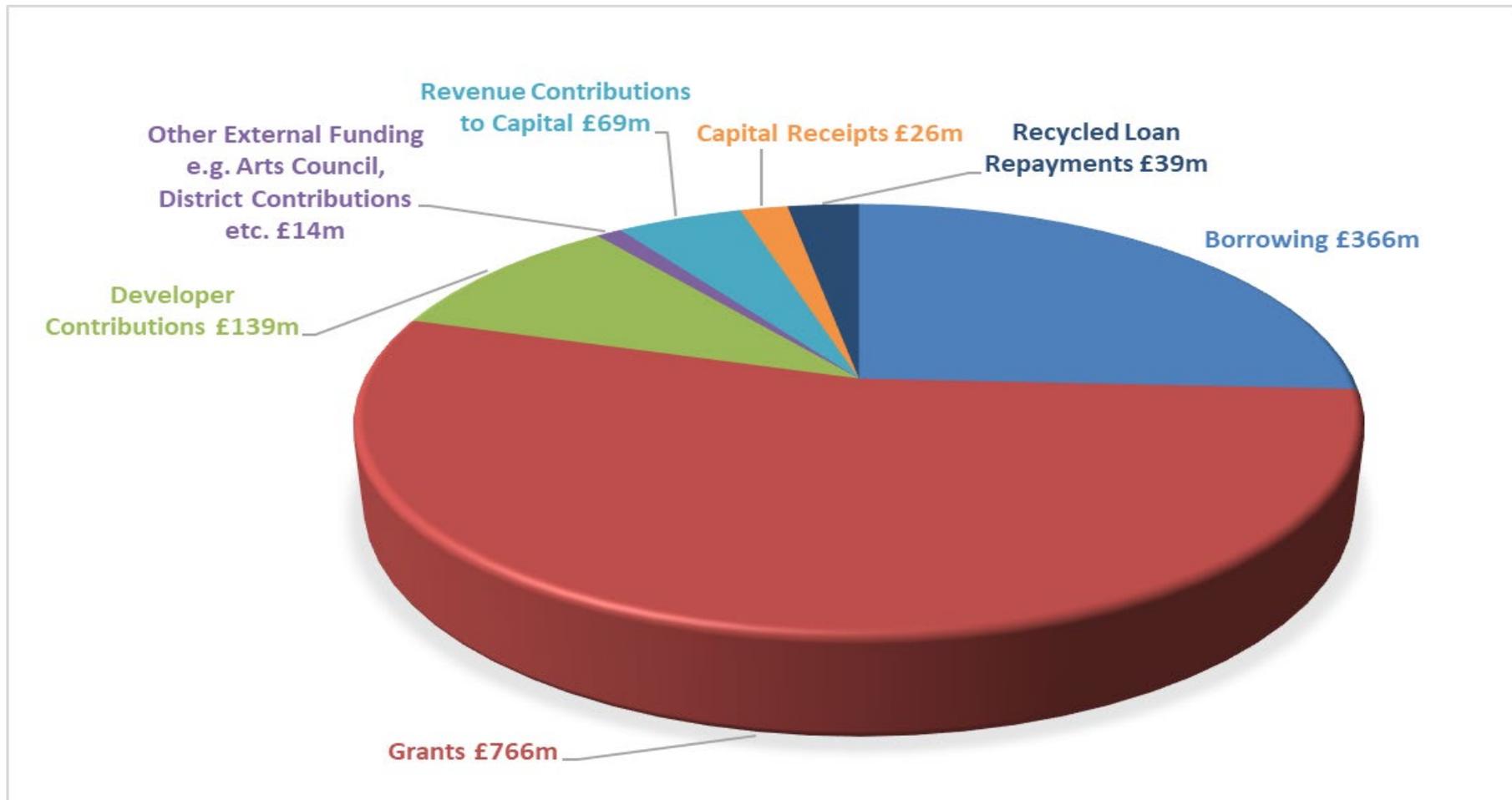
7. Monitoring the Strategy

Implementation of this Strategy will be monitored as part of regular financial reporting arrangements.

SECTION 20

10 Year Capital Programme by Funding (exc. Potential Projects)

10 Year Capital Programme by Funding (excluding Potential Projects)

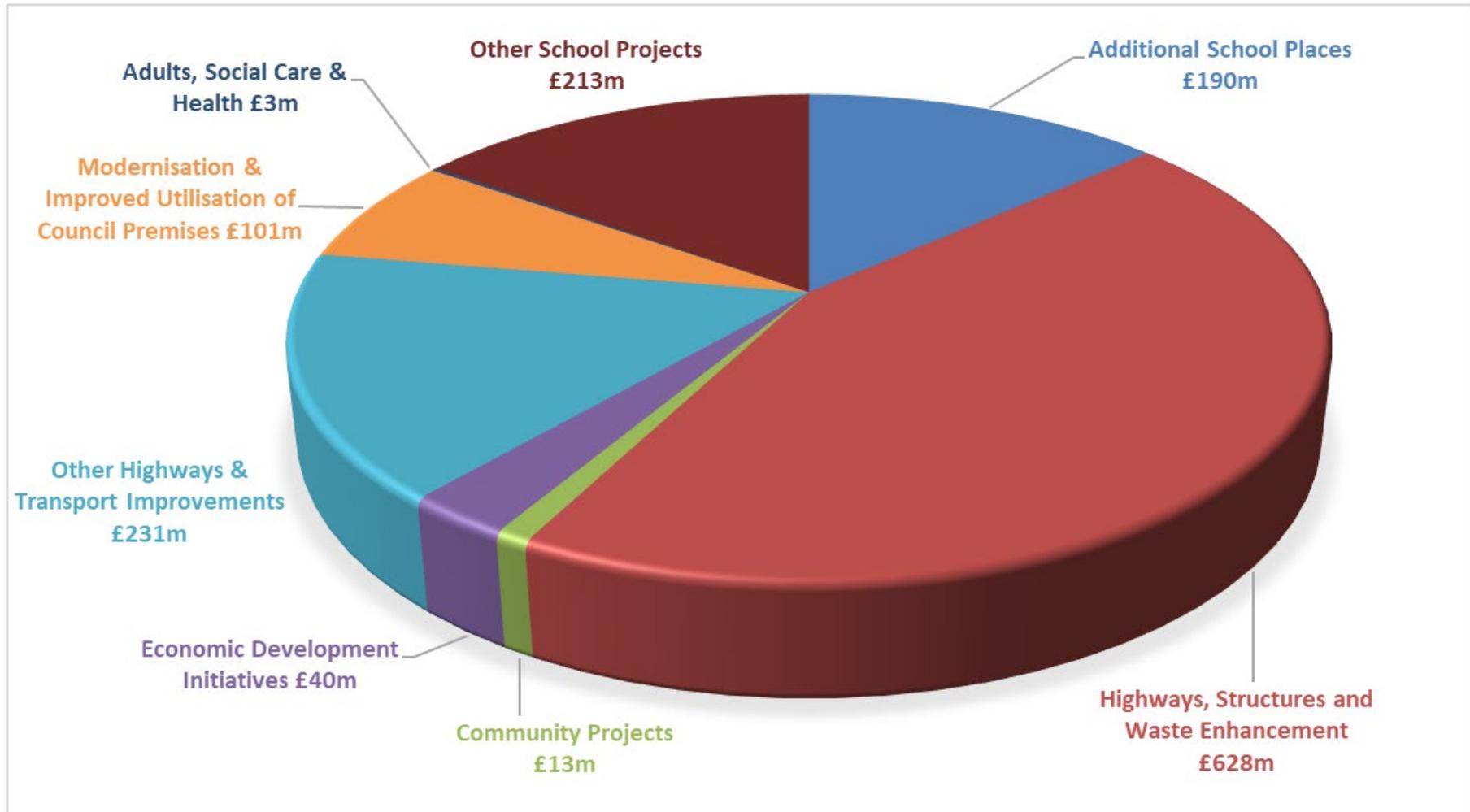


Total £1,419m

SECTION 21

10 Year Capital Programme by Type (exc. Potential Projects)

10 Year Capital Programme by Type (excluding Potential Projects)



Total £1,419m

SECTION 22

2025-26 Revenue Budget Core Service Analysis

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing	non staffing	gross	internal income	external income	grants	net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
ADULTS & OLDER PEOPLE								
1	Direct Payments - Learning Disability (aged 18+)	0.0	34,130.5	34,130.5	0.0	-35.6	0.0	34,094.9
2	Direct Payments - Mental Health (aged 18+)	0.0	7,498.2	7,498.2	0.0	-100.2	0.0	7,398.0
3	Direct Payments - Older People (aged 65+)	0.0	16,002.8	16,002.8	0.0	-3,255.5	0.0	12,747.3
4	Direct Payments - Physical Disability (aged 18-64)	0.0	21,721.9	21,721.9	0.0	-2.2	0.0	21,719.7
	TOTAL DIRECT PAYMENTS	0.0	79,353.4	79,353.4	0.0	-3,393.5	0.0	75,959.9
5	Discharge to Assess - Older People (aged 65+) - Commissioned service	0.0	1,215.4	1,215.4	0.0	-186.9	0.0	1,028.5
	TOTAL DISCHARGE TO ASSESS	0.0	1,215.4	1,215.4	0.0	-186.9	0.0	1,028.5
6	Domiciliary Care - Learning Disability (aged 18+)	0.0	3,019.3	3,019.3	0.0	0.0	0.0	3,019.3
7	Domiciliary Care - Older People (aged 65+) - In house service (Kent Enablement at Home service)	12,134.7	52.6	12,187.3	0.0	-8,609.0	0.0	3,578.3
8	Domiciliary Care - Older People (aged 65+) - Commissioned service	0.0	43,577.6	43,577.6	0.0	-4,547.8	-150.5	38,879.3
9	Domiciliary Care - Physical Disability (aged 18-64) - In house service	0.0	684.4	684.4	0.0	0.0	0.0	684.4
10	Domiciliary Care - Physical Disability (aged 18-64) - Commissioned service	0.0	11,051.7	11,051.7	0.0	0.0	0.0	11,051.7
	TOTAL DOMICILIARY CARE	12,134.7	58,385.6	70,520.3	0.0	-13,156.8	-150.5	57,213.0
11	Non Residential Charging Income - Learning Disability (aged 18+)	0.0	414.1	414.1	0.0	-13,089.9	0.0	-12,675.8
12	Non Residential Charging Income - Older People (aged 65+)	0.0	1,418.2	1,418.2	0.0	-20,285.0	-66.0	-18,932.8
13	Non Residential Charging Income - Physical Disability (aged 18-64)	0.0	248.8	248.8	0.0	-5,338.2	-104.6	-5,194.0
14	Non Residential Charging Income - Mental Health (aged 18+)	0.0	124.4	124.4	0.0	-1,668.4	0.0	-1,544.0
	TOTAL NON RESIDENTIAL CHARGING INCOME	0.0	2,205.5	2,205.5	0.0	-40,381.5	-170.6	-38,346.6
15	Nursing & Residential Care - Learning Disability (aged 18+)	0.0	95,902.4	95,902.4	-45.0	-6,629.0	0.0	89,228.4
16	Nursing & Residential Care - Mental Health (aged 18+)	0.0	24,910.1	24,910.1	0.0	-1,072.7	0.0	23,837.4
17	Nursing & Residential Care - Older People (aged 65+) - Nursing	0.0	78,074.4	78,074.4	0.0	-29,357.9	-41.9	48,674.6
18	Nursing & Residential Care - Older People (aged 65+) - Residential - In house service	11,761.4	10,325.7	22,087.1	0.0	-2,276.3	-1,922.2	17,888.6
19	Nursing & Residential Care - Older People (aged 65+) - Residential - Commissioned service	0.0	144,655.7	144,655.7	0.0	-63,508.2	-72.1	81,075.4
20	Nursing & Residential Care - Physical Disability (aged 18-64)	0.0	34,881.1	34,881.1	0.0	-3,201.3	0.0	31,679.8
	TOTAL NURSING & RESIDENTIAL CARE	11,761.4	388,749.4	400,510.8	-45.0	-106,045.4	-2,036.2	292,384.2
21	Supported Living/Accommodation - Learning Disability (aged 18+) - In house service	3,145.0	1,008.8	4,153.8	0.0	-103.0	-912.9	3,137.9
22	Supported Living/Accommodation - Learning Disability (aged 18+) - Shared Lives Scheme	0.0	4,507.6	4,507.6	0.0	0.0	0.0	4,507.6
23	Supported Living/Accommodation - Learning Disability (aged 18+) - Other Commissioned Supported Living arrangements	0.0	135,957.0	135,957.0	0.0	-1,365.6	0.0	134,591.4
24	Supported Living/Accommodation - Mental Health (aged 18+) - Commissioned service	0.0	30,534.7	30,534.7	0.0	-876.5	0.0	29,658.2
25	Supported Living/Accommodation - Mental Health (aged 18+) - In house service	0.0	256.0	256.0	0.0	0.0	-256.0	0.0
26	Supported Living/Accommodation - Older People (aged 65+) - In house service	0.0	7,860.1	7,860.1	0.0	0.0	-7,836.2	23.9
27	Supported Living/Accommodation - Older People (aged 65+) - Commissioned service	0.0	1,031.0	1,031.0	0.0	0.0	0.0	1,031.0
28	Supported Living/Accommodation - Physical Disability (aged 18-64) - Commissioned service	0.0	15,785.4	15,785.4	0.0	-23.7	0.0	15,761.7
	TOTAL SUPPORTED LIVING/ACCOMMODATION	3,145.0	196,940.6	200,085.6	0.0	-2,368.8	-9,005.1	188,711.7
	Other Services for Adults & Older People							
29	Adaptive & Assistive Technology	781.5	12,846.9	13,628.4	0.0	-9,176.8	0.0	4,451.6
30	Community Support Services for Mental Health (aged 18+)	218.7	1,286.6	1,505.3	0.0	-54.6	0.0	1,450.7
31	Day Care - Learning Disability (aged 18+) - In house service	5,996.4	497.7	6,494.1	0.0	-47.8	0.0	6,446.3
32	Day Care - Learning Disability (aged 18+) - Commissioned service	0.0	18,194.6	18,194.6	0.0	0.0	0.0	18,194.6
33	Day Care - Older People (aged 65+)	257.5	708.9	966.4	0.0	-4.9	0.0	961.5
34	Day Care - Physical Disability (aged 18-64)	0.0	1,358.1	1,358.1	0.0	0.0	0.0	1,358.1
	TOTAL DAY CARE	6,253.9	20,759.3	27,013.2	0.0	-52.7	0.0	26,960.5

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing	non staffing	gross	internal income	external income	grants	net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
35	Housing Related Support for Vulnerable People (Supporting People)	0.0	5,360.9	5,360.9	-295.0	-481.9	-181.7	4,402.3
36	Other Services for Adults & Older People - Legal Charges	0.0	942.2	942.2	0.0	-20.3	0.0	921.9
37	Other Adult Services	0.0	532.8	532.8	0.0	-11.7	0.0	521.1
38	Other Services for Adults & Older People - Safeguarding	2,314.8	800.6	3,115.4	0.0	-164.0	-379.2	2,572.2
39	Social Support - Carers - In house service	2,770.1	104.9	2,875.0	0.0	-10.6	0.0	2,864.4
40	Social Support - Carers - Commissioned service	0.0	13,082.8	13,082.8	0.0	-5,487.1	-11.0	7,584.7
41	Social Support - Information & Early Intervention	0.0	1,530.4	1,530.4	0.0	-726.0	-387.9	416.5
42	Social Support - Social Isolation	0.0	10,442.8	10,442.8	-3,047.0	-1,511.7	0.0	5,884.1
	TOTAL SOCIAL SUPPORT	2,770.1	25,160.9	27,931.0	-3,047.0	-7,735.4	-398.9	16,749.7
	TOTAL OTHER SERVICES FOR ADULTS & OLDER PEOPLE	12,339.0	67,690.2	80,029.2	-3,342.0	-17,697.4	-959.8	58,030.0
	CHILDREN'S SERVICES							
43	Children in Care (Looked After) - Fostering - Disabled Children - In house service	0.0	1,954.9	1,954.9	0.0	0.0	0.0	1,954.9
44	Children in Care (Looked After) - Fostering - Non-Disabled Children - In house service	6,954.2	23,131.9	30,086.1	-416.0	-6.7	0.0	29,663.4
45	Children in Care (Looked After) - Fostering - Disabled Children - Commissioned from Independent Fostering Agencies	0.0	1,501.4	1,501.4	0.0	0.0	0.0	1,501.4
46	Children in Care (Looked After) - Fostering - Non-Disabled Children - Commissioned from Independent Fostering Agencies	0.0	18,028.6	18,028.6	0.0	0.0	0.0	18,028.6
47	Children in Care (Looked After) - Legal Charges - Disabled Children	0.0	228.8	228.8	0.0	0.0	0.0	228.8
48	Children in Care (Looked After) - Legal Charges - Non-Disabled Children	0.0	9,817.0	9,817.0	0.0	0.0	0.0	9,817.0
49	Children in Care (Looked After) - Residential Children's Services - Disabled Children - In house service (Short Breaks Units)	5,549.5	801.3	6,350.8	-1,066.8	-1,207.7	0.0	4,076.3
50	Children in Care (Looked After) - Residential Children's Services - Disabled Children - Commissioned from Independent Sector	0.0	21,835.3	21,835.3	-955.2	-876.0	0.0	20,004.1
51	Children in Care (Looked After) - Residential Children's Services - Non-Disabled Children - Commissioned from Independent Sector	0.0	38,999.4	38,999.4	0.0	-1,003.4	0.0	37,996.0
52	Children in Care (Looked After) - Supported Accommodation - Disabled Children - Commissioned from Independent Sector	0.0	4,165.8	4,165.8	0.0	-498.6	0.0	3,667.2
53	Children in Care (Looked After) - Supported Accommodation - Non-Disabled Children - Commissioned from Independent Sector	0.0	13,275.2	13,275.2	0.0	-297.5	-1,738.0	11,239.7
54	Children in Care (Looked After) - Virtual School Kent	3,411.8	4,520.8	7,932.6	-743.3	-2.8	-4,853.0	2,333.5
	TOTAL CHILDREN IN CARE (LOOKED AFTER)	15,915.5	138,260.4	154,175.9	-3,181.3	-3,892.7	-6,591.0	140,510.9
55	Children in Need - Family Support Services - Disabled Children	1,102.8	12,716.0	13,818.8	-476.5	-1,584.3	0.0	11,758.0
56	Children in Need - Family Support Services - Non-Disabled Children	0.0	3,033.1	3,033.1	-45.2	0.0	-150.0	2,837.9
	TOTAL CHILDREN IN NEED	1,102.8	15,749.1	16,851.9	-521.7	-1,584.3	-150.0	14,595.9
57	Early Help - Early Intervention & Prevention	9,937.0	5,713.9	15,650.9	0.0	-520.0	-5,826.5	9,304.4
58	Early Help - Family Hubs (formerly Children's Centres, Youth Service & Open Access)	10,334.6	4,460.4	14,795.0	-3,497.7	-14.5	-3,832.9	7,449.9
59	Early Help - Youth Offending Service	1,691.8	595.5	2,287.3	-323.6	-382.9	-1,065.4	515.4
	TOTAL EARLY HELP	21,963.4	10,769.8	32,733.2	-3,821.3	-917.4	-10,724.8	17,269.7
60	Education & Personal - Attendance & Behaviour	2,044.3	106.7	2,151.0	0.0	-367.0	-1,784.0	0.0
61	Education & Personal - Early Years Education	0.0	203,233.3	203,233.3	0.0	0.0	-203,233.3	0.0
62	Education & Personal - Education Psychology Service	4,411.4	1,305.5	5,716.9	0.0	0.0	0.0	5,716.9
63	Education & Personal - Individual Learner Support	1,787.8	141.4	1,929.2	-30.1	-265.4	-1,353.3	280.4
64	Education & Personal - Support for Pupils with SEN	4,483.0	26,101.5	30,584.5	0.0	-347.2	-30,237.3	0.0
65	Education & Personal - Education Services provided by The Education People	0.0	9,080.1	9,080.1	-1,731.5	0.0	-4,910.9	2,437.7
	TOTAL EDUCATION & PERSONAL	12,726.5	239,968.5	252,695.0	-1,761.6	-979.6	-241,518.8	8,435.0

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing	non staffing	gross	internal income	external income	grants	net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
OTHER CHILDREN'S SERVICES								
66	Other Children's Services - Adoption & other permanent care arrangements for children	4,071.3	15,871.4	19,942.7	0.0	-1,387.7	-200.0	18,355.0
67	Other Children's Services - Asylum Seekers - Aged under 16	0.0	1,493.9	1,493.9	0.0	0.0	-1,493.9	0.0
68	Other Children's Services - Asylum Seekers - Aged 16 & 17	0.0	62,868.4	62,868.4	0.0	0.0	-62,868.4	0.0
69	Other Children's Services - Asylum Seekers - Aged 18 and over (care leavers)	0.0	8,946.2	8,946.2	-219.0	0.0	-8,727.2	0.0
70	Other Children's Services - Care Leavers	6,296.1	4,202.2	10,498.3	-2,632.6	0.0	-1,697.8	6,167.9
71	Other Children's Services - Safeguarding	6,540.6	505.8	7,046.4	-883.4	-601.1	0.0	5,561.9
	TOTAL OTHER CHILDREN'S SERVICES	16,908.0	93,887.9	110,795.9	-3,735.0	-1,988.8	-74,987.3	30,084.8
COMMUNITY SERVICES								
72	Community Services - Arts & Culture Development	394.0	1,036.7	1,430.7	0.0	-109.8	0.0	1,320.9
73	Community Services - Community Learning & Skills (CLS)	9,929.9	3,205.1	13,135.0	-115.0	-2,925.0	-9,927.3	167.7
74	Community Services - Contact Centre, Customer Care & Digital Web Services	1,291.3	3,115.3	4,406.6	-30.9	0.0	-89.0	4,286.7
75	Community Services - Gateways	390.4	408.9	799.3	-62.0	-59.0	0.0	678.3
76	Community Services - Gypsies & Travellers	341.2	260.0	601.2	0.0	-610.1	0.0	-8.9
77	Community Services - Libraries, Registration & Archives Services	14,404.8	4,031.9	18,436.7	-385.6	-6,530.4	0.0	11,520.7
78	Community Services - Local Healthwatch & NHS Complaints Advocacy	0.0	752.3	752.3	0.0	-78.1	-363.2	311.0
79	Community Services - Sports & Physical Activity Development	813.4	547.8	1,361.2	-300.0	-1,023.7	0.0	37.5
80	Community Services - Support to Individuals & Communities via Local Welfare Assistance & Relocation Schemes, & Civil Society Strategy	1,361.5	5,479.2	6,840.7	0.0	0.0	-6,633.9	206.8
	TOTAL COMMUNITY SERVICES	28,926.5	18,837.2	47,763.7	-893.5	-11,336.1	-17,013.4	18,520.7
ENVIRONMENT								
81	Environment - Country Parks, Countryside Partnerships & Explore Kent	2,930.0	1,662.8	4,592.8	-430.4	-3,128.4	-209.2	824.8
82	Environment - Environmental Management (incl. Coastal Protection)	2,822.9	3,772.0	6,594.9	-68.7	-2,686.6	-2,387.5	1,452.1
83	Environment - Public Rights of Way	1,928.9	1,305.6	3,234.5	0.0	-180.0	-40.0	3,014.5
	TOTAL ENVIRONMENT	7,681.8	6,740.4	14,422.2	-499.1	-5,995.0	-2,636.7	5,291.4
HIGHWAYS								
84	Highways Maintenance - Adverse Weather	0.0	4,364.6	4,364.6	0.0	0.0	0.0	4,364.6
85	Highways Maintenance - Bridges & Other Structures	1,077.9	3,101.3	4,179.2	0.0	-92.0	0.0	4,087.2
86	Highways Maintenance - General maintenance & emergency response	4,848.4	10,168.5	15,016.9	0.0	-360.0	0.0	14,656.9
87	Highways Maintenance - Highways Drainage	1,246.3	5,963.2	7,209.5	0.0	0.0	0.0	7,209.5
88	Highways Maintenance - Streetlight maintenance	999.0	1,996.4	2,995.4	0.0	-30.0	0.0	2,965.4
	TOTAL HIGHWAY MAINTENANCE	8,171.6	25,594.0	33,765.6	0.0	-482.0	0.0	33,283.6
89	Highways Management - Development Planning	2,507.1	263.6	2,770.7	0.0	-3,226.6	0.0	-455.9
90	Highways Management - Highways Improvements	3,183.2	-1,353.8	1,829.4	0.0	0.0	0.0	1,829.4
91	Highways Management - Road Safety	1,424.5	1,348.5	2,773.0	0.0	-1,673.6	-199.5	899.9
92	Highways Management - Streetlight Energy	0.0	4,010.4	4,010.4	0.0	0.0	0.0	4,010.4
93	Highways Management - Traffic management	8,001.0	2,323.8	10,324.8	-50.0	-8,449.8	-1,304.6	520.4
94	Highways Management - Tree maintenance, grass cutting & weed control	944.1	4,808.4	5,752.5	0.0	0.0	0.0	5,752.5
	TOTAL HIGHWAY MANAGEMENT	16,059.9	11,400.9	27,460.8	-50.0	-13,350.0	-1,504.1	12,556.7
LOCAL DEMOCRACY								
95	Local Democracy - County Council Elections	0.0	470.0	470.0	0.0	0.0	0.0	470.0
96	Local Democracy - Local Member Grants	0.0	291.6	291.6	0.0	0.0	0.0	291.6
97	Local Democracy - Partnership arrangements with District Councils	0.0	697.4	697.4	0.0	-103.8	0.0	593.6
	TOTAL LOCAL DEMOCRACY	0.0	1,459.0	1,459.0	0.0	-103.8	0.0	1,355.2

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing £'000	non staffing £'000	gross £'000	internal income £'000	external income £'000	grants £'000	net £'000
PLANNING & TRANSPORT STRATEGY								
98	Planning & Transport Strategy - Planning & Transport Policy	914.1	486.1	1,400.2	0.0	0.0	0.0	1,400.2
99	Planning & Transport Strategy - Planning Applications	1,131.7	100.2	1,231.9	-141.0	-144.0	0.0	946.9
	TOTAL PLANNING & TRANSPORT STRATEGY	2,045.8	586.3	2,632.1	-141.0	-144.0	0.0	2,347.1
PUBLIC HEALTH								
100	Public Health - Children's Public Health Programmes: 0-5 year olds Health Visiting Service	0.0	25,393.4	25,393.4	0.0	0.0	-25,393.4	0.0
101	Public Health - Other Children's Public Health Programmes	0.0	10,457.0	10,457.0	0.0	0.0	-10,457.0	0.0
102	Public Health - Drug & Alcohol services	0.0	15,578.8	15,578.8	0.0	-281.7	-15,297.1	0.0
103	Public Health - Integrated Health & Lifestyle Service	0.0	8,965.9	8,965.9	0.0	0.0	-8,965.9	0.0
104	Public Health - Mental Health including Violence Prevention & Support	242.6	3,293.7	3,536.3	-40.0	-828.6	-2,667.7	0.0
105	Public Health - Staffing, Advice & Monitoring	6,265.2	5,930.9	12,196.1	0.0	-491.1	-11,705.0	0.0
106	Public Health - Sexual Health Services	0.0	16,632.1	16,632.1	0.0	-2,148.1	-14,484.0	0.0
	TOTAL PUBLIC HEALTH	6,507.8	86,251.8	92,759.6	-40.0	-3,749.5	-88,970.1	0.0
PUBLIC PROTECTION								
107	Public Protection - Community Safety (incl. Community Wardens)	2,096.7	280.0	2,376.7	-60.0	-110.0	-39.7	2,167.0
108	Public Protection - Coroners	3,093.1	4,157.4	7,250.5	0.0	-1,299.4	0.0	5,951.1
109	Public Protection - Emergency Response & Resilience (incl Flood Risk Management)	1,354.6	441.8	1,796.4	0.0	-139.7	0.0	1,656.7
110	Public Protection - Trading Standards (incl. Kent Scientific Services)	5,067.9	1,295.5	6,363.4	-535.5	-2,101.0	0.0	3,726.9
	TOTAL PUBLIC PROTECTION	11,612.3	6,174.7	17,787.0	-595.5	-3,650.1	-39.7	13,501.7
REGENERATION & ECONOMIC DEVELOPMENT								
111	Regeneration & Economic Development services	2,397.9	2,122.1	4,520.0	-47.0	-2,216.6	0.0	2,256.4
SCHOOLS & HIGH NEEDS EDUCATION								
112	Schools & High Needs Education Budgets - Exclusion Services	0.0	8,000.0	8,000.0	0.0	0.0	-8,000.0	0.0
113	Schools & High Needs Education Budgets - HN pupils in FE colleges (post 16 year olds)	0.0	8,327.0	8,327.0	0.0	0.0	-8,327.0	0.0
114	Schools & High Needs Education Budgets - HN pupils in Independent Sector providers (post 16 year olds)	0.0	6,075.0	6,075.0	-153.0	0.0	-5,922.0	0.0
115	Schools & High Needs Education Budgets - HN pupils in Independent Special School placements	0.0	83,513.4	83,513.4	-550.0	-1,268.4	-81,695.0	0.0
116	Schools & High Needs Education Budgets - HN Pupils - Recoupment	0.0	10,601.0	10,601.0	-797.0	-3,875.5	-5,928.5	0.0
117	Schools & High Needs Education Budgets - PFI Schools Scheme	0.0	32,339.7	32,339.7	-8,999.1	-8,542.7	-14,797.9	0.0
118	Schools & High Needs Education Budgets - Schools & Pupil Referral Units delegated budgets	608,141.9	177,524.5	785,666.4	0.0	-42,552.9	-743,113.5	0.0
	TOTAL SCHOOLS & HIGH NEEDS EDUCATION	608,141.9	326,380.6	934,522.5	-10,499.1	-56,239.5	-867,783.9	0.0
SCHOOLS' SERVICES								
119	Schools' Services - Education Staff Pension costs	0.0	5,297.2	5,297.2	0.0	-684.0	-2,904.0	1,709.2
120	Schools' Services - Other Schools' Services	4,347.6	16,998.8	21,346.4	-3,485.5	-67.0	-10,188.6	7,605.3
121	Schools' Services - Redundancy costs	0.0	519.8	519.8	-519.8	0.0	0.0	0.0
122	Schools' Services - School Improvement (Targeted Intervention Fund)	180.0	215.4	395.4	-323.1	0.0	0.0	72.3
	TOTAL SCHOOLS' SERVICES	4,527.6	23,031.2	27,558.8	-4,328.4	-751.0	-13,092.6	9,386.8

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing	non staffing	gross	internal income	external income	grants	net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
TRANSPORT SERVICES								
123	Transport Services - English National Concessionary Travel Scheme (ENCTS)	0.0	16,675.5	16,675.5	0.0	-47.0	0.0	16,628.5
124	Transport Services - Home to School / College Transport (Special Education Needs)	208.4	85,686.0	85,894.4	-500.0	-1,482.5	0.0	83,911.9
125	Transport Services - Home to School Transport (Mainstream)	0.0	13,569.1	13,569.1	0.0	-30.0	0.0	13,539.1
126	Transport Services - Kent 16+ Travel Saver	0.0	3,881.3	3,881.3	0.0	-3,607.5	0.0	273.8
127	Transport Services - Supported Bus Services	89.0	16,034.1	16,123.1	-985.0	-2,894.4	-6,061.6	6,182.1
128	Transport Services - Transport Planning & Operations	2,527.2	122.1	2,649.3	-519.7	-39.3	0.0	2,090.3
129	Transport Services - Kent Travel Saver	0.0	15,015.5	15,015.5	-400.0	-9,940.0	0.0	4,675.5
	TOTAL TRANSPORT SERVICES	2,824.6	150,983.6	153,808.2	-2,404.7	-18,040.7	-6,061.6	127,301.2
WASTE								
130	Waste Management - Waste Compliance, Commissioning & Contract Management	822.0	103.8	925.8	0.0	0.0	0.0	925.8
131	Waste Management - Partnerships & development	604.9	146.1	751.0	0.0	-18.1	0.0	732.9
132	Waste Management - Closed Landfill Sites	267.9	322.0	589.9	0.0	-16.0	0.0	573.9
	TOTAL WASTE MANAGEMENT	1,694.8	571.9	2,266.7	0.0	-34.1	0.0	2,232.6
133	Waste Processing - Operation of Waste Facilities	0.0	31,348.2	31,348.2	0.0	-132.7	0.0	31,215.5
134	Waste Processing - Payments to Waste Collection Authorities (District Councils)	0.0	5,203.6	5,203.6	0.0	-532.8	0.0	4,670.8
135	Waste Processing - Recycling Contracts & Composting	0.0	11,250.1	11,250.1	0.0	-9,183.9	0.0	2,066.2
136	Waste Processing - Treatment and disposal of residual waste	0.0	56,300.1	56,300.1	0.0	-8,095.2	0.0	48,204.9
	TOTAL WASTE PROCESSING	0.0	104,102.0	104,102.0	0.0	-17,944.6	0.0	86,157.4
CORPORATELY HELD BUDGETS (TO BE ALLOCATED)								
137	Corporately Held Budgets (to be allocated)	1,636.8	19,502.4	21,139.2	0.0	0.0	-19,502.4	1,636.8
	TOTAL DIRECT SERVICES TO THE PUBLIC	810,225.6	2,076,913.9	2,887,139.5	-35,906.2	-326,630.1	-1,362,898.6	1,161,704.6
NON ATTRIBUTABLE COSTS (Financing Items)								
138	Non Attributable Costs - Audit Fees	0.0	579.5	579.5	0.0	0.0	0.0	579.5
139	Non Attributable Costs - Contribution to/from reserves	0.0	32,531.4	32,531.4	0.0	0.0	0.0	32,531.4
140	Non Attributable Costs - Insurance Fund	0.0	6,044.5	6,044.5	0.0	0.0	0.0	6,044.5
141	Non Attributable Costs - Modernisation of the Council	0.0	500.0	500.0	0.0	0.0	0.0	500.0
142	Non Attributable Costs - Net debt costs (incl. investment income)	0.0	97,076.6	97,076.6	0.0	-22,021.3	0.0	75,055.3
143	Non Attributable Costs - Other	1,560.6	1,107.7	2,668.3	0.0	0.0	-9.0	2,659.3
144	Non Attributable Costs - Contribution from our companies	0.0	300.0	300.0	0.0	-7,798.1	0.0	-7,498.1
	TOTAL NON ATTRIBUTABLE COSTS	1,560.6	138,139.7	139,700.3	0.0	-29,819.4	-9.0	109,871.9
SOCIAL CARE STAFFING ASSESSMENT & SUPPORT SERVICES								
145	Assessment Services - Adults Social Care staffing	51,077.6	1,605.3	52,682.9	0.0	-2,941.1	-176.5	49,565.3
146	Assessment Services - Assessment & Support of children with SEN	12,060.9	1,473.2	13,534.1	-191.0	-105.5	-1,345.0	11,892.6
147	Assessment Services - Children's Social Care staffing - Disabled Children	6,674.4	206.6	6,881.0	0.0	0.0	0.0	6,881.0
148	Assessment Services - Children's Social Care staffing - Non-Disabled Children	51,311.3	1,415.6	52,726.9	-3,635.6	-344.3	0.0	48,747.0
	TOTAL SOCIAL CARE STAFFING ASSESSMENT & SUPPORT SERVICES	121,124.2	4,700.7	125,824.9	-3,826.6	-3,390.9	-1,521.5	117,085.9

2025-26 REVENUE BUDGET BY CORE SERVICE		2025-26 BUDGET						
		staffing	non staffing	gross	internal income	external income	grants	net
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
MANAGEMENT, SUPPORT SERVICES & OVERHEADS								
149	Directorate Management & Support for ASCH	7,354.4	3,620.1	10,974.5	0.0	-636.8	-65.5	10,272.2
150	Directorate Management & Support for CED	604.8	1,192.0	1,796.8	-939.5	-120.0	-2,050.0	-1,312.7
151	Directorate Management & Support for CYPE	7,540.8	2,163.0	9,703.8	-1,072.8	0.0	-1,481.1	7,149.9
152	Directorate Management & Support for DCED	1,266.6	202.2	1,468.8	0.0	0.0	0.0	1,468.8
153	Directorate Management & Support for GET	3,791.4	1,812.9	5,604.3	0.0	-177.2	-400.0	5,027.1
154	Support to frontline services - Adult's Social Care Performance Monitoring	499.7	0.8	500.5	0.0	0.0	0.0	500.5
155	Support to frontline services - Adult's Social Care Commissioning & Administration of Care Packages	13,660.8	2,741.5	16,402.3	-51.9	-3,034.5	-73.9	13,242.0
156	Support to frontline services - Business Strategy (incl Strategic Policy, Performance & Business Intelligence)	7,907.7	386.6	8,294.3	-1,371.6	-112.0	0.0	6,810.7
157	Support to frontline services - Children's Services Performance Monitoring	2,990.4	381.2	3,371.6	-86.0	-17.0	-1,419.0	1,849.6
158	Support to frontline services - Children's Social Care Commissioning and Placement Service	3,358.5	13.8	3,372.3	-797.7	0.0	0.0	2,574.6
159	Support to frontline services - Communications, Consultation & Engagement	2,464.8	501.1	2,965.9	-373.7	0.0	0.0	2,592.2
160	Support to frontline services - Contracting and Procurement	3,340.5	149.0	3,489.5	-81.1	-103.2	0.0	3,305.2
161	Support to frontline services - Corporate Landlord	0.0	38,067.6	38,067.6	-3,256.5	-8,039.3	-187.0	26,584.8
162	Support to frontline services - Democratic & Member Services	2,603.4	2,969.2	5,572.6	-43.0	-213.8	-35.0	5,280.8
163	Support to frontline services - Finance	17,160.2	3,341.7	20,501.9	-1,309.4	-7,873.7	-950.6	10,368.2
164	Support to frontline services - General Counsel & Information Governance	2,147.1	449.6	2,596.7	0.0	-501.8	0.0	2,094.9
165	Support to frontline services - Human Resources (excl services commissioned from CBS Ltd)	4,296.3	2,039.4	6,335.7	-24.0	-326.1	-1.0	5,984.6
166	Support to frontline services - Human Resources - services commissioned from CBS Ltd	0.0	2,357.3	2,357.3	0.0	0.0	0.0	2,357.3
167	Support to frontline services - Property	11,412.5	-682.2	10,730.3	-1,729.5	-286.6	0.0	8,714.2
168	Support to frontline services - Technology commissioned services (incl commissioned from CBS Ltd)	0.0	9,389.3	9,389.3	0.0	0.0	-147.3	9,242.0
169	Support to frontline services - Technology (excl services commissioned from CBS Ltd)	3,281.2	18,234.1	21,515.3	-18.0	-2,985.1	-1.7	18,510.5
	TOTAL MANAGEMENT, SUPPORT SERVICES & OVERHEADS	95,681.1	89,330.2	185,011.3	-11,154.7	-24,427.1	-6,812.1	142,617.4
	TOTAL	1,028,591.5	2,309,084.5	3,337,676.0	-50,887.5	-384,267.5	-1,371,241.2	1,531,279.8
	TOTAL excluding Schools Delegated Budgets (row 118 above)	420,449.6	2,131,560.0	2,552,009.6	-50,887.5	-341,714.6	-628,127.7	1,531,279.8

SECTION 23

2025-26 Revenue Budget Subjective Analysis

2025-26 SUMMARY SUBJECTIVE ANALYSIS
(excl Schools Delegated Budgets)

	In-house	Commissioned /external	Total
	£'000s	£'000s	£'000s
0 - Direct employee costs	418,920.8		418,920.8
0 - Apprenticeship Levy	1,528.8		1,528.8
0 - Other employee related costs	13,245.0		13,245.0
TOTAL EMPLOYEE COSTS	433,694.6	0.0	433,694.6
1 - Premises maintenance related costs	11,122.5		11,122.5
1 - Energy & Water	9,568.8		9,568.8
1 - Rent	9,288.8		9,288.8
1 - Business Rates	8,552.2		8,552.2
1 - Other premises related costs	7,880.7		7,880.7
TOTAL PREMISES COSTS	46,413.0	0.0	46,413.0
2 - Contract hire & operating leases	1,222.2		1,222.2
2 - Home to school/college transport		98,575.5	98,575.5
2 - Staff & Member travel costs	5,686.3		5,686.3
2 - Client Transport costs		7,066.7	7,066.7
2 - other transport costs	784.6		784.6
TOTAL TRANSPORT COSTS	7,693.1	105,642.2	113,335.3
3 - ICT costs	21,902.7		21,902.7
3 - Other Supplies & Services costs	11,823.2		11,823.2
TOTAL SUPPLIES & SERVICES COSTS	33,725.9	0.0	33,725.9
4 - Specialists Fees		37,664.6	37,664.6
4 - Consultants		1,900.5	1,900.5
4 - Legal Fees		12,508.3	12,508.3
4 - Other Professional fees		4,269.4	4,269.4
4 - Member allowances	2,493.4		2,493.4
4 - Grants		27,199.8	27,199.8
4 - PFI Development costs		31,996.7	31,996.7
4 - Miscellaneous & other costs	16,371.7	956.2	17,327.9
TOTAL FEES, GRANTS & SUBSCRIPTIONS	18,865.1	116,495.5	135,360.6
5 - Services commissioned from Local Authorities		20,556.8	20,556.8
5 - Services commissioned from Voluntary Bodies		34,942.9	34,942.9
5 - Services commissioned from Health Authorities		67,280.1	67,280.1
5 - Services commissioned from Private Contractors		261,547.1	261,547.1
5 - Foster Carers		41,143.6	41,143.6
5 - Early Years providers		204,955.9	204,955.9
5 - Other commissioned services		1,001,307.1	1,001,307.1
TOTAL COMMISSIONED SERVICES	0.0	1,631,733.5	1,631,733.5

	In-house	Commissioned	Total
	£'000s	/external £'000s	£'000s
6 - Transfers to/from reserves & provns	44,334.0		44,334.0
6 - Revenue Contributions to Capital Outlay (RCCO)	1,124.7		1,124.7
6 - PWLB/Market loan costs etc	32,073.8		32,073.8
6 - Capitalisation (tfr to capital)	-19,904.2		-19,904.2
6 - Minimum Revenue Provision	49,819.4		49,819.4
TOTAL TRANSFERS	107,447.7	0.0	107,447.7
6 - Internal Recharges	29,127.9		29,127.9
6 - Payments to KCC Schools	21,171.1		21,171.1
TOTAL INTERNAL RECHARGES	50,299.0	0.0	50,299.0
GROSS EXPENDITURE	698,138.4	1,853,871.2	2,552,009.6
8 - Dept for Education Grants			-389,026.3
8 - Dept for Health Grants			-90,505.8
8 - Home Office grants (Asylum Seekers)			-71,251.3
8 - Other Grants			-77,344.3
TOTAL GRANTS			-628,127.7
8 - Health Contributions			-68,795.4
8 - Local Authority Contributions			-18,225.7
8 - Other contributions			-23,494.4
TOTAL CONTRIBUTIONS			-110,515.5
9 - Client income			-122,476.4
9 - Other sales, fees & charges			-65,462.2
TOTAL SALES, FEES & CHARGES			-187,938.6
9 - Interest & Dividends			-20,294.3
9 - Other income			-22,966.2
TOTAL OTHER INCOME			-43,260.5
9 - Internal recharges			-35,019.5
9 - Income from schools			-15,868.0
TOTAL INCOME & GRANTS			-1,020,729.8
NET EXPENDITURE			1,531,279.8

SECTION 24

2025-26 Revenue Budget Variation Statements

Details of hyperlink:

https://www.kent.gov.uk/__data/assets/excel_doc/0003/203682/Variation-statements-2025-26-approved-budget.xlsx

SECTION 25

2025-26 Revenue Budget – Dashboards

Details of hyperlink:

[https://app.fabric.microsoft.com/view?](https://app.fabric.microsoft.com/view?r=eyJrIjoiODU3Y2E1MzktZjhIMC00OGM2LWJINzMtMjQyNTYxNmJlZTQwIiwidCI6IjMyNTNhMjBKLWM3MzUtNGJmZS1hOGI3LTNINmFiMzdmNWY5MCIslmMiOjh9)

[r=eyJrIjoiODU3Y2E1MzktZjhIMC00OGM2LWJINzMtMjQyNTYxNmJlZTQwIiwidCI6IjMyNTNhMjBKLWM3MzUtNGJmZS1hOGI3LTNINmFiMzdmNWY5MCIslmMiOjh9](https://app.fabric.microsoft.com/view?r=eyJrIjoiODU3Y2E1MzktZjhIMC00OGM2LWJINzMtMjQyNTYxNmJlZTQwIiwidCI6IjMyNTNhMjBKLWM3MzUtNGJmZS1hOGI3LTNINmFiMzdmNWY5MCIslmMiOjh9)

SECTION 26

2025-26 Council Tax

2025-26 Council Tax

1.1 Council Tax income is a key source of funding for council services. The amount generated through Council Tax is based on a precept on collection authorities derived from the estimated band D equivalent Council Tax Base (the number of weighted properties in each band adjusted for exemptions, discounts and assumed collection rates) and the County Council share of the band D household charge.

1.2 A significant proportion of the funding towards the revenue budget is derived from the County Council's share of Council Tax. The County Council share of Council Tax typically amounts to around 70% of a household Council Tax bill. The County Council charge is the same for all households in the county (as is the share for Police & Crime Commissioner and Fire and Rescue authority), the amount for district/borough and town/parish councils will vary depending on the local area and the individual decisions of these councils.

1.3 The Council currently can, subject to legislative constraints, increase its Council Tax rate through two mechanisms, the Adult Social Care (ASC) precept and general tax rate increases. Each 1% increase in the Council Tax rate generates circa £9.5m per annum in 2025-26, which equates to an extra 31 pence per week for a band D property.

1.4 The Council Tax referendum principles for 2025-26 allow for up to but not exceeding 3% general tax rate increases without a referendum plus an additional Adult Social Care levy of up to 2%. These increases are based on the total County Council share of the household charge for 2024-25 (£1,610.82 for band D household). Kent County Council's 2025-26 budget includes a proposed 2.995% increase for the general precept (up to but not exceeding the referendum level) and a further 1.995% increase for the adult social care levy (ASCL). The Council Tax increases and overall charge by individual bands are shown in tables 1 and 2. The ASCL will no longer be shown separately on council tax bills.

Table 1 – Council Tax Increases by Band

Band	Proportion of Band D Tax Rate	2024-25 (incl. ASCL) £p	2025-26 (incl. increase in ASCL) £p	Increase £p
A	6/9	1,073.88	1,127.46	53.58
B	7/9	1,252.86	1,315.37	62.51
C	8/9	1,431.84	1,503.28	71.44
D	9/9	1,610.82	1,691.19	80.37
E	11/9	1,968.78	2,067.01	98.23
F	13/9	2,326.74	2,442.83	116.09
G	15/9	2,684.70	2,818.65	133.95
H	18/9	3,221.64	3,382.38	160.74

Table 2 – Council Tax Charges by Band

Band	Proportion of Band D Tax Rate	2024-25 (incl. ASCL) £p	2025-26 (excl. increase in ASCL) £p	2025-26 (incl. increase in ASCL) £p
A	6/9	1,073.88	1,106.04	1,127.46
B	7/9	1,252.86	1,290.38	1,315.37
C	8/9	1,431.84	1,474.72	1,503.28
D	9/9	1,610.82	1,659.06	1,691.19
E	11/9	1,968.78	2,027.74	2,067.01
F	13/9	2,326.74	2,396.42	2,442.83
G	15/9	2,684.70	2,765.10	2,818.65
H	18/9	3,221.64	3,318.12	3,382.38

1.5 The County Council's 2024-25 Council Tax charge (including Fire and Rescue Authority to ensure valid like for like comparison) is currently mid-range at 11th highest of the 21 counties in England and 5th of the 7 south east counties. We will not know the Council's relative position on Council Tax for 2025-26 until all county councils have agreed their precept and Council Tax charge for the forthcoming year.

1.6 The final Council Tax precept and Council Tax funding levels are based on tax base estimates notified by the 12 district and borough councils as shown in table 3. The total tax base increase of 1.22% is significantly less than our initial estimate of 1.7% and results in an increase in Council Tax funding of £11.4m.

Table 3 – Final estimates of tax base changes and 2025-26 Precept

District	2024-25 Band D Equivalent Taxbase	2025-26 Band D Equivalent Taxbase	2025-26 Precept @ £1,691.19 (incl. ASCL) £000s	% change
Ashford	49,832.00	49,332.00	83,429.8	-1.00%
Canterbury	53,348.27	55,053.98	93,106.7	+3.20%
Dartford	41,029.46	41,702.34	70,526.6	+1.64%
Dover	40,874.50	42,119.72	71,232.4	+3.05%
Folkestone & Hythe	40,466.09	41,413.64	70,038.3	+2.34%
Gravesham	35,994.62	35,442.89	59,940.7	-1.53%
Maidstone	68,263.60	68,085.50	115,145.5	-0.26%
Sevenoaks	52,394.75	53,008.33	89,647.2	+1.17%
Swale	50,367.85	50,518.20	85,435.9	+0.30%
Thanet	46,454.06	48,260.89	81,618.3	+3.89%
Tonbridge & Malling	53,477.93	53,849.82	91,070.3	+0.70%
Tunbridge Wells	48,360.90	49,134.60	83,095.9	+1.60%
Total	580,864.03	587,921.91	994,287.65	+1.22%

Numbers rounded for clarity including totals. As a result, small rounding differences sometimes occur, and tables may appear not to add up.

1.7 The district and borough councils must notify us of their estimated collection fund balance for over/under collection by 23rd January 2025. This must be reflected in the final budget, as over/under collection has to be taken into account as part of the decision on the Council Tax charge for 2025-26. The 2025-26 budget includes a £3.2 million collection balance. This amount is £3.8 million less than the £7 million assumed in previous drafts. In accordance with established policy and practice, the difference from the assumption is drawn from the local taxation equalisation reserve. This approach avoids any impact on the overall revenue budget and the savings/income requirement. Table 4 shows the changes in collection fund balances in 2024-25 and 2025-26 for each collection authority.

Table 4 – Collection Fund Estimated Balances

District / Borough Council	2024-25 Collection fund surplus/ (deficit) £	2025-26 Collection fund surplus/ (deficit) £	Difference £
Ashford	-1,290,972	-213,723	1,077,249
Canterbury	1,091,180	2,578,646	1,487,466
Dartford	1,584,612	1,509,970	-74,642
Dover	487,573	172,772	-314,801
Folkestone & Hythe	1,070,000	-515,661	-1,585,661
Gravesham	-218,780	-1,424,350	-1,205,570
Maidstone	-1,425,915	-744,024	681,891
Sevenoaks	-58,283	1,625,143	1,683,426
Swale	-207,649	-294,838	-87,189
Thanet	568,715	805,939	237,224
Tonbridge & Malling	412,048	-289,929	-701,977
Tunbridge Wells	502,950	0	-502,950
Total	2,515,480	3,209,945	694,466

Table 5 below provides more information about how each part of a Kent resident's council tax bill has changed from 2024-25 to 2025-26.

Typical Council Tax bill breakdown	% increase on 2024 to 2025 Council Tax bill	Amount for band D property
Kent County Council	2.995%	£1,426.05 This is the share of a Band D Council Tax bill that Kent County Council will receive in 2025- 26. This amount does not include the increase for adult social care funding since 2016-17 (see row below)
Kent County Council (for Adult Social Care funding)	1.995% Kent County Council's share of Council Tax will increase in total by 4.989% in April 2025, which is this amount and the amount above.	£265.14 This is the 1.995% increase for adult social care funding for 2025-26** added to the increases for adult social care which were first introduced on 1 April 2016, for a Band D Council Tax bill. From 1 April 2025 local authorities are no longer required to show the adult social care funding increase separately on Council Tax bills.
Kent Police and Crime Commissioner	5.51%	£270.15
Kent and Medway Fire and Rescue	5.47%	£94.86
District or Borough Council	These amounts will vary depending on which district council you pay your council tax to	These amounts will vary depending on which district council you pay your council tax to
Parish council	These amounts will vary depending on which district council you pay your council tax to	These amounts will vary depending on which district council you pay your council tax to

** This is a 1.995% increase on the total 2024 to 2025 Kent County Council charge. How this element of your Council Tax increase is calculated:

- The total 2024 to 2025 band D Council Tax charge was £1,610.82.
- 1.995% of this total charge is £32.13.
- The Adult Social Care charge for 2024 to 2025 was £233.01
- The Adult Social Care charge for 2025 to 2026 is £265.14 (£233.01 + £32.13).

Alternative formats

If you require this document in any other format or language, please email alternativeformats@kent.gov.uk or call: 03000 421553 (text relay service number 18001 03000 421553).

This number is monitored during office hours, and there is an answering machine at other times.

Budget Book 2025-26

Approved by County Council
13 February 2025