

**ENVIRONMENT & TRANSPORT CABINET
COMMITTEE**

Wednesday, 18th January, 2017

2.30 pm

**Darent Room, Sessions House, County Hall,
Maidstone**



AGENDA

ENVIRONMENT & TRANSPORT CABINET COMMITTEE

Wednesday, 18 January 2017 at 2.30 pm
Darent Room, Sessions House, County Hall,
Maidstone

Ask for: **Ann Hunter**
Telephone: **03000 416287**

Tea/Coffee will be available 15 minutes before the start of the meeting

Membership (14)

- Conservative (8): Mr M J Harrison (Chairman), Mr C R Pearman (Vice-Chairman), Mr A H T Bowles, Mr P J Homewood, Mr J M Ozog, Mr C Simkins, Mrs C J Waters and Mr M A Wickham
- UKIP (2) Mr M Baldock and Mr B E MacDowall
- Labour (2) Mr C W Caller and Dr M R Eddy
- Liberal Democrat (1): Mr I S Chittenden
- Independents (1) Mr M E Whybrow

Webcasting Notice

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UNRESTRICTED ITEMS

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

A - Committee Business

A1 Introduction/Webcast Announcement

A2 Apologies and Substitutes

To receive apologies for absence and notification of any substitutes present

A3 Declarations of Interest by Members in items on the Agenda

To receive any declarations of interest made by Members in relation to any matter on the agenda. Members are reminded to specify the agenda item number to which

it refers and the nature of the interest being declared.

B - Monitoring of Performance

C - Key or Significant Cabinet/Cabinet Member Decision(s) for Recommendation or Endorsement

D - Other items for comment/recommendation to the Leader/Cabinet Member/Cabinet or officers

D1 Draft 2017-18 Budget and Medium Term Financial Plan (Pages 5 - 38)

To receive a report from the Cabinet Member for Environment and Transport, the Cabinet Member for Community Services and the Cabinet Member for Finance and Procurement and Deputy Leader, to note the draft budget and Medium Term Financial Plan and suggest any other issues which should be reflected in them, prior to Cabinet on 23 January and County Council on 9 February.

E - FOR INFORMATION ONLY - Key or significant Cabinet Member Decisions taken outside the Committee meeting cycle

EXEMPT ITEMS

The Appendices to item D1 were exempt at the time of publishing the agenda but will become public on 12 January when the County Council's draft budget is published.

John Lynch,
Head of Democratic Services
03000 410466

Tuesday, 10 January 2017

Please note that any background documents referred to in the accompanying papers maybe inspected by arrangement with the officer responsible for preparing the relevant report.

From: Matthew Balfour, Cabinet Member for Environment and Transport

Mike Hill, Cabinet Member for Community Services

John Simmonds, Cabinet Member for Finance & Procurement and Deputy Leader

To: Environment and Transport Cabinet Committee – 18th January 2017

Subject: Draft 2017-18 Budget and Medium Term Financial Plan

Classification: Unrestricted

Electoral Division: All

Summary: County Council debated the authority's Autumn Budget Statement on 20th October 2016. The Autumn Budget Statement report set out an update to the Medium Term Financial Plan (MTFP) for 2017-18 and 2018-19 including progress on proposals to close the unidentified budget gap in the original plan. County Council reaffirmed the role of Cabinet Committees in scrutinising the budget.

This report is designed to accompany the final draft 2017-18 Budget and 2017-20 MTFP published on 12th January 2017. The report is exempt until these drafts are published. The report provides further detail on the key assumptions which underpin the budget proposals and savings relevant to the remit of the Environment and Transport Cabinet Committee.

The report also includes information from KCC's budget consultation, the Chancellor's Autumn Budget Statement and provisional local government finance settlement.

Recommendation(s)

The Environment and Transport Cabinet Committee is asked to note the draft budget and MTFP (including responses to consultation and Government announcements).

The Environment and Transport Cabinet Committee is invited to make suggestions to the Cabinet Member for Finance and Procurement, the Cabinet Member for Environment and Transport and the Cabinet Member for Community Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on 23rd January 2017 and County Council on 9th February 2017.

1. Introduction

1.1 The MTFP sets out the overall national and local fiscal context, KCC's revenue and capital budget strategies, and KCC's treasury management and risk strategies. It also includes a number of appendices which set out

the high level 3 year revenue budget plan, a more detailed one year plan by directorate, prudential and fiscal indicators, and an assessment of KCC's reserves.

The financial plans in the MTFP take into account all of the significant changes from the current year including additional spending demands, changes to funding, and the consequential savings needed to balance the budget to the available funding. This incremental approach to budgeting and financial planning is adopted by the vast majority of local authorities.

- 1.2 Since 2014-15 the one-year detailed financial analysis in the MTFP has been produced in directorate format (previously this was produced in Cabinet portfolio format). This enables the MTFP to mirror the council's financial monitoring, reporting and management arrangements. The directorate format (and indeed the previous portfolio format) is not ideal to reflect Cabinet Committee remits as the two are not always aligned. It is not possible to re-present the budget to reflect Cabinet Committees remits in the time available.

Consequently each committee will receive the relevant directorate MTFP plan and will need to ignore those aspects which are not relevant e.g. Environment and Transport Cabinet Committee will receive the plans for the whole of the Growth, Environment Transport ("GET") Directorate and will need to ignore the Growth, Environment and Community Services elements that do not form part of the remit of this committee.

The draft 2017-18 MTFP for the Growth, Environment and Transport directorate is attached as appendix 1 to this report, with pressures, income and savings proposals for this committee highlighted for ease of reading.

- 1.3 The draft directorate revenue budget is presented in the A to Z service format for Cabinet Committee scrutiny. We have used this format since 2011-12 which is designed to reflect the services we provide to Kent residents, businesses and local communities. We believe this is the most helpful format to present the budget proposals for scrutiny. The draft 2017-18 revenue budget for the Growth, Environment and Transport Directorate is attached as appendix 2 to this report.
- 1.4 The A to Z format is not designed to reflect how directorates are organised. Section 8 of the draft budget book presents the manager analysis setting out the overall amounts delegated to individual directors and heads of service within directorates. We do not believe it necessary or appropriate for Cabinet Committees to scrutinise these delegations.
- 1.5 The final draft budget presented to County Council on 9th February includes Section 6 which sets out all of the changes to each line of the A to Z budget. These detailed variation statements show how the MTFP translates into the spending proposals for individual service lines. This section takes a significant amount of resource to produce and there is not enough time available to produce these detailed statements for Cabinet Committees.

- 1.6 We are continuing to develop systems which aim to enable these detailed variation statements to be produced at the same time the draft budget is launched (and thus be available for Cabinet Committee scrutiny) but at the moment these systems do not exist.
- 1.5 The draft capital programme is also presented in directorate format. The draft 2017-20 capital programme for the Growth, Environment and Transport Directorate is attached as appendix 3 to this report.
- 1.6 All three financial appendices are exempt from publication until the council's final draft Budget and MTFP is published. These final draft plans will be considered at County Council on 9th February and will be published well in advance of the required timetable for County Council papers to enable members to have sufficient time to consider the proposals and any alternatives. We intend publish these papers before the Cabinet Committees meetings so that the appendices are unrestricted by the time of the meeting.

2. Financial Context

- 2.1 The overall financial context remains largely unchanged from that reported to County Council on 20th October following the Chancellor's Autumn Statement on 23rd November. The funding settlement from central government, including Revenue Support Grant (RSG), is anticipated to include the reductions outlined in the indicative settlement published last year.
- 2.2 Since the October report we have had provisional tax base calculations and collection fund balances which are higher than we had anticipated and help to resolve the unidentified savings. However, some of the spending demands are also greater arising from higher than the budgeted spend in 2016-17 (and need to be reflected in 2017-18 budget) and higher forecast future inflation/demand. Details of the assumptions underpinning spending demands are explored later in this report. Some savings options have also been revised since the October report.
- 2.3 The provisional Local Government Finance Settlement was announced on Thursday 15th December. The settlement sets out the provisional allocation of key government funding streams for 2017/18 and indicative allocations for 2018/19 and 2019/20. The settlement also includes the government's estimate of the change in local authority overall spending power taking into account both government funding and council tax.
- 2.4 Overall the context for local government spending over the medium term remains "flat-cash" between 2015/16 to 2019/20. This flat-cash includes council tax, additional social care funding and reductions in central government grants. Flat-cash means there is no overall additional funding for rising costs or demand pressures, therefore these have to be compensated by savings and spending reductions. Consequently, KCC's position remains that flat-cash for the local government sector is not good enough as this represents a significant reduction in real spending power.

- 2.5 The settlement offered additional funding for social care within the same overall flat-cash envelope with two key changes:

Greater flexibility in social care council tax precept – whilst this remains at 6% over the three years of the settlement (2017/18 to 2019/20), authorities have choice to raise up to 3% in any year (as long as overall the 6% limit over 3 years is not breached). This would enable council tax increases to be brought forward early although council tax charges in 2019/20 cannot be any greater than they would have been under the previous Spending Review (SR2015) announcement.

A new one-off Social Care Reform Grant in 2017/18, funded out of New Homes Bonus (NHB) by bringing forward the proposed changes from 2018/19. In Kent this is at the expense of districts (which collectively receive £6.2m less NHB than announced in SR2015) and KCC receives a net £4.6m more (allowing for both the new social care grant and our loss of NHB).

The final draft budget includes how KCC intends to respond to these two significant changes.

- 2.6 The table below sets out a high level summary of changes to the 2017-18 budget equation since the Autumn Budget Statement was published for County Council on 20th October.

	Autumn Budget Statement £m	Final Draft budget £m	Movement £m
Spending demands	57.2	66.3	9.1
Grant reductions	51.1	46.4	-4.6
Council Tax:			
– Increase in line with 2% referendum limit	-11.8	-11.9	-0.1
– Social Care Levy	-12.1	-12.2	-0.1
– Growth in tax base & change in collection fund surplus	-0.9	-7.2	-6.2
Business Rates	-3.1	-3.2	-0.1
Savings	-80.4	-79.1	2.1

Note - this table, shows each element to nearest decimal place including totals, consequently the totals may not appear to add-up but are accurate

- 2.7 This equation of rising spending demands/costs compounded by reducing government funding, offset by council tax increases and the need for significant base budget savings continues the challenging theme of recent years. The 2017-18 Budget is likely to be the most difficult we have faced during the period of austerity since 2010.
- 2.8 The most significant movements between the Autumn Budget Statement and the Final Draft budget are explained in the table below:

Movement	Explanation
Spending Demands (increased by +£9.1m)	<p><u>Budget realignments:</u></p> <ul style="list-style-type: none"> • +£3.2m Children’s Social Care budget realignment to reflect 2016-17 activity • +£2.0m SEN transport budget realignment to reflect higher journey costs than budgeted in 2016-17 • +£0.8m Learning Disability & Mental Health budget realignment to reflect 2016-17 activity • +£0.6m Waste tonnage budget realignment <p><u>Pay:</u></p> <ul style="list-style-type: none"> • -£2.0m removal of estimated pressure to increase employer pension contribution rate, which is no longer needed following the actuarial revaluation of pension fund <p><u>Prices:</u></p> <ul style="list-style-type: none"> • +£6.8m New provision to increase prices for adult social care contracts to facilitate market sustainability as required under Care Act 2014 • +£1.3m updates to general price provisions reflect Q2 monitoring and latest CPI assumptions • -£1.5m reduction to estimated National Living Wage pressure following Chancellor’s Autumn Budget Statement on 23rd November <p><u>Demography</u></p> <ul style="list-style-type: none"> • -£1.5m reduction to estimated Older People & Physical Disability demography pressure
Grant reductions (improvement of £4.6m)	<ul style="list-style-type: none"> • +£6.2m Social Care Support Grant announced in provisional local government finance settlement on 15th December • -£1.5m reduction to provisional New Homes Bonus Grant announced in the local government finance settlement
Growth in tax base & change in collection fund surplus (improvement of £6.2m)	<ul style="list-style-type: none"> • £3.1m growth in council tax base resulting from: increase in number of households; change in discounts; and reviews of local Council Tax Reduction Schemes • £3.1m increase in assumed 2016-17 council tax collection fund surplus
Savings and Income (reduction of £2.1m)	<ul style="list-style-type: none"> • A number of changes as presented in revised MTFP to take into account of latest proposals and phasing and the impact of changes to spending demands and funding outlined above

2.9 This equation of rising spending demands/costs compounded by reducing government funding, offset by council tax increases and the need for significant base budget savings continues the challenging theme of recent years. The 2017-18 Budget is likely to be the most difficult we have faced during the period of austerity since 2010.

3. Budget Consultation

- 3.1 The budget communication and consultation campaign was launched on 13th October to coincide with the publication of the County Council Autumn Budget Statement papers.

The campaign was aimed at reaching a wide audience of Kent residents, businesses and other interested parties to better inform them of the budget challenge arising from a combination of additional spending demands (which are unfunded) and reductions in central government funding. As a result of the campaign we hoped that sufficient numbers would be inspired to engage with the consultation.

- 3.2 The campaign was primarily delivered through the council's website <http://www.kent.gov.uk/about-the-council/have-your-say/budget-201718>.

This dedicated page provided a high level summary of the financial challenge with links to consultation questionnaire, budget modelling tool and more detailed supporting information. In total the site had 1,416 unique page views between 13th October and 27th November, 489 accessed from internal users and 927 external visits. The peak traffic for internal users was immediately following the launch i.e. 13th/14th/17th October, which accounted for 302 of the 489 visits. The peak traffic for external users was Monday 14th November (125 of the 927 visits).

- 3.3 In total 512 responses were received either through the dedicated webpage or the general consultations page. A handful of written responses were also received. A summary of the responses is presented below. The questionnaire explored 4 key issues:

- Council tax increases in relation to the referendum requirement
- Council tax increases for social care precept
- KCC's overall budget strategy
- The level of awareness of the financial challenge

The questionnaire also allowed for any other comments.

- 3.4 Details of the consultation responses will be presented as part of Cabinet and County Council budget papers. For the sake of brevity we have published the report on all consultation activity as a background document to Cabinet Committee reports rather than including all the information in each committee report. This consultation can be accessed via the link at the end of this report.

4. Specific Issues for the Environment and Transport Cabinet Committee

- 4.1 Appendices 1, 2 and 3 set out the main budget proposals relevant to the Growth, Environment and Transport Directorate that will be included in the final draft MTFP, revenue budget and capital programme.

These appendices are exempt until the final draft MTFP and budget book are published. These proposals must be considered in light of the general financial outlook for the County Council for 2017-18 which is for further reductions in overall funding even after planned council tax increases, and flat-cash over the medium term. This means we have no funding for additional spending demands and consequently will continue to need to make budget savings each and every year.

4.2 Autumn Statement/provisional local government finance settlement.

The Autumn Statement confirmed an additional £3bn of investment on improving roads around the country, with £70m allocated specifically to fix potholes. For Kent, this means a fund of £2.2m, with confirmation also provided for the block maintenance capital grant allocation of £24.2m.

4.3 Spending demands which the directorate faces for 2017-18.

For 2016-17, approximately 76% of the gross budget for the Growth, Environment and Transport Directorate is non-staffing – predominantly tied up in contracts – and therefore a significant pressure exists in terms of contractual price increases.

In addition, 2016-17 has seen several demand led pressures in relation to increases tonnages in the waste service, as well as increased usage/cost of the Young Person's Travel Pass. This is also the case with the Coroners service where numbers of reported deaths continue to increase, as does the percentage that lead to further investigation and post mortem.

Conversely, the English National Concessionary Travel Scheme (ENCTS) has seen reduced journey numbers in Kent, as is the case nationally. All of the above have been reported in the financial monitoring reports throughout the year and will be reflected in the 2017-18 budgets.

4.4 Savings and income proposals.

The rollout of the LED Streetlight programme is quickly gathering pace and the completion of the residential phase is anticipated in Q1 of 2017/18, with the scheme moving on to high speed roads and town centres. Accordingly, the base budgets in relation to energy costs, carbon reduction commitment and maintenance continue to reduce.

There is a continued focus on exploring income generation opportunities, where possible, and due to the significant spend on contracts, procurement efficiencies will also continue to be a feature of this directorate.

4.5 Savings from any new policy initiatives are shown in the exempt appendices and any significant issues will be raised during the Cabinet Committee meeting following publication of the final draft MTFP and Budget (scheduled for 12th January). Due to the exempt nature of the appendices these proposals cannot be covered in detail in the report.

5. Conclusions

- 5.1 The financial outlook for the next 3 years continues to look exceptionally challenging. Although the medium term outlook is flat cash i.e. we should have a similar spending in 2019-20 to 2015-16, there is a dip in 2017-18 which makes the forthcoming year the most difficult. Furthermore, the flat cash equation includes additional funding raised through Council Tax, the 2% precept for social care and the Better Care Fund. This additional income is required to fund rising spending demands (and may not be enough to fund all demands). This means the Council will still need to find substantial savings in order cover any shortfall against spending demands and to compensate for the reductions in RSG (and any other changes in specific grants including those referred to in this report).
- 5.2 At this stage the forecasts for 2018-19 and 2019-20 are our best estimates. If these estimates prove to be accurate then the savings needed to balance the budgets in these years would be less than we have faced for a number of years. At this stage we have made no presumptions on the possible consequences of 100% business rate retention.

We know that the extra business rates we will be able to retain will come with additional responsibilities although we have no indication what these might be and whether there will be enough money to cover the cost. We also know the government is reconsidering the calculation of the existing baseline which determines the top-up we receive (and the tariffs other authorities pay). Once again at this stage we have made no presumption about the outcome of this review until we know more.

- 5.3 Appendices 1 and 2 include the latest estimates for unavoidable and other spending demands for 2017/18 and future years. These estimates are based on the latest budget monitoring and activity levels as reported to Cabinet in November (quarter 2). Committees no longer receive individual in-year monitoring reports and therefore members may wish to review the relevant appendices of the Cabinet report before the meeting.

6. Recommendation(s)

Recommendation(s)

The Environment and Transport Cabinet Committee is asked to note the draft budget and MTFP (including responses to consultation and Government announcements).

The Environment and Transport Cabinet Committee is invited to make suggestions to the Cabinet Member for Finance and Procurement, the Cabinet Member for Environment and Transport and the Cabinet Member for Community Services on any other issues which should be reflected in the draft budget and MTFP prior to Cabinet on 23rd January 2017 and County Council on 9th February 2017.

7. Background Documents

7.1 Consultation materials published on KCC website and the outcome report:
<http://www.kent.gov.uk/about-the-council/finance-and-budget/budget-201718>
<http://consultations.kent.gov.uk/consult.ti/BudgetConsultation2017/consultationHome>
(exempt until 12 January 2017)

7.2 The Chancellor of the Exchequer's Spending Review and Autumn Statement on 23rd November 2016:

<https://www.gov.uk/government/publications/autumn-statement-2016-documents>

and OBR report on the financial and economic climate:

<http://budgetresponsibility.org.uk/efo/economic-and-fiscal-outlook-november-2016/>

7.3 The provisional Local Government Finance Settlement 2017-18 announced on 15 December 2016.

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2017-to-2018>

8. Contact details

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Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development	Highways, Transportation & Waste	Libraries, Registration & Archives	Environment, Planning & Enforcement	Corporate Director GET	Total GET Directorate	Total Growth, Economic Development	Total Environment & Transport	Corporate Director GET
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
2016-17 Base	Approved budget by County Council on 11th February 2016	4,759.2	132,657.5	10,622.1	14,191.0	1,366.2	163,596.0	15,840.8	146,389.0	1,366.2
Base Adjustments (internal)	Changes to budgets which have nil overall affect on net budget requirement	18.5	113.1	277.8	273.2	5.5	688.1	305.1	377.5	5.5
Revised 2016-17 Base		4,777.7	132,770.6	10,899.9	14,464.2	1,371.7	164,284.1	16,145.9	146,766.5	1,371.7
Additional Spending Pressures										
Net Budget Realignment	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>									
Waste	Dry recyclables pressure, resulting from fall in commodity prices, and increase in waste tonnage		1,125.0				1,125.0		1,125.0	
Young Persons Travel Pass - Activity	Realignment of budget following changes in activity at the time of budget build		400.0				400.0		400.0	
Young Persons Travel Pass - School days	Change in the number of school days in the financial year compared to the previous year		-360.0				-360.0		-360.0	
Concessionary Fares	Realignment of budget due to falling journey numbers, in line with reduction in journey numbers in recent years		-200.0				-200.0		-200.0	
Other	Other minor budget realignments	-10.0			100.0		90.0	-10.0	100.0	
Pay and Prices										
<u>Inflation</u>										
Energy	Anticipated price increases on energy contracts as estimated by Commercial Services		239.2				239.2		239.2	
Highway Contracts	Index linked increases on maintenance, technical services and traffic management		354.2				354.2		354.2	
Waste Contracts	Index linked increases to composting, haulage & transfer stations, household waste recycling centres, landfill, landfill tax, recycling and waste to energy contracts		1,136.5				1,136.5		1,136.5	
Public Transport	Provision for inflation on: subsidised bus service contracts; the reimbursement of fares for the young person's travel pass; and concessionary fares		477.6				477.6		477.6	
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses			8.2	30.2		38.4	8.2	30.2	
Demography										
<i>Additional spending associated with increasing population and demographic make-up of the population</i>										
Waste Tonnage	Estimated additional waste anticipated due to increased number of households		720.0				720.0		720.0	
Young Persons Travel Pass	Estimated impact of more children being eligible for the young persons travel pass, due to rising population		230.0				230.0		230.0	
Coroners	Increase in number of post mortems undertaken, meaning a greater proportion of deaths are being investigated further by Coroners				100.0		100.0		100.0	
ENCTS	Reduction in concessionary fare journey numbers, consistent with national and local trends for reducing journey numbers		-120.0				-120.0		-120.0	

Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development	Highways, Transportation & Waste	Libraries, Registration & Archives	Environment, Planning & Enforcement	Corporate Director GET	Total GET Directorate	Total Growth, Economic Development	Total Environment & Transport	Corporate Director GET
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Government & Legislative										
Coroners	Introduction of Medical Examiner service				300.0		300.0		300.0	
Flooding	Additional responsibilities in relation to sustainable drainage systems (SuDS)				60.0		60.0		60.0	
Public Rights of Way	Additional duties in relation to local planning searches (Con24)				50.0		50.0		50.0	
Service Strategies & Improvements										
Coroners	Final year of phased transfer of Coroners officers costs being transferred from Police				110.0		110.0		110.0	
Economic Development - Broadband Project	Broadband Phase 2: funding for administration and management of scheme	160.0					160.0	160.0		
Other	Other minor service improvements	124.7	85.0		63.3		273.0	124.7	148.3	
Total Additional Spending Demands		274.7	4,087.5	8.2	813.5		5,183.9	282.9	4,901.0	
Savings and Income										
Transformation Savings										
Waste	New contract whereby waste collected from mechanical street sweeping is recycled		-200.0				-200.0		-200.0	
Public Transport	Full year effect of bus operators taking subsidised bus routes into commercial operation, with minor refinements, resulting in a reduction in subsidies paid		-105.0				-105.0		-105.0	
Street Lighting	Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system		-1,512.0				-1,512.0		-1,512.0	
Growth, Environment and Transport	Savings through multi-agency working with partners					-300.0	-300.0			-300.0
Income										
Client Charges	Uplift in social care client contributions in line with benefit uplifts for 2017-18, parental contribution for children placed in care, and inflationary increases for other activity led services including young person's travel pass, libraries, and registration	-110.0	-223.3	-370.0	-186.0		-889.3	-430.0	-459.3	

Appendix 1 - GET Cabinet Committees MTFP Sections

Embargoed Draft

Heading	Description	Economic Development £000s	Highways, Transportation & Waste £000s	Libraries, Registration & Archives £000s	Environment, Planning & Enforcement £000s	Corporate Director GET £000s	Total GET Directorate £000s	Total Growth, Economic Development £000s	Total Environment & Transport £000s	Corporate Director GET £000s
Efficiency Savings										
<u>Staffing</u>										
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff costs. The delivery of these savings will be with appropriate stakeholder engagement and detailed consultations	-281.1	-285.0	-510.0	-373.0	-150.0	-1,599.1	-791.1	-658.0	-150.0
<u>Contracts & Procurement</u>										
Economic Development	Review of grants and income	-194.9					-194.9	-194.9		
Visitor Economy	Contract and marketing review	-44.7					-44.7	-44.7		
Waste	Waste strategy efficiencies		-750.0				-750.0		-750.0	
Highways, Transportation & Waste	Contract and other efficiencies across Highways, Transportation & Waste division		-750.0				-750.0		-750.0	
Environment, Planning & Enforcement	Review of non staffing budgets				-128.0		-128.0		-128.0	
Young Persons Travel	Reduction in additional capacity payments to bus operators		-200.0				-200.0		-200.0	
Other	Other minor contracts and procurement savings	-23.7					-23.7	-23.7		
<u>Other</u>										
Discretionary Spend	Pro-rata cut to discretionary spend					-377.0	-377.0			-377.0
Other	Other minor efficiency savings				-29.0	-18.0	-47.0		-29.0	-18.0
Policy Savings										
Soft Landscaping	Review of contracts		-90.0				-90.0		-90.0	
Turner	Full year effect of review of funding agreement for 2016-18	-50.0					-50.0	-50.0		
Libraries	Reduce Library Book Fund by Approximately 20% (one-off)			-250.0			-250.0	-250.0		
Other	Other minor policy savings		-75.0		-75.0		-150.0		-150.0	
Total savings and Income		-704.4	-4,190.3	-1,130.0	-791.0	-845.0	-7,660.7	-1,784.4	-5,031.3	-845.0
Proposed Budget		4,348.0	132,667.8	9,778.1	14,486.7	526.7	161,807.3	14,644.4	146,636.2	526.7

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Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Children's Services								
		<i>Education and Personal</i>								
1	50.5	14 to 24 year olds	64.9	0.0	64.9	0.0	-17.4	0.0	47.5	A range of services for young people including preparation for employment, vocational training, apprenticeships, helping young people to set up in business via support from Kent Foundation, Skills Force and raising the age of statutory education to 18.
		Community Services								
2	1,958.9	Arts & Culture Development (including grant to Turner Contemporary)	307.0	1,524.8	1,831.8	0.0	0.0	0.0	1,831.8	Provides strategic leadership to the arts and culture sector in Kent through funding, commissioning, partnership working and leverage of funds to ensure the arts contribute fully to the Kent economy and quality of life. The service manages Kent Film Office, and oversees the Turner Contemporary; as well as providing grants to a range of artists, arts organisations and festivals.
3	-0.2	Gypsies and Travellers	266.2	171.1	437.3	0.0	-447.5	0.0	-10.2	Responsible for securing suitable local authority and other accommodation provision for Gypsies and Travellers in Kent. The Unit currently manages 10 local authority sites, containing 168 pitches.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
4	10,899.9	Libraries, Registration and Archives Services	11,328.1	4,750.0	16,078.1	-463.7	-5,836.3	0.0	9,778.1	<p>Libraries Service: Service delivered online and from 99 fixed libraries and a fleet of mobile vans, issuing approx. 5.16 million items (mostly books); supporting 5.3 million physical visits, 792,000 virtual visits; 516,000 hours of free public PC use; 1,478 home library service customers; 1,133 blind and partially sighted Postal Loan service customers and 3,500 clients in Prison Library service.</p> <p>Archives Service: 20,400 documents produced for researchers at Kent History and Library Centre; 2,850 archive documents accessed digitally and the management of 1,926 cubic metres of manuscript collections.</p> <p>Registration Service: Over 32,000 births and deaths registered; over 6,300 ceremonies registered and conducted (mostly marriage ceremonies) and 2,500 new citizens naturalised.</p>
5	438.3	Sports & Physical Activity Development	728.1	1,111.3	1,839.4	-147.8	-1,310.0	0.0	381.6	<p>Lead the development of sport and physical activity in Kent through a wide network of partners; manage the Kent School Games; generate external funding; work with a range of partners including Public Health to provide a continuum of sporting opportunity, and manage the County Sports Partnership to develop sports and physical activity opportunities to support the wider health and wellbeing of Kent communities, including reaching the inactive. The service has levered in more than £7.5m to the Kent economy over the last three years. The service is predominately externally funded.</p>

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

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	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Environment								
6 Page 21	569.9	Country Parks, Countryside Partnerships & Explore Kent	1,620.0	1,272.2	2,892.2	-140.2	-2,200.9	-76.2	474.9	This covers Kent Country Parks, Explore Kent, and Countryside Management Partnerships. There are nine Country Parks which generate 1.6 million visits per year to protect and improve access to the countryside whilst delivering education, recreation and environmental programmes. This service is predominately funded by external income and grant. The almost wholly-commissioned Explore Kent brand reaches more than 375,000 customers per annum, developing and promoting information for outdoor activities in order to improve health and wellbeing, and support the rural Kent economy. Countryside Partnerships is a predominately externally funded service whihc KCC hosts, covering a broad remit with partners to link communities to these natural landscapes through volunteering, ecology management, helping to manage habitats and landscapes, providing recreation, and working with distinct client groups. All of these services contribute to the health and wellbeing of communities and individuals and deliver against public health outcomes of increasing physical activity and improving mental health.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
7	1,384.8	Environmental Management (incl. Coastal Protection)	1,588.3	2,698.0	4,286.3	-262.0	-835.2	-1,858.3	1,330.8	Delivery of the Kent Environment Strategy. Delivery of Climate Local targets, Carbon Reduction Commitment, Energy Company Obligation and support to Low Carbon business through Low Carbon Kent and Low Carbon Plus - saving money through fuel efficiency and supporting the development of the low carbon market. Building resilience and risk management in relation to climate change and severe weather, working across services, businesses and communities. Supporting conservation and enhancement of Kent's natural and cultural assets and services including biodiversity planning, ecological and landscape advice, heritage conservation and planning, coastal conservation. Working across the authority to ensure biodiversity and landscape are appropriately considered throughout all Council functions.
8	1,627.1	Public Rights of Way	1,323.2	463.0	1,786.2	0.0	-108.1	0.0	1,678.1	This covers the statutory functions of the Public Rights of Way Service (PRoW), Common land and Village Greens and Open Access Land. The PRoW service has a duty to protect, maintain and record 6,847km of highway asset (including surface maintenance, 2,400 bridges and over 30,000 other items of furniture e.g. direction posts/signs). It also maintains the legal records of PRoW (the Definitive Map) and the Common Land and Village Greens register and deals with planning applications in relation to village greens.
		Highways								
		<i>Highways Maintenance</i>								
9	3,261.3	Adverse Weather	0.0	3,328.6	3,328.6	0.0	0.0	0.0	3,328.6	Includes provision for 68 salting runs, salting approximately 2,500 km of primary highway routes per run (about 30% of roads in Kent, including all A and B class roads, busy commuter routes and other danger spots), and in cases of prolonged heavy frost, widespread ice or snow, potentially up to a further 15% of the road network (secondary routes), plus restocking 2,300 salt bins.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	Affordable Activity
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
10	2,051.5	Bridges and other structures	710.7	1,550.0	2,260.7	0.0	-226.3	0.0	2,034.4	Inspection and maintenance of 2,700 bridges and structures and two road tunnels.
11	7,347.0	General maintenance and emergency response	3,591.7	3,946.6	7,538.3	0.0	-599.9	0.0	6,938.4	Safety inspections, routine maintenance and minor repair of 8,500km of highway and 5,000km of pavements plus the coordination of all roadworks undertaken by utility companies and KCC contractors.
12	2,993.1	Highways drainage	402.8	2,652.1	3,054.9	0.0	0.0	0.0	3,054.9	Safety inspections, routine maintenance, cleansing and minor repair of 250,000 road drainage gullies and soakaways.
13	3,083.1	Streetlight maintenance	520.9	2,358.9	2,879.8	0.0	-154.0	0.0	2,725.8	Safety inspections, routine maintenance and minor repair of 120,000 streetlights and 30,000 lit signs and bollards.
		Highways Management								
14	-18.3	Development Planning	1,792.7	324.2	2,116.9	0.0	-2,176.4	0.0	-59.5	Includes developer agreements & developer plans, local development framework, adoption of highways and development control.
15	1,661.2	Highway improvements	2,283.8	-693.0	1,590.8	0.0	-4.6	0.0	1,586.2	Technical support and design of highway resurfacing schemes and other improvement programmes to reduce congestion, improve air quality and help minimise traffic collisions.
16	642.6	Road safety	984.7	1,797.1	2,781.8	-28.0	-2,005.6	-107.4	640.8	Working in cooperation with the Kent and Medway Safety Camera Partnership to reduce road casualties through a combination of education, publicity and training campaigns, and enforcement, together with engineering improvements.
17	4,733.8	Streetlight energy	0.0	3,961.0	3,961.0	0.0	0.0	0.0	3,961.0	Payment for electricity to illuminate 120,000 streetlights and 30,000 lit signs and bollards.
18	1,033.7	Traffic management	2,584.1	1,956.1	4,540.2	0.0	-3,757.6	0.0	782.6	Running costs, safety inspections, routine maintenance, minor repair, energy and communication systems for 700 sets of traffic signals/15,000 traffic lights, 400 electronic message signs and 150 CCTV cameras to provide congestion reduction measures.
19	3,389.4	Tree maintenance, grass cutting and weed control	682.2	2,632.4	3,314.6	0.0	0.0	0.0	3,314.6	Safety inspections, routine maintenance and management of 10 million square metres of grass areas, 500,000 trees, shrubs and hedges.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Planning and Transport Strategy								
20	1,255.7	Planning & Transport Policy	833.8	317.9	1,151.7	0.0	0.0	0.0	1,151.7	Delivery of Growth without Gridlock - developing key strategic transport improvements such as a new Lower Thames Crossing, A21 dualling, solutions to Operation Stack/lorry parking and enhancements to the rail network including the new Thanet Parkway Station and reduced journey times to East Kent in particular. Strategic influencing of Government Policy and new infrastructure funding streams underpinned by the preparation of the Kent and Medway Growth and Infrastructure Framework, providing transport input to South East Local Enterprise Partnership (SELEP), co-ordinating KCC's responses to Local Plans and Community Infrastructure Levy (CIL) charging schedules, producing the Minerals and Waste Local Plan and the Local Transport Plan.
21	416.6	Planning Applications	713.4	174.2	887.6	-232.0	-230.0	0.0	425.6	Delivery of the statutory county planning application service including pre-application advice, consideration and determination of applications and submissions, monitoring and enforcement. (Approximately 500 developments per annum).
		Public Protection								
22	2,217.3	Community Safety (including Community Wardens)	2,023.1	221.0	2,244.1	-16.0	-115.8	0.0	2,112.3	Co-ordinates and manages the delivery of safer and stronger communities - on behalf of the people of Kent under the Crime and Disorder Act and associated regulations. Provides the policy and performance support to the Police and Crime Panel. An establishment of 70 Community Wardens providing a key aspect of local community safety delivery. The Warden service provides a highly visible, reassuring community presence helping to build community resilience and supporting the vulnerable within their areas.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
23	2,884.6	Coroners	1,832.5	2,209.6	4,042.1	0.0	-626.0	0.0	3,416.1	Provision of office accommodation, coroners salaries, investigation officers and other staff, court facilities, mortuary facilities and all other costs related to the provision of HM Coroners service in Kent. The service is responsible for inquiries into approximately 7,000 violent or unnatural deaths, sudden deaths of unknown cause and deaths which have occurred in prison, resulting in approximately 4,000 post mortems, 3,000 body removals and 800 inquests.
24	1,124.2	Emergency Response & Resilience (including Flood Risk Management)	825.4	635.8	1,461.2	0.0	-212.0	0.0	1,249.2	Delivery of KCC's statutory obligations under the Civil Contingencies Act and the Flood and Water Management Act. Undertaking KCC's responsibilities as Lead Local Flood Authority and delivery of the Local Flood Risk Management Strategy. Delivering corporate responsibilities in emergency planning and business continuity. Provide consultancy services to District / Borough Councils under Service Level Agreements as well as advice, guidance and support to residents and businesses to build resilience. Maintain community leadership through the Kent Resilience Forum and other partnerships.
25	2,614.0	Trading Standards (including Kent Scientific Services)	2,659.5	889.3	3,548.8	-50.0	-1,124.8	0.0	2,374.0	Promoting and protecting a fair and safe trading environment to allow Kent business to flourish; protecting consumers from illegitimate trading, especially the blight of rogue traders and scammers who target the vulnerable; providing advice to businesses; reducing the impact of harmful and age restricted goods to the young; protecting the security and traceability of the food chain, ensuring dangerous goods are stored safely and preventing the spread of animal disease and suffering. This all contributes to the wider agendas of reducing crime; supporting business and improving public health. Kent Scientific Services, a laboratory undertaking statutory analysis of food imports and food testing, and calibration services linked to the work of Trading Standards. It also provides toxicology services to Coroners.

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Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
		Regeneration & Economic Development								
26	2,609.3	Regeneration & Economic Development Services	2,497.1	2,673.6	5,170.7	-48.6	-1,979.3	-828.7	2,314.1	This is divided into three main areas of activity, Business & Enterprise, Economic Strategy & Partnerships and Infrastructure, with the aim of creating the right environment to support economic growth and increased employment opportunities in the county. Includes work on a wide range of initiatives including: Broadband, Kent & Medway Business Loan Fund, No Use Empty, Foreign Inward Investment, Visit Kent, Produced In Kent and Hardelot training centre. Much of this is carried out in partnership with and through other organisations and businesses within and beyond Kent including at regional, national and international level.
		Schools' Services								
27	461.0	Other Schools' Services	397.0	64.0	461.0	0.0	0.0	0.0	461.0	Crossing Patrols, licences, provision of temporary mobile classrooms, planned maintenance agreements, legionella work, asbestos and condition surveys. Reimbursement of schools' costs for maternity leave, public duties, trade union representatives, suspended staff and tribunals. Some of these services now operate on a fully traded basis.
		Transport Services								
28	17,111.2	Concessionary Fares	0.0	16,984.2	16,984.2	0.0	-27.0	0.0	16,957.2	Delivering approximately 16.5 million free bus journeys for elderly and disabled users via the English National Concessionary Travel Scheme, as defined by government.
29	6,043.4	Subsidised Bus Services (including Kent Karrier)	0.0	8,315.5	8,315.5	-517.0	-604.0	-1,087.8	6,106.7	Providing financial support for otherwise uneconomic bus services and payment of Bus Service Operators grant in relation to subsidised services. Kent Karrier is the County's Dial-a-Ride transport service; membership is for those that cannot use conventional public transport because of disability or rural location.

Appendix 2 - Directorate Specific A to Z Service Analysis

Growth, Environment & Transport

Row Ref	2016-17 Revised Base	Service	2017-18 Proposed Budget							Affordable Activity
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	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
30	1,401.0	Transport Operations	1,214.6	68.7	1,283.3	0.0	-12.3	0.0	1,271.0	Management, planning, procurement and monitoring of subsidised local bus services, home to school transport and public transport information.
31	233.0	Transport Planning	207.8	25.2	233.0	0.0	0.0	0.0	233.0	Improve public transport and access to key services.
32	8,312.5	Young Person's Travel Pass	0.0	14,218.7	14,218.7	0.0	-5,836.2	0.0	8,382.5	25,100 passes issued to young people aged 11 to 16, providing discounted travel on the Kent bus network, through subsidy from KCC. Including the provision of additional buses on key routes to meet increased demand.
		Waste Management								
33	814.1	Waste Compliance, Commissioning and Contract Management	596.2	217.9	814.1	0.0	0.0	0.0	814.1	Responsibility for the operational management, commissioning and compliance delivery of core waste management services, including the statutory duty to undertake the treatment and disposal of household waste in Kent.
34	575.4	Partnerships & development	286.5	288.9	575.4	0.0	0.0	0.0	575.4	Collaborative working with the Environment Agency and other local authorities, including Kent Resource Partnership (KCC & the 12 Kent District Councils) to undertake enforcement activities and public campaigns to manage demand, reduce overall waste volumes and increase recycling. Develop strategies and implementation programmes.
35	643.8	Closed Landfill Sites	106.8	553.0	659.8	0.0	-16.0	0.0	643.8	Pollution monitoring and control and maintenance of 19 closed landfills to ensure public safety and environmental protection is maintained.
		Waste Processing								
36	15,299.3	Operation of Waste Facilities	0.0	15,813.1	15,813.1	0.0	-152.7	0.0	15,660.4	Contracts for the provision of statutory waste services for Kent's residents, which includes 18 Household Waste Recycling Centres, attracting approximately 3.5 million visitors per year, and 7 transfer facilities to provide local disposal points for the efficient delivery of District Council collection services, together with associated bulk haulage contracts.

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Growth, Environment & Transport

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	Net Cost		Staffing	Non staffing	Gross Expenditure	Internal Income	External Income	Grants	Net Cost	
	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
37	6,236.1	Payments to Waste Collection Authorities (District Councils)	0.0	6,305.5	6,305.5	0.0	0.0	0.0	6,305.5	Payments to support recycling initiatives that reduce the amount of waste (21,500 tonnes) that would otherwise have to be disposed of through more costly routes, e.g. waste to energy recovery.
38	6,851.7	Recycling Contracts and Composting	0.0	8,925.7	8,925.7	0.0	-1,716.0	0.0	7,209.7	Recycling and composting 346,800 tonnes (47%) of household waste.
39	36,164.0	Treatment and disposal of residual waste	0.0	37,407.0	37,407.0	0.0	0.0	0.0	37,407.0	Treatment and/or disposal of 362,000 tonnes of residual household waste produced in Kent, which is neither recyclable or compostable, either through waste to energy recovery (317,400 tonnes through the Allington Waste to Energy Plant) or through other waste treatment final disposal contracts (44,600 tonnes). Removal and disposal of approximately 170 abandoned vehicles.
40	160,375.8	Total Direct Services to the Public	44,973.1	152,113.2	197,086.3	-1,905.3	-32,331.9	-3,958.4	158,890.7	
		Management, Support Services and Overheads								
		Directorate Management and Support for:								These budgets include the directorate centrally held costs, which include the budgets for, amongst other things, the strategic directors and heads of service.
41	3,908.3	Growth, Environment & Transport (GE&T)	1,815.2	1,195.0	3,010.2	0.0	-93.6	0.0	2,916.6	
42	3,908.3	Total Management, Support Services and Overheads	1,815.2	1,195.0	3,010.2	0.0	-93.6	0.0	2,916.6	
43	164,284.1	TOTAL	46,788.3	153,308.2	200,096.5	-1,905.3	-32,425.5	-3,958.4	161,807.3	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
			Three Year Budget	Cash Limits			
				2017-18	2018-19	2019-20	Later Years
			£'000	£'000	£'000	£'000	£'000
	Rolling Programmes	Description of Project					
1	<i>Country Parks Access and Development</i>	Improvements and adaptations to country parks	243	123	60	60	
2	<i>Public Rights of Way</i>	Structural improvements of public rights of way	2,505	835	835	835	
3	<i>Public Sports Facilities Improvement - Capital Grant</i>	Capital grants for the new provision/refurbishment of sports facilities and projects in the community	300	100	100	100	
4	<i>Village Halls and Community Centres - Capital Grants</i>	Capital Grants for improvements and adaptations to village halls and community centres	400	200	100	100	
5	<i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i>	Maintaining Kent's roads	79,120	29,371	24,874	24,875	
6	<i>Integrated Transport Schemes under £1 million*</i>	Improvements to road safety	9,300	3,100	3,100	3,100	
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	680	680			
8	Land compensation and Part 1 claims arising from completed projects	Land compensation part 1 claims	53	43	10		
9	Total Rolling Programmes		92,601	34,452	29,079	29,070	0

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	Coroners	Co-location of the Kent Coroners Service and Medical Examiners Service	3,977		3,977			
2	<i>Jasmin Vardimon</i>	To provide access and accommodation for creative industries including the Jasmin Vardimon Dance Company	5,991	155	2,964	2,787	85	
3	Herne Bay Library Plus	Project in partnership with Canterbury City Council to maximise the utilisation of an existing building. The project will also address long-term building issues.	251	1	250			
4	<i>Tunbridge Wells Cultural Hub</i>	Development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council	2,470	225	1,245	1,000		
5	<i>Broadband Contract 2 (formerly Superfast Extension Programme)</i>	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband by the end of 2017	11,200	6,172	5,028			
6	Folkestone Heritage Quarter	Public realm improvement works to Folkestone Old Town	1,465	1,335	130			
7	Kent Empty Property Initiative - No Use Empty (NUE)	The NUE Programme brings long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation including an affordable homes project part funded by HCA through the provision of short term secured loans	20,838	16,013	3,220	470	522	613
8	No Use Empty - Rented Affordable Homes	To expand the existing Empty Property Initiative offer to return large family-sized empty properties back into use as affordable rented homes	3,216	1,608			1,538	70
9	No Use Empty - Rented Affordable Homes Extension	A continuation of the existing No Use Empty Rented Affordable Homes offer to return large family sized empty properties back into use as affordable rented homes	818	409				409

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate	39,871	7,055	7,724	8,307	7,292	9,493
2	<i>Turner</i>	To extend and refurbish to make the building function more efficiently to service the high levels of visitor numbers	6,000		200	1,750	4,050	
3	Discovery Park Enterprise Zone	Capital works to support business growth at Discovery Park, Sandwich	5,300	3,400	1,900			
4	Workspace Kent	Establishment of additional incubator and other business workspace	2,174	1,437	295	147	147	148
5	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	6,000	2,000	1,000	1,000	1,000	1,000
6	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	2,312	1,879	142	102	75	114
7	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,005	1,726	74	65	48	92
8	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,000	16,708	12,164	10,455	673	
9	<i>Thanet Parkway</i>	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	21,420	805	550	1,566	18,319	180
10	East Kent Access Phase 2 - Major Road Scheme	Construction of East Kent Access Road	85,425	84,685	424	316		
11	<i>Kent Thameside Strategic Transport Programme</i>	Strategic highway improvement in Dartford & Gravesham	53,406	673	2,289	7,739	7,528	35,177
12	<i>A226 St Clements Way</i>	Road Improvement scheme	6,903	1,059	1,094	4,248	502	
13	Rathmore Road Link	Road Improvement scheme	9,500	5,936	2,258	156	1,150	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	Rushenden Link (Sheppey) - Major Road Scheme	Construction of link road	10,932	10,842	50	40		
2	Sittingbourne Northern Relief Road - Major Road Scheme	Construction of relief road	29,742	29,122	286	334		
3	Westwood Relief Strategy - Poorhole Lane Improvement	Road scheme to relieve congestion	4,545	4,421	41	41	42	
4	Drovers Roundabout junction	Construction of roundabout	23,610	23,512	88	10		
5	Victoria Way	Construction of relief road	18,126	18,046	66	14		
6	<i>A28 Chart Road, Ashford</i>	Strategic highway improvement	32,800	1,934	6,404	9,759	14,703	
7	Eurokent Road (East Kent)^	Construction of new road in Westwood, Thanet	6,046	6,046				
8	M20 Junction 4 Eastern over bridge	Carriageway widening	5,681	5,504	37	69	71	
9	<i>A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge</i>	Junction improvements	2,050	805	1,245			
10	<i>Sturry Link Road, Canterbury</i>	Construction of bypass	28,600	548	878	946	14,778	11,450
11	<i>A28 Sturry Road integrated transport package, Canterbury</i>	Construction of bus lane	550	46	504			
12	<i>West Kent local sustainable transport - tackling</i>	Package of measures to reduce congestion and carbon footprint	5,275	2,370	700	905	700	600

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	<i>Kent Strategic Congestion management programme across growth areas</i>	Package of measures to reduce congestion and carbon footprint	4,800	1,598	802	800	800	800
2	<i>Sustainable access to Education & employment</i>	Targeted improvements to Public Rights of Way	1,288	331	357	200	200	200
3	Tonbridge town centre regeneration	Town centre improvements	2,700	2,852	-152			
4	Kent Thameside LSTF - Integrated door-to-door journeys	Package of measures to reduce congestion	4,500	2,900	500	400	400	300
5	Maidstone Integrated Transport		11,850	718	3,862	2,835	3,285	1,150
6	Kent Sustainable interventions programme for	Highway improvements	2,967	675	792	500	500	500
7	Sturry Road Landfill Site	Replacement of water treatment plant	192		192			
8	Marsh Million	Fund to support economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station	1,383	903	188	79	75	138
9	<i>Duke of York Roundabout</i> [^]	To increase capacity by changing the layout of the roundabout	4,414	20	292	965	2,494	643
10	<i>Paddock Wood Junction Improvements</i> [^]	locations to support housing delivery at Paddock Wood	3,949	0	340	412	2,946	251
11	<i>Medway Flood Storage Area</i> [^]	To provide flood defences for the River Medway, including property level resilience for Yalding and the surrounding area, increasing the capacity of Leigh Flood Storage area and to support the LGF3 bid for funds to support flood defences for Hildenborough and East Peckham.	4,000					4,000

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT							
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR							
			Total Cost of Scheme £'000	Prior Years Spend £'000	Cash Limits			
					2017-18 £'000	2018-19 £'000	2019-20 £'000	Later Years £'000
	Individual Projects	Description of Project						
1	<i>Dartford Town Centre</i> [^]	A package of works to improve economic performance of Dartford Town Centre	12,000	450	675	3,900	3,525	3,450
2	<i>A2500 Lower Road Improvements</i> [^]	Junction improvements to increase capacity	1,805		387	1,321	53	44
3	<i>A2 Off Slip Wincheap, Canterbury</i> [^]	To deliver an off-slip in the coastbound direction	8,800	216	537	989	3,439	3,619
4	<i>Ashford Town Centre Transformation</i> [^]	To provide the framework for the transformational large scale regeneration and development of Ashford Town Centre	1,934		965	969		
5	<i>Woodsgate Corner</i> [^]	A roundabout scheme to replace a signalised junction	2,598		184	448	1,857	109
6	<i>Westwood Relief Strategy</i> [^]	Improvements to the central roundabout to reduce congestion	5,900		2,000	3,900		
7	Southborough Hub**	Reprovision of library within new Southborough Hub	1,410	1,410				
8	<i>Orchard Way Railway bridge, Ashford</i>	Strategic highway improvement	15,000					15,000
9	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	Construction of bypass	25,000					25,000
10	<i>South East Maidstone Strategic Link - Road Scheme</i>	Construction of bypass	35,000					35,000
11	Total Individual Projects		649,989	268,550	69,148	69,944	92,797	149,550
12	Directorate Total		742,590	268,550	103,600	99,023	121,867	149,550
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Estimated allocations have been included for 2019-20.</p> <p>** Full business case to come forward in due course</p> <p>[^] Dependent on LGF3 allocations</p>								

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT						
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR						
		Total Cost of Scheme	Prior Years Spend	Cash Limits			
				2017-18	2018-19	2019-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000
	Funded by:						
	Borrowing	57,912	28,012	24,218	13,545	12,922	-20,785
	Grants	379,337	188,229	53,478	63,258	66,951	7,421
	Developer Contributions	149,739	7,621	6,671	4,758	18,058	112,631
	Other External Funding	72,721	16,438	3,636	4,742	12,725	35,180
	Revenue and Renewals	5,499	3,721	1,235	186	142	215
	Capital Receipts	5,964	4,695	2,459	1,260	0	-2,450
	Recycling of Loan Repayments	71,418	19,834	11,903	11,274	11,069	17,338
	Total:	742,590	268,550	103,600	99,023	121,867	149,550

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR												
		2017-20 Funded By:										
		Three Year Budget	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20		
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
ROLLING PROGRAMMES												
1	Country Parks Access and Development	243	60					183		243		
2	Public Rights of Way	2,505	0	2,505						2,505		
3	Public Sports Facilities Improvement - Capital Grant	300	200					100		300		
4	Village Halls and Community Centres - Capital Grants	400	300					100		400		
5	Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*	79,120		79,120						79,120		
6	Integrated Transport Schemes under £1 million*	9,300		9,300						9,300		
7	Major Schemes - Preliminary Design Fees	680	330	350						680		
8	Land compensation and Part 1 claims arising from completed projects	53			53					53		
9	Total Rolling Programmes	92,601	890	91,275	53	0	0	383	0	92,601		
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
10	Coroners	3,977	0	3,977							3,977	
11	Jasmin Vardimon	5,991	155				5,836				5,836	
12	Herne Bay Library Plus	251	1	250							250	
13	Tunbridge Wells Cultural Hub	2,470	225			400	245		1,600		2,245	
14	Broadband Contract 2 (formerly Superfast Extension Programme)	11,200	6,172					1,000	4,028		5,028	
15	Folkestone Heritage Quarter	1,465	1,335				130				130	
16	Kent Empty Property Initiative - No Use Empty (NUE)	20,838	16,013	-1,804				57		5,959	4,212	613
17	No Use Empty - Rented Affordable Homes	3,216	1,608							1,538	1,538	70
18	No Use Empty - Rented Affordable Homes Extension	818	409									409
19	Kent & Medway Business Fund	39,871	7,055							23,323	23,323	9,493
20	Turner	6,000	0				6,000				6,000	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR											
	Total Cost of Scheme	Prior Years Spend	2017-20 Funded By:								Total 2017-20	Later Years
			Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	£'000		
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
	INDIVIDUAL PROJECTS											
1	Discovery Park Enterprise Zone	5,300	3,400		1,900						1,900	
2	Workspace Kent	2,174	1,437		0				589		589	148
3	Innovation Investment Initiative (i3) (Kent & Medway Growth Hub)	6,000	2,000		3,000						3,000	1,000
4	Energy and Water Efficiency Investment Fund - External	2,312	1,879					319			319	114
5	Energy Reduction and Water Efficiency Investment - KCC	2,005	1,726					187			187	92
6	LED Conversion	40,000	16,708	23,292							23,292	
7	Thanet Parkway	21,420	805	1,845	10,000		8,590				20,435	180
9	East Kent Access Phase 2 - Major Road Scheme	85,425	84,685	696	44						740	
10	Kent Thameside Strategic Transport Programme	53,406	673		11,306	6,250					17,556	35,177
11	A226 St Clements Way	6,903	1,059		3,265	2,579					5,844	
12	Rathmore Road Link	9,500	5,936		3,264				300		3,564	
13	Rushenden Link (Sheppey) - Major Road Scheme	10,932	10,842			90					90	
14	Sittingbourne Northern Relief Road - Major Road Scheme	29,742	29,122			620					620	
15	Westwood Relief Strategy - Poorhole Lane Improvement	4,545	4,421			124					124	
16	Drovers Roundabout junction	23,610	23,512	98							98	
17	Victoria Way	18,126	18,046	0	80						80	
18	A28 Chart Road, Ashford	32,800	1,934	21,249	8,490	1,127					30,866	
22	Eurokent Road (East Kent)	6,046	6,046						-2,592	2,592		
23	M20 Junction 4 Eastern over bridge	5,681	5,504			177					177	
24	A26 London Road/Speldhurst Road/Yew Tree Road/Junction improvements, Tunbridge Wells	2,050	805		1,000	245					1,245	
25	Sturry Link Road, Canterbury	28,600	548		5,367	11,235					16,602	11,450
26	A28 Sturry Road integrated transport package, Canterbury	550	46		254	250					504	

Row Ref	GROWTH, ENVIRONMENT & TRANSPORT											
	Appendix 3 - CAPITAL INVESTMENT PLANS 2017-18 TO 2019-20 BY YEAR											
		2017-20 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Contrs	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2017-20	Later Years
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
INDIVIDUAL PROJECTS												
1	<i>West Kent local sustainable transport - tackling congestion</i>	5,275	2,370		2,100		205				2,305	600
2	<i>Kent Strategic Congestion management programme across growth areas</i>	4,800	1,598		2,402						2,402	800
3	<i>Sustainable access to Education & employment</i>	1,288	331		519	238					757	200
4	<i>Tonbridge town centre regeneration</i>	2,700	2,852		-152						-152	
5	<i>Kent Thameside LSTF - Integrated door-to-door journeys</i>	4,500	2,900		1,300						1,300	300
6	<i>Maidstone Integrated Transport</i>	11,850	718		7,867	2,115					9,982	1,150
7	<i>Kent Sustainable interventions programme for growth</i>	2,967	675		1,792						1,792	500
8	<i>Sturry Rd Landfill Site</i>	192	0	192							192	
9	<i>Marsh Million</i>	1,383	903				97			245	342	138
10	<i>Duke of York Roundabout^{^^}</i>	4,414	20		3,751						3,751	643
11	<i>Paddock Wood Junction Improvements^{^^}</i>	3,949	0		3,000	698					3,698	251
12	<i>Medway Flood Storage Area^{^^}</i>	4,000									0	4,000
13	<i>Dartford Town Centre^{^^}</i>	12,000	450		8,100						8,100	3,450
14	<i>A2500 Lower Road Improvements^{^^}</i>	1,805			1,221	540					1,761	44
15	<i>A2 Off Slip Wincheap, Canterbury^{^^}</i>	8,800	216		4,184	781					4,965	3,619
16	<i>Ashford Town Centre Transformation^{^^}</i>	1,934			969	965					1,934	
17	<i>Woodsgate Corner^{^^}</i>	2,598			2,489						2,489	109
18	<i>Westwood Relief Strategy^{^^}</i>	5,900			4,900	1,000					5,900	
19	<i>Southborough Hub^{**}</i>	1,410	1,410									
20	<i>Orchard Way Railway bridge, Ashford</i>	15,000										15,000
21	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	25,000										25,000
22	<i>South East Maidstone Strategic Link - Road Scheme</i>	35,000										35,000
23	Total Individual Projects	649,989	268,550	49,795	92,412	29,434	21,103	1,563	3,336	34,246	231,889	149,550
24	TOTAL CASH LIMIT	742,590	268,550	50,685	183,687	29,487	21,103	1,563	3,719	34,246	324,490	149,550
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Indicative figures have been included for 2018-19 and 2019-20.</p> <p>** Full business case to come forward in due course.</p> <p>^{^^} Dependent on LGF3 allocations</p>												