

KENT COUNTY COUNCIL

COUNTY COUNCIL

MINUTES of a meeting of the County Council held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 February 2023.

PRESENT: Mrs L Game (Chairman), Mr G Cooke (Vice-Chairman), Mr N Baker, Mr M Baldock, Mr P V Barrington-King, Mr P Bartlett, Mr D Beaney, Mrs C Bell, Mrs R Binks, Mr T Bond, Mr A Booth, Mr A Brady, Mr D L Brazier, Mr C Broadley, Mrs B Bruneau, Mr S R Campkin, Miss S J Carey, Sir Paul Carter, CBE, Mrs S Chandler, Mr N J D Chard, Mrs P T Cole, Mr P Cole, Mr N J Collor, Ms K Constantine, Mr P C Cooper, Mr D Crow-Brown, Mr M C Dance, Ms M Dawkins, Mrs T Dean, MBE, Mr M Dendor, Mr R W Gough, Ms K Grehan, Ms S Hamilton, Peter Harman, Mr P M Hill, OBE, Mr A R Hills, Mrs S V Hohler, Mr S Holden, Mr M A J Hood, Mr A J Hook, Mrs S Hudson, Mr D Jeffrey, Mr A Kennedy, Mr J A Kite, MBE, Rich Lehmann, Mr B H Lewis, Mr R C Love, OBE, Mr S C Manion, Mr R A Marsh, Ms M McArthur, Mr J P McInroy, Ms J Meade, Mr J Meade, Mr D Murphy, Mr P J Oakford, Mr J M Ozog, Mrs L Parfitt-Reid, Mrs S Prendergast, Mr H Rayner, Mr O Richardson, Mr A M Ridgers, Mr D Robey, Mr A Sandhu, MBE, Mr T L Shonk, Mr C Simkins, Mr M J Sole, Mr P Stepto, Mr R G Streatfeild, MBE, Dr L Sullivan, Mr B J Sweetland, Mr R J Thomas, Mr D Watkins, Mr S Webb, Mr J Wright and Ms L Wright

IN ATTENDANCE: Mr J Cook (Democratic Services Manager) and Mr B Watts (General Counsel)

IN VIRTUAL ATTENDANCE: Mr D Ross

UNRESTRICTED ITEMS

119. Apologies for Absence
(Item 1)

The General Counsel reported apologies from Mr Cannon, Mr Chittenden, and Mr Daley.

Mr Ross had given his formal apologies and joined the meeting virtually.

120. Declarations of Disclosable Pecuniary Interests or Other Significant Interests in items on the agenda
(Item 2)

Mr Manion declared an interest that he was a host for Ukrainian refugees under the Homes for Ukraine scheme.

Ms Meade declared an interest that she was a carer.

Ms Wright declared an interest that she was an appointee for a family member.

The General Counsel advised that the procedure rules would apply in accordance with the Register of Members' Interests.

121. Minutes of the meeting held on 15 December 2022 and, if in order, to be approved as a correct record
(Item 3)

RESOLVED that the minutes of the meeting held on 15 December 2022 be approved as a correct record subject to references to Hope not Hate standing up to fascism being included in Dr Sullivan's response to the Leader's report (Item 7 – *Report by Leader of the Council (Oral)*).

122. Chairman's Announcements
(Item 4)

- (1) With the deepest regret the Chairman informed Members of the very sad passing of Mr Cameron Beart, County Councillor for Sheppey. Mr Beart joined Kent County Council at the May 2021 election and served as a Member of the Council's Planning Applications Committee. He also served on the Children's, Young People and Education Cabinet Committee and the Environment and Transport Cabinet Committee between May 2021 and July 2022. Mr Beart represented Queenborough and Halfway on Swale Borough Council and he was also Deputy Mayor at Queenborough Town Council. The Chairman advised Members that full tributes to Mr Beart would be given at the next meeting of County Council.
- (2) The Chairman referred to the tragic earthquake in Turkey and Syria which had taken the lives of thousands of people. The Chairman asked Members to join her in sending thoughts and best wishes for the emergency response and in expressing the Council's deepest sympathies to those who had lost loved ones in the disaster.
- (3) The Chairman held a one-minute silence in memory of Mr Beart and those who had suffered in the recent earthquake.

123. Section 25 Assurance Statement
(Item 5)

- (1) Mr Oakford proposed, and Mr Gough seconded the motion that:

“Pursuant to section 25 of the Local Government Act, County Council is asked to consider and note this report and agree to have due regard to the contents when making decisions about the proposed budget.”

- (2) The Chairman advised Members that the Section 25 Assurance Statement was a record of professional advice to assist in consideration of the proposed budget. Its consideration was a legal requirement and did not seek agreement to any of the budget proposals due to be considered.
- (3) The Corporate Director for Finance, as the Section 151 Officer, provided an overview of the Section 25 Assurance Statement. She confirmed that this report set out her professional opinion as Section 151 Officer as to the robustness of the budget estimates and the level of reserves. She advised that this view took account of the impact of global and national factors and the general economic environment. She acknowledged that setting a balanced budget for 2023/2024 and the medium term had been exceptionally challenging and highlighted that there were significant financial risks. She said, subject to all the proposals in the draft budget being delivered as planned, she was able to confirm the adequacy of the reserves and the robustness of the estimates.
- (4) The Chair put the motion set out in paragraph 1 to the vote and it was agreed unanimously.

RESOLVED that pursuant to section 25 of the Local Government Act, County Council noted the report and agreed to have due regard to the contents when making decisions about the proposed budget.

124. Capital Programme 2023-33 and Revenue Budget 2023-24 (including Council Tax Setting 2023/24)
(Item 6)

- (1) The Chairman reminded all Members that any Member of a Local Authority who was liable to pay Council Tax, and who had any unpaid Council Tax amount overdue for at least two months, even if there was an arrangement to pay off the arrears, must declare the fact that they are in arrears and must not cast their vote on anything related to KCC's Budget or Council Tax.
- (2) The Chairman drew Members' attention to the Section 25 Assurance Statement, as considered under the previous item, reminding them of the agreement by Council to give it due regard while considering the Budget.
- (3) Mr Oakford proposed and Mr Gough Seconded the following motion:

"County Council, having given due regard to the s25 Report (published for consideration as agenda item 5 of this meeting), is asked to agree the following:

2023-33 Capital Programme

- (a) The 10-year Capital programme and investment proposals of £1,624.0m over the years from 2023-24 to 2032-33 together with the necessary funding and subject to approval to spend arrangements.
- (b) The directorate capital programmes as set out in appendices A & B of the final draft budget report published on 1 st February 2023.

2023-24 Revenue Budget and Medium Term Financial Plan

- (c) The net revenue budget requirement of £1,310.9m for 2023-24.
- (d) The directorate revenue budget proposals for 2023-24 and the medium term financial plan as set out in appendices D (high level 3 year plan), E (2023-24 key services), appendix F (variations for 2023-24) and G (variations for 2023-26) of the final draft budget report published on 1 st February 2023.

2023-24 Council Tax

- (e) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in section 6.10 (table 4) in the final draft report published on 1st February 2023. For the general precept the increase up to but not exceeding 3% raises an additional £25.048m taking the total general precept to £761,106,400
- (f) To levy the additional 2% social care precept (raising an additional £16.664m and taking the total social care precept to £115,672,900 out of the total precept set out in recommendation (g) below).
- (g) The total Council Tax requirement of £876,779,300 to be raised through precepts on districts as set out in section 6.9 (table 3) in the final draft report published on 1st February 2023.

Kent Pay Scheme 2023-24

- (h) The recommendations from Personnel Committee on the changes to Kent Pay Scheme as set out in section 7.8 of the final draft budget published on 1 st February 2023
- (i) The uprating of member allowances linked to pay awards as set out in section 7.10 of the final draft budget published on 1st February 2023

Key Policies and Strategies

- (j) The Fees and Charges policy as set out in appendix L of the final draft report published on 1st February 2023

- (k) The Capital Strategy as set out in appendix M of the final draft report published on 1 st February 2023 including the Prudential Indicators.
- (l) The Treasury Management Strategy as set out in appendix N of the final draft report published on 1 st February 2023
- (m) The Minimum Revenue Provision (MRP) Statement as set out in appendix P of the final draft report published on 1 st February 2023.
- (n) The Reserves Policy as set out in appendix I of the final draft budget report published on 1st February 2023.

In addition:

- (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, the Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any Page 24 minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement and for any changes made to be reflected in the final version of the Budget Book (blue combed) due to be published in March 2023.
 - (p) To note the information on the impact of the County Council's share of retained business rates and business rate collection fund balances on the revenue budget will be reported to Cabinet once it has all been received.
 - (q) To note the extraordinary impact of the economic consequences of global and national circumstances on spending and income in 2022-23, and knock on consequences and on-going impact in the final draft 2023-24 budget, capital programme and medium term financial plan.
 - (r) To note further potential economic volatility and the uncertain financial outlook for later years in the absence of a multi-year settlement from government (in particular from 2025-26 onwards with guiding principles and notional grant increases only confirmed for 2024-25) as well as uncertain impact of the delayed social care reforms and reforms to local government funding arrangements."
- (4) Dr Sullivan (Leader of the Opposition), Mr Hook (Leader of the Liberal Democrat Group) and Mr Lehmann (Leader of the Green & Independent Group) gave their responses to the recommendations.
 - (5) Following a general debate, the Chairman called for cross-directorate amendments.
 - (6) Dr Sullivan proposed, and Mr Brady seconded the following amendment:

Proposed Purpose:

“To amend the budget proposed by the Administration in line with the Labour Group’s Alternative Budget in accordance with sections 8.10 – 14 of the Constitution.”

Proposed Amount:

“See revised budget appendices A, B, D and G. Please also refer to the Labour Group’s alternative budget covering report, which includes the revised recommendation as proposed by the Labour Group.”

Proposed Funding Source:

“See revised budget appendices A, B, D and G. Please also refer to the Labour Group’s alternative budget covering report, which includes the revised recommendation as proposed by the Labour Group.”

Post meeting note – A covering report was circulated at the meeting and is attached to these minutes along with the revised budget appendices A, B, D and G.

- (7) The General Counsel provided a point of clarification regarding the formal recording of votes.
- (8) Following the debate, the Chairman put to the vote the amendment set out in paragraph 6 above and the voting was as follows:

For (13)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Ms K Grehan, Mr Harman, Mr Hood, Mr Lehmann, Mr Lewis, Ms Meade, Mr P Stepto, Dr Sullivan

Against (56)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (4)

Children, Young People and Education Directorate

- (9) The Cabinet Member for Education and Skills and the Cabinet Member for Integrated Children's Services introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.
- (10) Mr Hook proposed, and Mr Streatfeild seconded the following amendment:

Proposed Purpose:

“This amendment seeks to maintain the current practice of the provision of disability packages of support for children and their families. Disability packages for children provide essential support to disabled children and their families, who otherwise would face extraordinary costs to access the same level of support. Disabled children are some of the most vulnerable in our communities and a cut to their support will put their physical and emotional wellbeing at risk. ‘Strict adherence to policy’ is a major reduction in this service and will provide only the absolute minimum when disabled children’s needs are often complex and unique on an individual basis. This authority cannot rely on the assumption that it will be guaranteed enhanced contributions from health when these budgets are already under extreme pressure. Maintaining this funding will allow for disabled children to be given the best possible life chances, independence and allow them to prosper in Kent’s vibrant community.

Note:

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding or savings to be identified.”

Proposed Amount:

“£1,529.3k.”

Proposed Funding Source:

“£1,529.3k reduction in the contribution to earmarked reserves.”

- (11) Dr Sullivan requested that Mrs Chandler’s comment regarding the intention that support for disabled children would not be stopped, be included in the minutes.
- (12) Following the debate, the Chairman put to the vote the amendment set out in paragraph 10 above and the voting was as follows:

For (16)

Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mr Baldock

Amendment lost.

(13) The Democratic Services Manager clarified the arrangements for proposing and seconding budget amendments, specifically that it was limited to one per Member and he confirmed the details were in line with the Constitution and the procedure note circulated to Members in advance of the meeting.

(14) Mr Lehmann proposed, and Mr Baldock seconded the following amendment:

Proposed Purpose:

“To fund a feasibility study to the possibility of insourcing a proportion of the Home to School transport provision for pupils in mainstream education. The costs in this area have increased at exceptional rates in recent years and alternative methods for provision of this service need to be investigated.”

Proposed Amount:

“£100,000.”

Proposed Funding Source:

“To be funded from reserves.”

(15) Following the debate, the Chairman put to the vote the amendment set out in paragraph 14 above and the voting was as follows:

For (13)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Ms Grehan, Mr Harman, Mr Hood, Mr Lehmann, Mr Lewis, Ms Meade, Mr Stepto, Dr Sullivan

Against (56)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Ms McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (4)

Mrs Dean, Mr Hook, Mr Sole, Mr Streatfeild

Amendment lost.

Growth, Environment and Transport Directorate

(16) The Cabinet Member for Highways and Transport, the Cabinet Member for Environment, the Cabinet Member for Communities and Regulatory Services and the Cabinet Member for Economic Development introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

(17) Mr Baldock proposed, and Mr Harman seconded the following amendment:

Proposed Purpose:

“Community Wardens are instrumental in ensuring safer and more resilient communities, and they provide vital preventative social care support to vulnerable residents by engaging in social prescribing. We propose to reverse the £500,000 part year saving, maintaining the 2022/2023 funding levels for this service, ensuring that Community Wardens are able to continue providing vital support at a time when adult social care services are overwhelmed and PCSOs are disappearing from our communities.”

Proposed Amount:

“£500,000 in 2023/24. £1,000,000 in 2024/25.”

Proposed Funding Source:

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

2024/25 onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premiums for second homes and empty homes. These two policies are expected to generate an additional £4.4m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

(18) Following the debate, the Chairman put to the vote the amendment set out in paragraph 17 above and the voting was as follows:

For (16)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (54)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (0)

Amendment lost.

(19) Mr Stepto proposed, and Mr Hood seconded the following amendment:

Proposed Purpose:

“As a result of the decision to reduce bus subsidies, many residents across Kent have been left without access to a bus service. The role of community transport is now even more important to ensure that residents without access to public transport are able to socialise, shop and access health appointments. We propose a £1m investment to fund electric minibuses for use by community transport organisations across Kent, to ensure that vulnerable residents are not left isolated as a result of the subsidy cuts.”

Proposed Amount:

“£1,000,000.”

Proposed Funding Source:

“To be funded in 2023/24 from the estimated council tax collection fund balance surplus of £4.487m, with a view to repaying from increased council tax premiums on second homes and empty homes from 2024/25 onwards if sufficient progress towards this has been made by districts by Winter 2023.”

(20) Following the debate, the Chairman put to the vote the amendment set out in paragraph 19 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mr Shonk

Amendment lost.

(21) Mr Hood proposed, and Mr Campkin seconded the following amendment:

Proposed Purpose:

“KCC’s 2022 budget included a proposal to double the number of swathe cuts on rural roads to support the aims of Kent’s Plan Bee by optimising the range of habitats provided for pollinators across Kent’s rural verge network. We propose to reinstate the number of swathe cuts in line with the 2022/23 budget.”

Proposed Amount:

“£300,000”

Proposed Funding Source:

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

“
2024/25 onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for second homes. This policy will generate an estimated additional £1.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

(22) Following the debate, the Chairman put to the vote the amendment set out in paragraph 21 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (54)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Mrs Bruneau, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (0)

Amendment lost.

(23) Mr Campkin proposed, and Mr Stepto seconded the following amendment:

Proposed Purpose:

“We propose to increase the weed control budget to allow KCC to consider and implement environmentally conscious methods of weed control to reduce our reliance on glyphosates and to support the goals of Plan Bee.”

Proposed Amount:

“£600,000.”

Proposed Funding Source:

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

2024/25 onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for homes that have remained empty for longer than one year. This policy will generate an estimated additional £2.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

(24) Following the debate, the Chairman put to the vote the amendment set out in paragraph 23 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (53)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mrs Hudson, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mr Ozog, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright, Ms Wright

Abstain (1)

Mrs Bruneau

Amendment lost.

Adult Social Care and Health Directorate

(25) The Cabinet Member for Adult Social Care and Public Health introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

(26) Mr Streatfeild proposed, and Mrs Dean seconded the following amendment:

Proposed Purpose:

“This amendment seeks to maintain the current practice of the provision of discretionary services in adult social care from the voluntary sector. The voluntary sector provides essential care services to the most vulnerable adults in Kent. Support from the NHS is not guaranteed due to their own budgetary restrictions, and this cannot be relied on. A reduction in essential services will significantly reduce the emotional and physical wellbeing of adults in care and would increase their vulnerability. Not only would this

cause immense harm but could increase costs in other areas of the authority and other public sector bodies. Without support, the voluntary sector would collapse due to the increase in costs they are experiencing. Maintaining this funding for Adult Social Care contracts with the voluntary sector will significantly improve the quality of life of those in care, maintain jobs for those in the sector, and reduced the burden on overstretched NHS services in Kent.

Note:

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding to be identified.”

Proposed Amount:

“£4,310.0k.”

Proposed Funding Source:

“£4,310.0k reduction in contribution to earmarked reserves.”

(27) Following the debate, the Chairman put to the vote the amendment set out in paragraph 26 above and the voting was as follows:

For (16)

Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (48)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mrs Chandler, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Baldock

Amendment lost.

(28) The Chairman proposed that, under s14.48 of the Constitution, Council resolve to extend the meeting beyond 5.00pm and it was agreed unanimously.

- (29) RESOLVED that the County Council agree to continue the meeting beyond 5.00pm.

Strategic and Corporate Services Directorate

- (30) The Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services and the Cabinet Member for People and Communications introduced the budget for this directorate prior to general debate and the taking of directorate specific amendments.

- (31) Mr Oakford provided clarification regarding the rollover of Member Grants.

- (32) Mr Sole proposed, and Mr Hook seconded the following amendment:

Proposed Purpose:

“Member community grants provide essential funding to community and highways projects that would otherwise not be funded. In the period, 2021/22 186 grants were awarded with the total amount awarded being £237,631.54 with a range of organisations being supported such as charities, community groups, parish councils and sports organisations. Members of the council work at the heart of their communities and know where grants would be best spent. Retaining the current £10,000 grant funding enables members to give a fair distribution to organisations in need across their divisions and secure local highway improvement schemes.

Note:

The amendment calls for funding by a reduction in the overall contribution to earmarked reserves for one year to allow for alternative sources of funding to be identified.”

Proposed Amount:

“£518.4k.”

Proposed Funding Source:

“£518.4k reduction in the contribution to earmarked reserves.”

- (33) Following the debate, the Chairman put to the vote the amendment set out in paragraph 32 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (51)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mrs Hohler, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Parfitt-Reid, Mrs Prendergast, Mr Rayner, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Shonk

Amendment lost.

(34) Mr Harman proposed, and Mr Lehmann seconded the following amendment:

Proposed Purpose:

“We propose that funding for the Combined Member Grant scheme should held at £10,000 per Member. This grant is vital to ensuring Members are able to deliver targeted support within their communities at a time when residents and organisations across Kent are struggling due to the cost of living crisis. This is especially vital at a time when the authority is making wide ranging cuts.”

Proposed Amount:

“£518,400”

Proposed Funding Source:

“**2023/24** funding source – The estimated council tax collection fund balance surplus of £4.487m

2024/25 onwards (subject to necessary legislation) - Working in partnership with district councils, KCC will pursue a policy of charging the maximum council tax premium for homes that have remained empty for longer than one year. This policy will generate an estimated additional £2.7m in tax income from 2024/25 (factoring in an assumption that districts are given a 25% incentive for co-operation with the policy).”

(35) The Democratic Services Manager provided clarification regarding the duplication of amendments. He said two amendments regarding Member Grants had been considered valid by the Chair as they involved different funding sources.

(36) Following the debate, the Chairman put to the vote the amendment set out in paragraph 34 above and the voting was as follows:

For (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Against (48)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Prendergast, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Abstain (1)

Mr Shonk

Amendment lost.

(37) Mr Gough and Mr Oakford summarised the debate. As all the amendments had been determined, the Chairman put to the vote the substantive motion as set out in Item 6, paragraph 3 above and the voting was as follows:

For (51)

Mr Baker, Mr Barrington-King, Mr Bartlett, Mr Beaney, Mrs Bell, Mrs Binks, Mr Bond, Mr Booth, Mr Brazier, Mr C Broadley, Miss Carey, Mr Carter, Mrs Chandler, Mr Chard, Mrs Cole, Mr Cole, Mr N Collor, Mr Cooke, Mr Cooper, Mr Crow-Brown, Mr Dance, Mr Dendor, Mrs Game, Mr Gough, Ms Hamilton, Mr Hill, Mr Hills, Mr Holden, Mr Jeffrey, Mr Kennedy, Mr Kite, Mr Love, Mr S Manion, Mr Marsh, Mrs McArthur, Mr McInroy, Mr Meade, Mr Murphy, Mr Oakford, Mrs Prendergast, Mr Richardson, Mr Ridgers, Mr Robey, Mr Sandhu, Mr Shonk, Mr Simkins, Mr Sweetland, Mr Thomas, Mr Watkins, Mr Webb, Mr Wright

Against (17)

Mr Baldock, Mr Brady, Mr Campkin, Ms Constantine, Ms Dawkins, Mrs Dean, Ms Grehan, Mr Harman, Mr Hood, Mr Hook, Mr Lehmann, Mr Lewis, Ms Meade, Mr Sole, Mr Stepto, Mr Streatfeild, Dr Sullivan

Abstain (0)

Substantive Motion Carried.

RESOLVED that;

County Council, having given due regard to the s25 Report (published for consideration as agenda item 5 of this meeting), agreed the following:

2023-33 Capital Programme

- (a) The 10-year Capital programme and investment proposals of £1,624.0m over the years from 2023-24 to 2032-33 together with the necessary funding and subject to approval to spend arrangements.
- (b) The directorate capital programmes as set out in appendices A & B of the final draft budget report published on 1 st February 2023.

2023-24 Revenue Budget and Medium Term Financial Plan

- (c) The net revenue budget requirement of £1,310.9m for 2023-24.
- (d) The directorate revenue budget proposals for 2023-24 and the medium term financial plan as set out in appendices D (high level 3 year plan), E (2023-24 key services), appendix F (variations for 2023-24) and G (variations for 2023-26) of the final draft budget report published on 1 st February 2023.

2023-24 Council Tax

- (e) To increase Council Tax band rates up to the maximum permitted without a referendum as set out in section 6.10 (table 4) in the final draft report published on 1st February 2023. For the general precept the increase up to but not exceeding 3% raises an additional £25.048m taking the total general precept to £761,106,400
- (f) To levy the additional 2% social care precept (raising an additional £16.664m and taking the total social care precept to £115,672,900 out of the total precept set out in recommendation (g) below).
- (g) The total Council Tax requirement of £876,779,300 to be raised through precepts on districts as set out in section 6.9 (table 3) in the final draft report published on 1 st February 2023.

Kent Pay Scheme 2023-24

- (h) The recommendations from Personnel Committee on the changes to Kent Pay Scheme as set out in section 7.8 of the final draft budget published on 1 st February 2023
- (i) The uprating of member allowances linked to pay awards as set out in section 7.10 of the final draft budget published on 1st February 2023

Key Policies and Strategies

- (j) The Fees and Charges policy as set out in appendix L of the final draft report published on 1st February 2023

- (k) The Capital Strategy as set out in appendix M of the final draft report published on 1 st February 2023 including the Prudential Indicators.
- (l) The Treasury Management Strategy as set out in appendix N of the final draft report published on 1 st February 2023
- (m) The Minimum Revenue Provision (MRP) Statement as set out in appendix P of the final draft report published on 1 st February 2023.
- (n) The Reserves Policy as set out in appendix I of the final draft budget report published on 1st February 2023.

In addition:

- (o) To delegate authority to the Corporate Director of Finance (after consultation with the Leader, the Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services and the political Group Leaders) to resolve any Page 24 minor technical issues for the final budget publication which do not materially alter the approved budget or change the net budget requirement and for any changes made to be reflected in the final version of the Budget Book (blue combed) due to be published in March 2023.
- (p) To note the information on the impact of the County Council's share of retained business rates and business rate collection fund balances on the revenue budget will be reported to Cabinet once it has all been received.
- (q) To note the extraordinary impact of the economic consequences of global and national circumstances on spending and income in 2022-23, and knock on consequences and on-going impact in the final draft 2023-24 budget, capital programme and medium term financial plan.
- (r) To note further potential economic volatility and the uncertain financial outlook for later years in the absence of a multi-year settlement from government (in particular from 2025-26 onwards with guiding principles and notional grant increases only confirmed for 2024-25) as well as uncertain impact of the delayed social care reforms and reforms to local government funding arrangements.

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Kent County Council Labour Group – Alternative Budget**Amendment to the Revenue Budget 2023-24, Medium Term Financial Plan 2023-26 and Capital Programme 2023-33**

*Proposed by Dr Lauren Sullivan
Seconded by Mr Alister Brady*

County Council is asked to agree the following:

2023-33 Capital Programme

To replace Recommendations (a) and (b) by amending the Capital Programme 2023-33 proposed by the Administration and for it to be substituted with the Labour Group's alternative capital programme. See attached revisions to Appendices A and B. Any knock on impacts to the capital strategy and the treasury management strategy's indicators [Appendix N] are only insofar as the single change made to the Capital Programme in the Alternative Budget and should be assumed to flow through.

2023-24 Revenue Budget and Medium Term Financial Plan

To replace Recommendation (d) by amending the revenue budget 2023-24 and Medium Term Financial Plan 2023-26 proposed by the Administration and for it to be substituted with the Labour Group's alternative budget. See attached revisions to Appendices D and G for both revised spending allocations and savings proposals.

Key Policies and Strategies

Changes to the Key Policies and Strategies proposed by the Labour Group are only to those as a consequence of the Group's revised budget and medium term financial plan. So, for example, changes to fees and charges (Appendix L of the Administration's budget) and Recommendation (j) should be assumed where income budgets have been amended in the Alternative Budget.

To replace the narrative in the Administration's Recommendation (q) in its entirety and replace with "*To note the extraordinary impact of the economic consequences of global and national circumstances on spending and income in 2022-23, which would have been better mitigated by the investment in prevention and other measures put forward in the Labour Group's 2022-23 alternative budget amendment*"

All other recommendations (e.g. to council tax levels, Kent Pay Scheme etc) to remain the same.

1 Introduction

- 1.1 The recommendations above and the attached appendices reflect a revised 2023-24 Revenue Budget and Medium Term Financial Plan and Capital Programme by Kent County Council's Labour Group, as amendments to the Administration's final budget proposals. As such, consequent changes are reflected in Labour Group's budget plans and are published in a format recommended by the Corporate Director of Finance. Labour Group has sought to engage pro actively and positively to the budget setting process, but the lack of detail (particularly regarding savings proposals) by the Administration has made this difficult.
- 1.2 Since 2013/14 (when the local government finance system was last fundamentally reviewed), the Council's Revenue Support Grant has fallen, under a Conservative central government, from £250m to around £10m. During that period inflation rose by over 36%. This combination of cuts to grant, a lack of inflationary grant increases and additional demands on services that remain unfunded nationally, have meant that the County Council has had to make cumulative savings of around £820m since 2010. That includes £86.6m of savings needed to balance the budget in 2023/24.

2. Budget Principles

- 2.1 The Labour Group budget has a focus on investing in front line services. Labour Group has also listened to residents' requests in the budget consultation, and so propose to reduce senior management throughout the organisation. In addition, the budget has been founded on the following principles:
- Investment in services consistent with Manifesto Pledges
 - Investment and savings consistent with the principles of reducing spend on commissioning activity, expanding in-house provision and investing in universal prevention
 - Replacing the Administration's proposed savings, where they are inconsistent with principles outlined above
 - Producing a balanced budget over 3 years (the period of the medium-term financial plan), ensuring financial prudence and sustainability
 - Using reserves, as they are intended, to smooth in investment and savings between years and to also use reserves to support one-off investment that produces longer term savings

3. Manifesto Pledges

- 3.1 The Labour Group's budget is predicated on their 2021 Manifesto. However, the Group acknowledges that not everything in its Manifesto can be delivered in Year 1 of the budget (that is, 2023-24). Therefore, the alternative budget proposal, over the three year life of the Medium Term Financial Plan, delivers on the following:
- Investment of over £4m to invest in the creation of a play service for 5-11 year olds
 - Investment of over £4m in a more preventative-focused universal youth service
 - Investment of £6.5m to offer a Kent Travel Saver pass of just £120. In addition, we propose funding a feasibility study into a 'Transport for Kent' type model
 - Investment of training bursaries to address recruitment deficits in SEND (e.g. educational psychologists) and also training bursaries to address recruitment deficits in Social Care (e.g. Social Workers)
- 3.2 Labour Group's budget focuses on protecting and expanding front line services for the residents of Kent. It provides for a more optimistic outlook by focusing on investing in

services for the most vulnerable. It stands in stark contrast to the austerity cuts strategy of the Administration.

4. Reversing the Administration's Cuts

4.1 Labour Group acknowledges that local government has been poorly treated by central Government's austerity cuts over the past 13 years and that the area of Kent is no exception to this. However, Labour Group deplores the cuts to front line services proposed by the Administration, many of which target those who can least afford it - the most deprived and vulnerable. So, instead, the alternative budget will reverse the following proposed cuts:

- Reverse Kent Travel Saver bus operator price inflation increase imposed on users of £1.488m
- Reverse the proposed increase in Kent Travel Saver and Kent Travel Saver 16+ pass inflation of £1.286m
- Maintain drainage expenditure to 2022-23 levels, rather than cutting this valuable service further
- Reverse the one-off reduction in Libraries Materials Fund of £100k, to ensure this vital local service can continue to offer high quality products to Kent residents
- Reduce the cut to contracts and grants for discretionary services by £1m, with a view to removing duplication and a focus on preventing increases in demand
- Reverse the £700k cut to Care Leavers
- Reduce the cut to Member Grants, so that there is £7.5k (not £3.6k) per Member to invest at a local level
- Reverse the cut in youth & childrens' centres of £600k

4.2 For clarity, Labour Group states that all Highways matters shall not be eligible to be claimed against Members Grants. These should be directed through Highways in each and every instance.

5. Investing in Prevention & Insourcing

5.1 Too much of the Administration's budget is spent focussing on reducing levels of services to local residents. Labour Group has taken a more imaginative and productive approach, partly by opposing the ideological drive to always outsource. Therefore, the alternative budget puts forward the following proposals:

- Investing £1m into setting up a Local Authority trading company to provide domiciliary care by 2025/26, saving £3.5m from management costs and private sector profits that is reinvested in local services. In the longer run, the Group would explore bringing these services completely in-house
- Review of School Improvement and Skills & Employability services, with a view to providing this in-house, saving £0.5m over two years

5.2 The Group's Alternative Budget contains a number of investments in preventative services already cited (for example, in the youth service). In addition, there is considerable investment in Adult services around the "Shared Lives" initiative, Family Carers, and Mental Health prevention services, where a combined investment of £1.1m produces annual savings of £5.6m.

6. Medium Term Financial Plan

6.1 Labour Group notes that the Administration has outlined plans for further cuts in Appendix G - Proposed County Level 2023-26 Revenue Changes. These amount to £18.2m in 2024/25

and £49.1m in 2025/26. However, there is only outline detail for less than a half of these proposals for 2024/25, and less than one third for 2025/26. The lack of any specific detail makes it impossible to engage in any meaningful discussion of alternatives to the medium term financial plan.

- 6.2 Last year, the Administration's MTFP was predicated on savings and income of £36.4m for 2023/24 (now £86.6m) and £26.2m for 2024/25 (now £18.2m), so it is also difficult to rely on the accuracy of the Administration's financial forecasting.
- 6.3 Given the lack of detail and the volatility associated with forecasts within the MTFP, the Labour Group rejects the cuts to services outlined in the Administration's MTFP for 2024/25 and 2025/26. The Alternative Budget has already identified ways in which reducing spend on commissioning activity, expanding in-house provision and investing in prevention can offset cuts to service provision. The Group will continue to work throughout 2023/24 to identify further innovative ways to ensure that key services continue to be maintained and enhanced.

7. Use of Reserves

- 7.1 The Alternative Budget uses the Strategic Priorities reserve to invest in one-off £2.1m improvements in service delivery.
- 7.2 The Group's three year financial plan does result in using £7.5m of reserves over the life of the plan to smooth in investments and savings. That is what the smoothing reserve is designed to do. This sum would be repaid in year 4 (that is 2026/27) and that is built into design of the Group's financial plan and so has no negative longer-term impact on the financial resilience of the Council.

8. Conclusions

The Labour Group budget has been reviewed by both the Section 151 Officer and the Monitoring Officer. Their comments are included within the budget template form.

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Capital Investment Plans:

ROW REF	Directorate		Total Cost £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
1	Adult Social Care & Health	ASCH	7,635	2,318	2,081	1,236	250	250
2	Children, Young People & Education	CYPE	960,564	549,146	168,328	69,407	37,008	19,525
3	Growth, Environment & Transport	GET	1,414,024	309,640	195,518	147,288	120,390	122,451
4	Chief Executive's Department	CED	4,000	2,020	1,980	0	0	0
5	Deputy Chief Executive's Department	DCED	94,639	3,258	19,931	22,250	6,150	6,150
6	Total Cash Limit		2,480,862	866,382	387,838	240,181	163,798	148,376

Funded By:

7	Borrowing	498,608	107,726	110,378	58,504	29,655	25,835
8	Property Enterprise Fund (PEF) 2	369	369				
9	Grants	1,500,435	541,565	184,225	124,458	94,334	100,859
10	Developer Contributions	227,073	112,965	45,214	31,417	28,001	6,206
11	Other External Funding e.g. Arts Council, District Contributions etc.	39,286	15,550	18,194	4,947	56	516
12	Revenue Contributions to Capital	76,645	13,919	6,237	6,197	5,975	6,467
13	Capital Receipts	47,313	21,784	8,946	10,654	1,564	558
14	Recycled Loan Repayments	91,133	52,504	14,644	4,004	4,213	7,935
15	Total Finance	2,480,862	866,382	387,838	240,181	163,798	148,376

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Capital Investment Plans:

ROW REF	Directorate		Cash Limits					
			2027-28 Year 5 £000s	2028-29 Year 6 £000s	2029-30 Year 7 £000s	2030-31 Year 8 £000s	2031-32 Year 9 £000s	2032-33 Year 10 £000s
1	Adult Social Care & Health	ASCH	250	250	250	250	250	250
2	Children, Young People & Education	CYPE	19,525	19,525	19,525	19,525	19,525	19,525
3	Growth, Environment & Transport	GET	152,375	111,737	65,105	64,665	62,445	62,410
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		178,300	137,662	91,030	90,590	88,370	88,335

Funded By:

7	Borrowing	25,335	28,235	28,235	28,235	28,235	28,235
8	Property Enterprise Fund (PEF) 2						
9	Grants	134,866	102,469	55,842	55,417	53,200	53,200
10	Developer Contributions	3,270	0	0	0	0	0
11	Other External Funding e.g. Arts Council, District Contributions etc.	23	0	0	0	0	0
12	Revenue Contributions to Capital	6,416	6,308	6,303	6,288	6,285	6,250
13	Capital Receipts	557	650	650	650	650	650
14	Recycled Loan Repayments	7,833	0	0	0	0	0
15	Total Finance	178,300	137,662	91,030	90,590	88,370	88,335

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
					1	Home Support Fund & Equipment [2]	Provision of equipment and/or alterations to individuals' homes	2,500
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 [1]	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	4,335	2,318	1,466	551	0	0
Other Individual Projects:								
4	Hedgerows [1]	A new purpose-built facility for people with complex needs and also for adult in-house service provision	800	0	365	435	0	0
5	Total Individual Projects		5,135	2,318	1,831	986	0	0
6	Total - Adult Social Care & Health		7,635	2,318	2,081	1,236	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 2023-24 and 2032-33

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

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Cash Limits					
			2027-28 Year 5	2028-29 Year 6	2029-30 Year 7	2030-31 Year 8	2031-32 Year 9	2032-33 Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [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 [1]	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
Other Individual Projects:								
4	Hedgerows [1]	A new purpose-built facility for people with complex needs and also for adult in-house service provision	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 2023-24 and 2032-33

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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
					1	Annual Planned Enhancement Programme [1] [2]	Planned and reactive capital projects to keep schools open and operational	91,000
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	Youth - Modernisation of Assets	To purchase vehicles and equipment for youth services	372		147	25	25	25
5	Schools' Modernisation Programme [1] [2]	Improving and upgrading school buildings including removal of temporary classrooms	33,000		8,500	8,500	2,000	2,000
6	Total Rolling Programmes [3]		219,372		31,647	31,525	19,525	19,525
Basic Need Schemes - to provide additional pupil places:								
7	Basic Need Kent Commissioning Plan (KCP) 2016 & previous years	Increasing the capacity of Kent's schools	331,622	330,493	1,129	0	0	0
8	Basic Need KCP 2017 [1]	Increasing the capacity of Kent's schools	116,848	101,778	15,070	0	0	0
9	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	49,984	40,011	9,973	0	0	0
10	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	91,330	24,467	64,548	2,315	0	0
11	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	8,986	2,077	1,305	5,604	0	0
12	Basic Need KCP 22-26 [1]	Increasing the capacity of Kent's schools	17,937	3,085	7,855	6,997	0	0
13	Basic Need KCP 23-27 [2]	Increasing the capacity of Kent's schools	37,571	250	8,713	15,867	12,741	0
Other Projects								
14	Nest 2	Provision of a residential facility for children and young people in Kent and Medway with Autistic Spectrum Conditions (ASC)	1,550	0	1,550	0	0	0
15	John Wallis Academy	Provision of a new primary school building and relocation of children's centre	5,011	4,981	30	0	0	0
16	Priority School Build Programme (PSBP) 1 & 2	Additional works under the PSBP programme not funded by the Education and Skills Funding Agency (ESFA)	24,584	24,584	0	0	0	0
17	High Needs Provision	Specific projects relating to high needs provision	7,093	6,793	300	0	0	0
18	High Needs Provision 22-24	Specific projects relating to high needs provision	41,111	6,467	22,803	7,099	4,742	0
19	School Roofs	Structural repairs to school roofs	7,565	4,160	3,405	0	0	0
20	Total Individual Projects		741,192	549,146	136,681	37,882	17,483	0
21	Total - Children, Young People & Education		960,564	549,146	168,328	69,407	37,008	19,525

[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 2023-24 and 2032-33

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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Cash Limits					
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
			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	Youth - Modernisation of Assets	To purchase vehicles and equipment for youth services	25	25	25	25	25	25
5	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
6	Total Rolling Programmes [3]		19,525	19,525	19,525	19,525	19,525	19,525
Basic Need Schemes - to provide additional pupil places:								
7	Basic Need Kent Commissioning Plan (KCP) 2016 & previous years	Increasing the capacity of Kent's schools	0	0	0	0	0	0
8	Basic Need KCP 2017 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
10	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
11	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
12	Basic Need KCP 22-26 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
13	Basic Need KCP 23-27 [2]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
Other Projects								
14	Nest 2	Provision of a residential facility for children and young people in Kent and Medway with Autistic Spectrum Conditions (ASC)	0	0	0	0	0	0
15	John Wallis Academy	Provision of a new primary school building and relocation of children's centre	0	0	0	0	0	0
16	Priority School Build Programme (PSBP) 1 & 2	Additional works under the PSBP programme not funded by the Education and Skills Funding Agency (ESFA)	0	0	0	0	0	0
17	High Needs Provision	Specific projects relating to high needs provision	0	0	0	0	0	0
18	High Needs Provision 22-24	Specific projects relating to high needs provision						
19	School Roofs	Structural repairs to school roofs	0	0	0	0	0	0
20	Total Individual Projects		0	0	0	0	0	0
21	Total - Children, Young People & Education		19,525	19,525	19,525	19,525	19,525	19,525

[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 2023-24 and 2032-33

[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 £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
					Growth & Communities			
1	Country Parks Access and Development	Improvements and adaptations to country parks	659		119	60	60	60
2	Public Rights of Way	Structural improvements of public rights of way	9,000		900	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	750		75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	823		148	75	75	75
Transportion								
5	Highways Asset Management/Annual Maintenance and programme of Significant and Urgent Safety Critical Works [1] [2]	Maintaining Kent's roads	578,466		74,466	56,000	56,000	56,000
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	45,270		4,770	4,500	4,500	4,500
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	21		21	0	0	0
8	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	76		62	14	0	0
9	Total Rolling Programmes [3]		635,065		80,561	61,624	61,610	61,610
Growth & Communities								
10	Digital Autopsy	To provide a body storage and digital autopsy facility	3,217	704	2,513	0	0	0
11	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	300	134	166	0	0	0
12	Public Mortuary	To consider options for the provision of a public mortuary	3,000	0	0	0	3,000	0
13	Herne Bay Library Plus	Project to refurbish the library and address long-term building issues	661	161	0	500	0	0
14	Gypsy & Traveller Site Improvements [1]	Improvements to Gypsy and Traveller sites	4,055		4,055		0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of	Prior Years	Cash Limits			
			Scheme	Spend	2023-24	2024-25	2025-26	2026-27
			£000s	£000s	Year 1	Year 2	Year 3	Year 4
				£000s	£000s	£000s	£000s	
15	Tunbridge Wells Cultural Hub (Amelia)	Contribution to the development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council, including library, registration and adult education	1,586	1,236	350	0	0	0
16	Broadband Contract 2	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband	11,814	10,465	1,349	0	0	0
17	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	10,374	6,143	500	600	743	1,100
18	Javelin Way Development	To provide accomodation for creative industries and the creation of industrial units	12,826	12,786	2	0	0	38
19	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	42,443	18,928	3,305	3,385	3,453	6,827
20	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	52,901	48,192	11,589	-4,700	-2,180	0
21	Marsh Million	Supporting economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station	1,100	1,056	0	19	17	8
22	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	962	500	1,400	0	0
Environment & Waste								
23	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	3,199	2,535	271	73	72	64
24	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,419	2,051	218	32	23	23
25	Electric Vans	Electric vehicles and charging infrastructure funded by government grant	1,512	1,277	235	0	0	0
26	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	2,500	602	826	625	447	0
27	Kings Hill Solar Farm	Construction of a solar farm	5,091	4,880	211	0	0	0
28	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	10,302	9	100	9,598	56	516

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of	Prior Years	Cash Limits			
			Scheme	Spend	2023-24	2024-25	2025-26	2026-27
			£000s	£000s	Year 1	Year 2	Year 3	Year 4
29	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	5,000	30	470	500	500	500
30	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	3,823	923	0	500	300	300
Transportation								
31	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	4,400	0	0	1,500	2,199	701
32	A226 St Clements Way	Road improvement scheme	6,571	6,543	14	14	0	0
33	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	3,695	929	2,560	206	0	0
34	A2500 Lower Road Improvements	Junction improvements to increase capacity	5,384	5,357	27	0	0	0
35	A28 Chart Road, Ashford [1]	Strategic highway improvement	26,247	4,122	2,768	11,026	7,256	805
36	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	5,520	1,062	3,458	1,000	0	0
37	Dartford Town Centre	A package of works to improve economic performance of Dartford Town Centre	12,000	9,127	2,873	0	0	0
38	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	24,237	17,589	6,574	74	0	0
39	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	14,038	3,146	9,533	1,359	0	0
40	Faversham Swing Bridge [1]	Restoration of an opening bridge	2,550	850	700	1,000	0	0
41	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfeet	7,400	2,148	5,252	0	0	0
42	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	9,076	6,910	1,921	130	115	0
43	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	38,633	5,883	24,606	7,822	322	0
44	Kent Active Travel Fund Phase 2	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	4,878	2,641	2,237	0	0	0
45	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	1,300	120	1,180	0	0	0
46	Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	14,237	5,487	8,718	32	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
					47	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	9,974
48	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,754	39,004	1,750	0	0	0
49	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	10,850	6,262	3,590	998	0	0
50	Market Square Dover	Project to improve access and public realm at Market Square in Dover	3,640	3,610	15	15	0	0
51	M20 Junction 4 Eastern Over Bridge	Carriageway widening	6,195	6,183	12	0	0	0
52	Rathmore Road Link	Road improvement scheme	8,008	7,915	87	6	0	0
53	Sturry Link Road, Canterbury [1]	Construction of bypass	29,601	3,704	3,535	13,961	6,001	2,300
54	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	42,702	42,652	50	0	0	0
55	Urban Traffic Management [1]	Upgrades to the existing urban traffic management system within the Ebbsfleet area.	5,476	4,626	850	0	0	0
56	A229 Bluebell Hill M2 & M20 Interchange Upgrades [1]	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	202,081	0	1,000	8,638	9,395	47,548
57	A28 Birchington, Acol and Westgate-on-Sea Relief Road [1]	Creation of a relief road	49,001	1,156	1,488	18,890	27,061	111
58	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	9,526	8,453	1,073	0	0	0
59	Total Individual Projects		778,959	309,640	114,957	85,664	58,780	60,841
60	Total - Growth, Environment & Transport		1,414,024	309,640	195,518	147,288	120,390	122,451

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[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 2023-24 and 2032-33

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

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits					
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
			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	60	60	60	60	60	60
2	Public Rights of Way	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
Transportion								
5	Highways Asset Management/Annual Maintenance and programme of Significant and Urgent Safety Critical Works [1] [2]	Maintaining Kent's roads	56,000	56,000	56,000	56,000	56,000	56,000
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	4,500	4,500	4,500	4,500	4,500	4,500
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	0	0	0	0	0	0
8	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
9	Total Rolling Programmes [3]		61,610	61,610	61,610	61,610	61,610	61,610
Growth & Communities								
10	Digital Autopsy	To provide a body storage and digital autopsy facility	0	0	0	0	0	0
11	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	0	0	0	0	0	0
12	Public Mortuary	To consider options for the provision of a public mortuary	0	0	0	0	0	0
13	Herne Bay Library Plus	Project to refurbish the library and address long-term building issues	0	0	0	0	0	0
14	Gypsy & Traveller Site Improvements [1]	Improvements to Gypsy and Traveller sites	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits					
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
15	Tunbridge Wells Cultural Hub (Amelia)	Contribution to the development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council, including library, registration and adult education	0	0	0	0	0	0
16	Broadband Contract 2	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband	0	0	0	0	0	0
17	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	1,288	0	0	0	0	0
18	Javelin Way Development	To provide accomodation for creative industries and the creation of industrial units	0	0	0	0	0	0
19	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	6,545	0	0	0	0	0
20	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
21	Marsh Million	Supporting economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station						
22	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	0	0	0	0	0	0
Environment & Waste								
23	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	50	41	36	24	33	0
24	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	22	17	17	14	2	0
25	Electric Vans	Electric vehicles and charging infrastructure funded by government grant						
26	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	0	0	0	0	0	0
27	Kings Hill Solar Farm	Construction of a solar farm	0	0	0	0	0	0
28	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	23	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits						
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
			£000s	£000s	£000s	£000s	£000s	£000s	£000s
29	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	500	
30	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	300	300	300	300	300	300	
Transportion									
31	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	0	0	0	0	0	0	
32	A226 St Clements Way	Road improvement scheme	0	0	0	0	0	0	
33	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	0	0	0	0	0	0	
34	A2500 Lower Road Improvements	Junction improvements to increase capacity	0	0	0	0	0	0	
35	A28 Chart Road, Ashford [1]	Strategic highway improvement	270	0	0	0	0	0	
36	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	0	0	0	0	0	0	
37	Dartford Town Centre	A package of works to improve economic performance of Dartford Town Centre	0	0	0	0	0	0	
38	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	
39	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	0	0	0	0	0	0	
40	Faversham Swing Bridge [1]	Restoration of an opening bridge	0	0	0	0	0	0	
41	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfleet	0	0	0	0	0	0	
42	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	0	0	0	0	0	0	
43	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	0	0	0	0	0	0	
44	Kent Active Travel Fund Phase 2	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0	
45	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys							
46	Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	0	0	0	0	0	0	

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits						
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
			£000s	£000s	£000s	£000s	£000s	£000s	£000s
47	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	0	0	0	0	0	0	0
48	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	0	0	0	0	0	0	0
49	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	0	0	0	0	0	0	0
50	Market Square Dover	Project to improve access and public realm at Market Square in Dover	0	0	0	0	0	0	0
51	M20 Junction 4 Eastern Over Bridge	Carriageway widening	0	0	0	0	0	0	0
52	Rathmore Road Link	Road improvement scheme	0	0	0	0	0	0	0
53	Sturry Link Road, Canterbury [1]	Construction of bypass	100	0	0	0	0	0	0
54	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	0
55	Urban Traffic Management [1]	Upgrades to the existing urban traffic management system within the Ebbsfleet area.	0	0	0	0	0	0	0
56	A229 Bluebell Hill M2 & M20 Interchange Upgrades [1]	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	81,372	49,269	2,642	2,217	0	0	0
57	A28 Birchington, Acol and Westgate-on-Sea Relief Road [1]	Creation of a relief road	295	0	0	0	0	0	0
58	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure							
59	Total Individual Projects		90,765	50,127	3,495	3,055	835	800	
60	Total - Growth, Environment & Transport		152,375	111,737	65,105	64,665	62,445	62,410	

[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 2023-24 and 2032-33
 [3] Rolling programmes have been included for 10 year capital programme

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2023-24 Year 1	2024-25 Year 2	2025-26 Year 3	2026-27 Year 4
					£000s	£000s	£000s	£000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	4,000	2,020	1,980	0	0	0
2	Total Invididual Projects		4,000	2,020	1,980	0	0	0
3	Total - Chief Executive's Department		4,000	2,020	1,980	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 2023-24 and 2032-33

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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Cash Limits					
			2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
			Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £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 2023-24 and 2032-33

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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2023-24 Year 1 £000s	2024-25 Year 2 £000s	2025-26 Year 3 £000s	2026-27 Year 4 £000s
					1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	25,000
2	Disposal Costs [1]	Costs of disposing of surplus property	6,500		650	650	650	650
3	Modernisation of Assets (MOA)	Maintaining KCC estates	35,293		8,293	3,000	3,000	3,000
4	Total Rolling Programmes [3]		66,793		11,443	6,150	6,150	6,150
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	1,443	429	1,014	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate Alternative Budget: Reduced capital funding that is available for the Strategic Estates programme by £9.5m. This is the minimum amount of funding required to carry out essential maintenance works to SHQ and Invicta House. We will then vacate SHQ and move to Oakwood House, using a proportion of the funding to establish a Council Chamber in the new location.	10,500	2,000	0	8,500	0	0
7	Strategic Reset Programme	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	8,000	0	3,000	5,000	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	7,903	829	4,474	2,600	0	0
9	Total Invididual Projects		27,846	3,258	8,488	16,100	0	0
10	Total - Deputy Chief Executive's Department		94,639	3,258	19,931	22,250	6,150	6,150

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[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 2023-24 and 2032-33

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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2023-24 TO 2032-33

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Cash Limits					
			2026-27	2027-28	2028-29	2029-30	2030-31	2032-33
			Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £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)	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 Alternative Budget: Reduced capital funding that is available for the Strategic Estates programme by £9.5m. This is the minimum amount of funding required to carry out essential maintenance works to SHQ and Invicta House. We will then vacate SHQ and move to Oakwood House, using a proportion of the funding to establish a Council Chamber in the new location.	0	0	0	0	0	0
7	Strategic Reset Programme	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
9	Total Individual Projects		0	0	0	0	0	0
10	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 2023-24 and 2032-33

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

Appendix D - Labour Group High Level 2023-26 Draft Revenue Plan and Financing

		Labour Group Alternative Budget			
		FOR PLANNING PURPOSES			
2022-23		2023-24	2024-25	2025-26	
£000s	£000s	£000s	£000s	£000s	
1,132,426.0	Revised Base Budget	1,191,493.8	1,310,885.4	1,408,535.3	
	Growth				
11,175.3	Net Base Budget Changes & Emerging Pressures	63,510.3	20,659.6	21,000.0	
1,157.9	Reduction in Grant Funding	3,106.4	35.0		
9,241.3	Pay	13,883.0	15,767.1	7,350.9	
28,554.9	Prices	70,441.2	45,469.8	18,089.9	
20,748.2	Demand & Cost Drivers	34,001.7	31,448.7	29,433.7	
9,234.6	Service Strategies and Improvements	6,796.9	11,862.0	2,117.8	
4,161.0	Government & Legislative				
	Social Care Reform			25,000.0	
	Household Support Fund	22,130.8	-22,130.8		
-669.6	Other	5,833.2	3,571.9		
83,603.6	Growth	219,703.5	106,683.3	102,992.3	
	Savings, Income & Grants				
	Transformation Savings				
-8,407.7	Adults Transformation Programmes	752.1	-5,555.6	-6,622.5	
-451.4	Other Transformation Programmes	-2,405.0	-2,777.7	-50.0	
-8,676.6	Income Generation	-12,867.1	-7,013.9	-4,652.7	
	Efficiency Savings				
-380.0	Staffing	-3,168.2	-4,950.7	-1,530.0	
	Premises	-8.0			
-3,316.0	Contracts & Procurement	-1,391.0			
-1,304.6	Other	-6,564.8			
-2,094.0	Financing Savings	-3,893.3	-2,340.1	-2,065.5	
-9,252.5	Policy Savings	-24,491.5	-20,961.4	-45,680.9	
-33,882.8	Total Savings & Income	-54,036.8	-43,599.4	-60,601.6	
-3,419.0	Increases in Grants & Contributions	-31,862.8	18,738.9		
-37,301.8	Total Savings, Income & Grants	-85,899.6	-24,860.5	-60,601.6	
	Reserves				
22,458.7	Contributions to Reserves	22,448.7	34,488.0	30,806.0	
-20,474.1	Removal of prior year contributions	-29,458.7	-23,672.0	-34,488.0	
-8,772.0	Drawdowns from Reserves	-16,174.3	-11,163.2	-7,508.1	
19,553.4	Removal of prior year drawdowns	8,772.0	16,174.3	11,163.2	
12,766.0	Net Impact on MTFP	-14,412.3	15,827.1	-26.9	
1,191,493.8	Net Budget Requirement	1,310,885.4	1,408,535.3	1,450,899.1	
	MEMORANDUM:		0.0	0.0	
	The net impact on our reserves balances is:				
22,458.7	Contributions to Reserves	22,448.7	34,488.0	30,806.0	
-8,772.0	Drawdowns from Reserves	-16,174.3	-11,163.2	-7,508.1	
13,686.7	Net movement in Reserves	6,274.4	23,324.8	23,297.9	
	Funding per the Provisional Local Government Finance Settlement & Local Taxation				
10,018.1	Revenue Support Grant	11,072.6	11,827.1	11,827.1	
54,478.4	Social Care Grant	88,770.7	103,212.0	103,212.0	
4,161.0	Market Sustainability and Improvement Fund	14,435.1	21,703.9	21,703.9	
	Adult Social Care Discharge Fund	7,012.0	11,686.6	11,686.6	
12,953.2	Services Grant	7,298.9	7,298.9	7,298.9	
138,429.0	Business Rate Top-up Grant	140,802.3	150,396.1	150,396.1	
50,014.7	Improved Better Care Fund (iBCF)	50,014.7	50,014.7	50,014.7	
35,613.4	Other Un-ringfenced grants	48,554.8	49,229.8	49,229.8	
52,809.5	Local Share of Retained Business Rates	58,057.7	61,809.2	61,809.2	
-10,793.6	Business Rate Collection Fund				
-1,127.6	Business Rate Collection Fund 2020-21 3-Year Deficit Write-off	-1,127.6			
11,886.6	Drawdown from reserves of S31 grant for Covid-19 business rate reliefs				
2,347.5	Drawdown from reserves of S31 grant for compensation for irrecoverable local taxation losses due to Covid-19	2,347.5			
725,505.3	Council Tax Income (including increase up to referendum limit but excluding social care levy)	761,106.4	799,199.5	830,104.1	
97,589.1	Council Tax Adult Social Care Levy	115,672.9	135,157.5	146,616.7	
12,230.5	Council Tax Collection Fund	11,488.7	7,000.0	7,000.0	
-4,621.3	Council Tax Collection Fund 2020-21 3-Year Deficit Write-off	-4,621.3			
1,191,493.8	Total Funding	1,310,885.4	1,408,535.3	1,450,899.1	

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Appendix G - Labour Group Alternative Budget County Level 2023-26 Revenue Changes

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				2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s
Revised 2022-23 Base Budget				1,191,493.8	1,310,885.4	1,408,535.3				1,191,493.8	1,310,885.4	1,408,535.3
Growth												
Net Base Budget Changes												
Growth based on current and forecast activity levels												
1	All	Emerging Pressures	Provision for emerging pressures yet to be identified			21,000.0					21,000.0	21,000.0
2	ASCH & CYPE	Adult Social Care	Underlying budget pressure from 2022-23 due to increased costs and activity across all Adult social care services	27,173.1							27,173.1	
3	DCED	Energy Costs	Realignment for the increase in energy costs for our operational buildings in 2022-23 due to the extraordinary economic consequences of global and national circumstances	4,521.2							4,521.2	
4	GET	Subsidised Buses	Realignment for price uplift in routes retendered during 2022-	216.6							216.6	
5	GET	Waste prices and income	Realignment of prices, waste tonnage and income levels for a variety of waste streams	3,660.0							3,660.0	
6	GET	Libraries	Realignment of library income levels as a result of reduced usage during and following the Covid pandemic	460.0							460.0	
7	CYPE	Home to School Transport	Realignment to reflect increased costs and demand in 2022-	13,594.0							13,594.0	
8	GET	Streetlight Energy	Realignment of the streetlight energy budget reflecting high price rises due to the extraordinary economic consequences of global and national circumstances	2,690.8							2,690.8	
9	CYPE	Children's Social Care	Underlying budget pressure from 2022-23 due to increased costs and activity across all Children's social care services	10,628.7							10,628.7	
10	CYPE	Special Educational Needs & Disability (SEND)	Additional cost of new SEND structure required to support increasing numbers of Education, Health and Care Plans (EHCPs)	500.0							500.0	
11	DCED	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			-200.0					-200.0	
12	DCED	Corporate Landlord	Removal of short-term provision for potential loss of rental income from tenants who deferred rent from 2020-21 and have subsequently gone out of business	-200.0							-200.0	
13	All	Other	Other minor growth based on current activity levels less than £200k	265.9	-140.4						265.9	-140.4

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Reduction in Grant Income													
14	ASCH	Adult Social Care	Reduction in Independent Living Fund specific grant which has been consolidated into the Social Care Grant as part of the provisional Local Government Finance Settlement 2023-24 and shown as general funding of the Council's budget	1,919.8							1,919.8		
15	PH	Public Health	Anticipated reduction in external funding for various Public Health activities (includes time-limited funding)	1,186.6							1,186.6		
16	All	Other	Other reductions in grant of less than £200k		35.0							35.0	
Pay and Prices													
Pay:													
17	All	Pay and Reward	Contribution to pay pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme including the revision of lower Kent Scheme pay scales to further increase the differential between the lowest pay range and the Foundation Living Wage and increasing the annual leave entitlement for some staff. This is the subject of pay bargaining with Trade Unions. Under the Labour Group's Medium Term Plan, TCP would be abolished.	16,300.0	16,300.0	7,300.0					16,300.0	16,300.0	7,300.0
18	All	Employer National Insurance contributions	Impact of Government reversal of the increase in employer and employee national insurance contributions by 1.25% in 2022-23 to fund social care reforms and NHS backlog	-1,600.0							-1,600.0		
19	All	Employer Pension contributions 2022 Valuation	Reduction in the employer pension contribution from 2022 actuarial review (0.8% reduction in annual rate)	-1,570.0							-1,570.0		
20	All	Public Health Pay	Estimated net impact of KCC pay award/adjustments for KCC Public Health staff	785.7	-628.0						785.7	-628.0	
21	All	Other	Other changes to pay and pensions less than £200k	-32.7	95.1	50.9					-32.7	95.1	50.9
Inflation:													
22	DCED	KCC Estate Energy	Anticipated price increases on energy contracts for the KCC estate as estimated by Commercial Services	2,229.3	-1,560.8	-886.5					2,229.3	-1,560.8	-886.5
23	DCED	Streetlight Energy	Provision for price inflation related to Streetlight energy as estimated by Commercial Services	2,200.4	-1,391.5	-788.5					2,200.4	-1,391.5	-788.5
24	GET	Streetlight Energy Rebate	Rebates from our Solar Farms offset against the streetlight energy charges	-895.0							-895.0		
25	ASCH	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. We expect inflationary pressures in 2024-25 and 2025-26 to reduce as a result of the Labour Group's change in approach to Adult Social Care, including decommissioning, reducing duplication of contracts, and investing in prevention. We would anticipate having to make fewer savings as part of the 2024-25 budget setting process as a result.	27,759.8	29,420.7	16,754.2					27,759.8	29,420.7	16,754.2

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26	ASCH	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages funded by the Market Sustainability and Improvement Fund included in the provisional local government finance settlement	5,406.6	5,785.1					5,406.6	5,785.1	
27	CYPE	Children's Social Care	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance	7,071.6	5,199.5	1,583.5				7,071.6	5,199.5	1,583.5
28	CYPE	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport and the 16+ Kent Travel Saver.	1,910.8	1,522.6					1,910.8	1,522.6	
29	CYPE	Kent Travel Saver & 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	1,756.2	203.6					1,756.2	203.6	
30	GET	Kent Travel Saver	Increase in bus operator price inflation above the budgeted amount in 2022-23 related to the Kent Travel Saver which is to be recovered through uplifting the charge for the pass	1,018.0						1,018.0		
31	GET	Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices)	11,248.3	2,137.0	316.2				11,248.3	2,137.0	316.2
32	DCED	Technology contracts	Provision for price inflation on Third Party ICT related	399.4	359.2	14.4				399.4	359.2	14.4
33	DCED	Software Licences	Negotiated annual price uplift for three year contract (July 2020 to July 2023) for E5 software licences	430.8	410.0	17.3				430.8	410.0	17.3
34	DCED & CYPE	Facilities Management	Estimated future price uplift to new Facilities Management contracts	1,864.6	625.4	139.6				1,864.6	625.4	139.6
35	DCED	Cantium Business Solutions (CBS) and Kent Commercial Services (KCS)	Inflationary uplift on the CBS ICT contract and KCS HR Connect contract	771.5	585.5					771.5	585.5	
36	GET	Other Transport Related inflation	Provision for price inflation related to other transport services including subsidised bus services	1,148.0	692.2	670.5				1,148.0	692.2	670.5
37	DCED	Corporate Landlord	Provision for price inflation for rent and rates for the office estate	454.3	841.5					454.3	841.5	
38	PH	Public Health contracts	Estimated increase in contract prices	4,316.2						4,316.2		
39	GET	Highways Maintenance	Anticipated increased costs of recommissioning of the Highways Maintenance Contract	500.0						500.0		
40	CYPE	Special Educational Needs	Provision for price inflation on the cost of agency staff	602.4	229.2	113.4				602.4	229.2	113.4
41	NAC	External Audit fee	Estimated increase in external audit fee	316.1	36.3					316.1	36.3	
42	All	General Prices reduction	Reductions to be identified from review of contract uplifts	-500.0						-500.0		
43	All	Other	Other price increases of less than £200k	431.9	374.3	155.8				431.9	374.3	155.8

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		Demand & Cost Drivers	Additional spending associated with change in demand, population growth and other cost drivers									
44	ASCH	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. We expect demand in 2024-25 and 2025-26 to reduce as a result of the Labour Group's change in approach to Adult Social Care, including decommissioning, reducing duplication of contracts, and investing in prevention. We would anticipate having to make fewer savings as part of the 2024-25 budget setting process as a result.	16,116.5	19,241.7	25,400.0				16,116.5	19,241.7	25,400.0
45	ASCH	Adult Social Care	Provision for impact of an increase in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, funded by the Market Sustainability and Improvement Fund included in the provisional local government finance settlement and shown within the general funding of the Council's budget	4,867.5	1,483.7					4,867.5	1,483.7	
46	ASCH	Adult Social Care	Provision for impact of an increase in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, funded from the new ringfenced Adult Social Care Discharge Fund included in the provisional local government finance settlement and shown within the general funding of the Council's budget	7,012.0	4,674.6					7,012.0	4,674.6	
47	CYPE	Children's Social Care	Estimated impact of an increase in the population of children in Kent, leading to increased demand for children's social work and disabled children's services. This should reduce in future years, due to the increase in prevention work in our Alternative budget.	3,300.0	3,300.0	3,300.0				3,300.0	3,300.0	3,300.0
48	CYPE	Home to School transport - SEN	Estimated impact of rising pupil population on SEN Home to School and College Transport	3,843.7	1,755.8	-221.4				3,843.7	1,755.8	-221.4
49	GET	Kent Travel Saver	Estimated impact of the Covid pandemic on take up and usage of the Kent Travel Saver pass	288.0						288.0		
50	GET	Waste - tonnage changes	Estimated impact of changes in waste tonnage as a result of population and housing growth	748.0	837.0	920.0				748.0	837.0	920.0
51	GET	English National Concessionary Travel Scheme (ENCTS)	Continuation of reduced usage of the ENCTS pass following the Covid pandemic	-1,900.0						-1,900.0		
52	GET	Highways	Re-introduction of the second weed spray as current climate means that existing policy is insufficient to ensure the roads remain safe and ensure a pro-active approach to asset management to avoid weeds establishing to a point to cause damage to roads and footways resulting in more costly repairs	200.0						200.0		
53	GET	Highways	Review of staff grades and capitalisation levels within the Highways team to reflect current complexity and reduced capital activity/works, weighted to the front line. We will also rationalise the number of manager levels.	325.0						325.0		

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				2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s
54	DCED	Facilities Management	Removal of provision for mobilisation costs of new Facilities Management contracts where we will incur costs such as legal, pensions, TUPE and set up costs and potentially some dual running costs. The impact of these costs on the budget is being spread over the life of the contract via the temporary use of reserves. When this contract comes to an end there should be a serious review of whether elements of it should be brought back in-house, and the profits reinvested in a better service.	-800.0						-800.0		
55	PH	Public Health	Removal of one-off public health costs in 2022-23 funded from reserves related to Healthy Lifestyles and Substance Misuse	-448.2	-48.0					-448.2	-48.0	
56	All	Other	Other minor demographic pressures of less than £200k	449.2	203.9	35.1				449.2	203.9	35.1
Government & Legislative												
57	ASCH	Adult Social Care Charging Reform	Estimated costs of implementing the Adult Social Care Charging Reform, the rollout of which has been delayed from October 2023 to October 2025 as announced in the Chancellor's November 2022 Autumn Statement			25,000.0						25,000.0
58	PHB	Household Support Fund	Extension of the Government funded Household Support Fund into 2023-24 as announced in the Chancellor's Autumn Statement on 17th November 2022	22,130.8	-22,130.8					22,130.8	-22,130.8	
59	CYPE	Family Hubs	New responsibilities to be funded from the new DfE/DHSC Family Hubs and Start for Life grant - £100k to be used to fund set-up costs of play service. We do not accept how Family Hubs has been interpreted in Kent and accepting this grant does not mean that we accept the proposal to close youth and childrens centres.	4,109.0	3,332.0		-100.0		100.0	4,009.0	3,332.0	100.0
60	CYPE	Family Hubs	Set-up costs of the play service (row 87 below) to be funded from the new Family Hubs and Start for Life grant.				100.0		-100.0	100.0		-100.0
61	ASCH & CED	Domestic Abuse New Burdens	Costs of undertaking domestic abuse support in safe accommodation duties funded by specific grant	2,325.8	59.9					2,325.8	59.9	
62	PH	Public Health - Health Visiting	Removal of one-off funding in 2022-23 for additional contacts under the Universal Plus/Universal Partnership Plus families due to change in Health & Care Profession Guidance	-380.0						-380.0		
63	All	Other	Other Government & Legislative pressures of less than £200k	-221.6	180.0					-221.6	180.0	

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Service Strategies & Improvements												
64	NAC	Capital Programme	The impact on debt charges of both the review of the 2021-24 capital programme, and prior year capital programme decisions - Reduced by £665k to reflect reduction in Strategic Estate Programme capital budget and consequential reduction to debt charges.	2,000.0	2,500.0		-90.0	-383.0	-192.0	1,910.0	2,117.0	-192.0
65	GET	Waste - infrastructure	Operating costs of a new waste transfer facility in the Folkestone & Hythe area which is required as existing facility approaches capacity		300.0						300.0	
66	GET	Highways	Increased maintenance works due to a pro-active asset management approach identifying drainage assets in need of repair. This budget does not include storm events. Alternative budget: Increased by £150k to offset Administration's highways drainage policy saving on row 151 to cut the budget by £1m, and therefore maintaining highways drainage expenditure at 2022-23 levels.	850.0			150.0			1,000.0		
67	GET	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 Economic Recovery Plan/Economic Strategy following the Covid pandemic	-270.0	-80.0	-50.0				-270.0	-80.0	-50.0
68	GET	Asset Management	Revenue contributions to capital required to maintain and deliver asset management for Kent's Windmills and Surface Water Flood Risk Management		100.0	500.0					100.0	500.0
69	DCED	Oakwood House Development	Removal of holding costs and loss of income in the short term once Oakwood House is no longer operational, offset by savings in the longer term following change of use	-250.0	-320.0					-250.0	-320.0	
70	DCED	Technology	Full year effect of re-design of the Technology Function staffing structure to ensure the correct level of expertise is available to provide and commission a safe and secure ICT function, including appointment to the new Director of	229.2						229.2		
71	CED	Strategy & Partnerships	Additional resources to support the statutory development of the Integrated Care System including engagement with a wide number of partner organisations	220.0						220.0		
72	ASCH	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	488.8	431.8	131.8				488.8	431.8	131.8
73	PH	Public Health - Children's Programme	Removal of one-off investment in 2022-23 in additional counselling services for children, Healthy child programme and Children's Weight Management	-840.5						-840.5		
74	PH	Public Health	Estimated reduction in Public Health activities to offset a reduction in external funding	-1,050.4						-1,050.4		
75	PH	Public Health - Sexual Health	Removal of one-off contribution to capital in 2022-23 for completion of works to Flete Unit	-400.0						-400.0		
76	PH	Public Health - Children's Programme	Investment in counselling services for children, and Children's Health Programme campaigns	892.7	-892.7					892.7	-892.7	
77	PH	Public Health - Healthy Lifestyles	Investment in Public Health services to promote and support Healthy Lifestyles including health checks, health visiting and adult weight management	272.6	-272.6					272.6	-272.6	

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78	PH	Public Health - Health Visiting	Removal of one-off investment in 2022-23 in speech and language therapy, peri-natal mental health, Family Partnership Programme, text messaging service for parents and Health Visiting services	-538.6							-538.6			
79	PH	Public Health - Sexual Health	Investment in Public Health Sexual Health Services	499.1	-499.1						499.1	-499.1		
80	PH	Public Health - Substance Misuse	Investment in Substance Misuse services funded by Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	1,100.8							1,100.8			
81	PH	Public Health - Healthy Lifestyles	Removal of one-off investment in 2022-23 in Public Health services to promote and support Healthy Lifestyles	-281.1							-281.1			
82	ASCH	Adult Social Care - LATCo	One-off costs to set up a LATCo to initially deliver domiciliary care (with a view to expanding into residential / nursing care in the future). This will help stabilise the market and is an interim solution while we explore setting up our own in-house service. See corresponding saving on row 169.				1,000.0	-1,000.0			1,000.0	-1,000.0		
83	ASCH	Adult Social Care - Shared Lives	We will invest in the 'Shared Lives' service (a KCC in-house run service) to reduce the need for people primarily with a learning disability from having to access more complex and expensive supported living packages. This is part of our preventative agenda and is an invest to save proposal - see corresponding saving on row 170.					507.0	-200.0			507.0	-200.0	
84	ASCH	Adult Social Care - Family support in the home	We will set up a new arrangement which would allow family members to be paid to support elderly relatives in the family home (this would be optional, not mandatory). Savings will be realised through fewer admissions into residential care. This is part of our preventative agenda and is an invest to save proposal (see corresponding saving on row 171). Cost should not be a barrier to caring for a loved one.					200.0	-200.0			200.0	-200.0	
85	ASCH	Adult Social Care - Mental Health preventative services	Further investment in preventative services which provide support to people with mental health needs including housing related support, debt and counselling advice and a dedicated support line. This would negate the need for some individuals requiring more traditional supported living type packages which are more costly. This is part of our preventative agenda and is an invest to save proposal - see corresponding saving on row 172.					400.0				400.0		
86	CYPE	Youth	We will invest in a wide-scale, preventative, universal youth service - qualified and experienced youth workers will run youth centres, outreach programmes and education projects, helping to tackle the growing mental health issues of young people, educating safety on social media, protecting young people from county lines and grooming of gangs, and giving our young people voice and agency over their future.				220.0	2,976.0	759.0			220.0	2,976.0	759.0

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87	CYPE	Children's Services	We will develop and roll out a play service for 5-11 year olds across the County and do outreach in communities. We recognise this age group were significantly affected by lockdowns and missed their opportunity to play and speak with other children. The service will be universal and we will utilise our existing assets to deliver the service. We expect this will reduce demand for expensive speech and language therapy in later years.				397.5	1,794.5	2,147.0	397.5	1,794.5	2,147.0
88	CYPE	Education Psychology	Training bursaries to address recruitment deficits in SEND (e.g. educational psychologists). We value our staff and want to invest in their professional development.				132.0	132.0		132.0	132.0	
89	CYPE	Children's Social Care	Training bursaries to address recruitment deficits in Social Care (e.g. Social Workers). We value our staff and want to invest in their professional development.				900.0	-500.0	-500.0	900.0	-500.0	-500.0
90	CYPE	Home to School Transport	We will fundamentally change the approach to families with SEND and run a promotional campaign with parents to encourage the use of personalised transport budgets where practicable (this will be optional, not mandatory). See corresponding saving on row 176.				50.0	-50.0		50.0	-50.0	
91	CYPE	Children's Residential Care	Set up costs to deliver residential care placements from an existing KCC building to generate future year savings by spending less on commissioned services (see row 174).					350.0	-350.0		350.0	-350.0
92	GET	Kent Travel Saver	The cost of the standard pass will be reduced to £120 to alleviate the financial burden placed on families. The cost of the pass should not be a barrier to education.					6,536.4			6,536.4	
93	DCED	Staff Training	Increase investment in staff training with a particular focus on accreditation and development of our staff. We value our staff and want to invest in their professional development.				175.0			175.0		
94	All	Other	Other minor service improvements of less than £200k	939.8	-368.3	72.0				939.8	-368.3	72.0
Total Additional Growth				216,769.0	95,720.4	101,528.3	2,934.5	10,962.9	1,464.0	219,703.5	106,683.3	102,992.3

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				2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	
Savings and Income													
Alternative Budget - Additional Policy Changes													
95	CYPE	Children's Social Care	Bring commissioned Carers Respite Services back in-house when contract ceases. This saving represents the saving from commissioning the service; the whole budget will be reinvested in an in-house provision.				-1,200.0				-1,200.0		
96	CYPE	Children's Social Care	The Carers Respite Services will be brought back in-house. Any savings derived from bringing the service in-house will be reinvested in similar provision and therefore this would be cost neutral.				1,200.0				1,200.0		
97	CYPE	Children's Social Care	Bring commissioned Youth Mental Health contract back in-house when it ceases. This saving represents the saving from commissioning the service; the whole budget will be reinvested in an in-house provision.						-1,200.0			-1,200.0	
98	CYPE	Children's Social Care	The Youth Mental Health contract will be brought back in-house. Any savings derived from bringing the service in-house will be reinvested in similar provision and therefore this would be cost neutral.						1,200.0			1,200.0	
99	GET	Highways	In-source revenue highway maintenance works. This will include simple routine works and reactive/emergency activities such as pothole and footpath repairs. This investment will be offset through savings made by bringing the current highway maintenance contract (delivered by Amey) back in house. This proposal is therefore cost-neutral.					3,750.0	3,750.0			3,750.0	3,750.0
100	GET	Highways	Cease revenue highway term maintenance contract, which is currently delivered by Amey. The savings generated will be reinvested in similar in-house provision, so this will be cost-neutral.					-3,750.0	-3,750.0			-3,750.0	-3,750.0

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Transformation Savings												
101	ASCH	Adult Social Care service redesign	Rephrasing of savings from earlier years from the redesign of the Adult Social Care operating model, focusing on social care practice, data led decision making and innovation. These savings are to be delivered in future years from reducing and managing the costs and future demand for social care. This may also include efficiencies in our future ways of working resulting in a reduction in staffing spend. Invest to save approach to be taken, focussing on person-centred practice, prevention and an ethical service delivery, taking inspiration from Wigan Council and making use of our new LATCo.	752.1	-5,555.6	-6,622.5				752.1	-5,555.6	-6,622.5
102	CYPE	Children's Social Care	Explore strategies, including statutory guidance, to reduce dependency on social work agency staff and look to improve internal culture to retain staff	-1,005.0	-300.0					-1,005.0	-300.0	
103	CYPE	Looked After Children	Reduce the recent increase in the number of Looked After Children placements through practice reviews & improved court proceedings	-1,500.0	-1,500.0					-1,500.0	-1,500.0	
104	GET	Coroners	Savings from the use of Digital Autopsy techniques in the Coroner service including adjustment for non delivery of the project in 2022-23	100.0	-350.0	-50.0				100.0	-350.0	-50.0
105	PH	Public Health	Savings from Public Health Transformational Programme		-627.7						-627.7	
Income												
106	ASCH, CYPE & GET	Review of Charges for Service Users - existing service income streams & inflationary increases	uplifts from applying existing policy 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	-8,817.7	-6,542.2	-2,041.1				-8,817.7	-6,542.2	-2,041.1
107	GET	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases - Removed - we will reverse the inflationary uplift and the cost will be frozen at £450 per child in 2023-24, helping families facing the cost of living crisis.	-1,488.0			1,488.0					
108	GET	Kent Travel Saver	Kent Travel Saver price realignment to offset an increase in bus operator inflationary fare increases in 2022-23 above the budgeted amount - Removed - we will reverse the inflationary uplift and the cost will be frozen at £450 per child in 2023-24, helping families facing the cost of living crisis.	-1,018.0			1,018.0					
109	CYPE	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases - Removed saving to freeze the price for families facing the cost of living crisis	-268.2	-203.6		268.2	203.6				
110	NAC	Income return from our companies	Estimated increase in the income contribution from our limited companies	-2,000.0	2,000.0					-2,000.0	2,000.0	
111	GET	Highways	Increase in net income budgets for streetworks and permit scheme	-450.0						-450.0		

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112	GET	Economic Recovery	Rephasing of the original saving planned for 2022-23 from re-prioritising external income to support the wider economic recovery within Kent	1,500.0						1,500.0		
113	ASCH	Adult Social Care	Estimated annual inflationary increase in Better Care Fund	-2,339.3	-2,471.7	-2,611.6				-2,339.3	-2,471.7	-2,611.6
114	CHB	Review of fees & charges	Further savings to be identified from a review of all fees and charges	-500.0						-500.0		
115	All	Other	Other minor changes in income of less than £200k	-260.1						-260.1		
Increases in Grants & Contributions												
116	PH	Public Health Grant	Estimated increase in Public Health Grant pending announcement from Department of Health and Social Care	-2,007.4						-2,007.4		
117	CHB	Household Support Fund	Extension of the Government funded Household Support Fund into 2023-24 as announced in the Chancellor's Autumn Statement on 17th November 2022	-22,130.8	22,130.8					-22,130.8	22,130.8	
118	GET	New Burdens	Removal of assumed New Burdens grant in 2022-23 to fund ongoing EU Exit costs including Border Ports and Animal Health and Feed Officers and responsibilities under the new Marriage Schedule Act 2021 as no grant funding was secured.	660.0						660.0		
119	CH & CED	Domestic Abuse	Increase in Domestic Abuse Duty grant to fund new burdens in providing domestic abuse support in safe accommodation	-3,174.8	-59.9					-3,174.8	-59.9	
120	PH	Public Health - Substance Misuse	Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	-1,100.8						-1,100.8		
121	CYPE	Family Hubs	Estimate of our share of the new DfE/DHSC Family Hubs and Start for Life grant. We do not accept how Family Hubs has been interpreted in Kent and would use this money to reinvest in children's centres, with co-location of midwifery services. We would instead apply to the Youth Investment Fund.	-4,109.0	-3,332.0					-4,109.0	-3,332.0	
Efficiency Savings												
Staffing:												
122	CHB	Workforce Management	Removal of saving in 2022-23 budget from staffing savings across the organisation to be achieved through a range of measures including business process review; automation; rationalisation and digitalisation to be delivered and monitored by the Strategic Reset Programme Board. These savings are non cashable but have resulted in productivity gains	250.0						250.0		
123	CYPE	Children's Services	Review of the Practice Development Service	-350.0						-350.0		
124	CYPE	Early Help & Preventative Services	Expanding the reach of caseholding Early Help services - Removed 2023-24 cuts, and alternative future years' savings to be developed as part of the 2024-25 budget setting process, through the lens of reducing demand for more expensive services.	-540.0	-663.0	-130.0	540.0	663.0	130.0			
125	CYPE	Open Access - Youth & Children's Centres	Continue to implement vacancy management and avoid all non-essential spend across open access - Removed	-600.0	600.0		600.0	-600.0				
126	GET	Environment	Planned phasing of the new structure in the Environment	-300.0	300.0					-300.0	300.0	

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127	All	Consultants	We will reduce the amount we spend on consultants by 15% of the total spend, although savings will not be taken from safety-critical or statutory areas. Wherever possible, we will look to employ consultants on a fixed term contract. As part of their employment, we will also expect them to train our in-house staff, so that we can develop our own talent and reduce our reliance on the external market.				-784.5			-784.5		
128	All	Workforce Management	Reduction in Directorate and Divisional management and support including management information, data and scorecards in order to collect the statutory minimum levels of data				-1,350.0	-1,350.0		-1,350.0	-1,350.0	
129	CED	Strategic Partnerships Team	Realignment of work within Strategy, Policy, Risk & Corporate Assurance team such that Strategic Partnerships work is delivered by core Strategy & Policy team.				-247.1	-82.4		-247.1	-82.4	
130	CED	Business Support Team	Reduction to business support to the Strategy, Policy, Risk and Corporate Assurance (SPRCA) team.				-44.3	-14.8		-44.3	-14.8	
131	CED	Consultation Function	Remove outsourcing of external consultations and centralise all consultation activity to internal staff talent, so organisation as a whole can learn and grow.				-300.0			-300.0		
132	All	Other	Other Direct & Indirect Staffing Efficiencies of less than £200k				-42.4			-42.4		
		Infrastructure										
133	PH	Other	Minor Infrastructure efficiency savings of less than £200k				-8.0			-8.0		
		Contracts & Procurement:										
134	PH	Public Health	Estimated efficiency savings from Public Health Partnership working with Health				-1,000.0			-1,000.0		
135	ASCH	Adult Social Care Commissioning	Rephasing of the original saving planned for 2022-23 from review of existing contracts for commissioned services to ensure the market is supported and developed to meet the needs of individuals, which will require costs to be reduced on some contracts.				329.3			329.3		
136	PH	Public Health - Sexual Health	Estimated efficiencies within Sexual Health services				-245.0			-245.0		
	All	Other	Other minor contracts & procurement savings of less than £200k				-475.3	-50.0	-50.0	-475.3	-50.0	-50.0

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			Other:										
137	CYPE	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	-1,014.6	-845.6								
138	ASCH	Adult Social Care	Review of 18-25 community-based services: ensuring strict adherence to in accordance with current policy, review of packages with high levels of support and enhanced contributions from health, with priority given to services that reduce demand and are preventative.	-1,754.8	-1,334.1								
139	GET	Libraries, Registration & Archives (LRA)	One-off reduction in Libraries Materials Fund and a one year contribution holiday for the Mobile Libraries renewals reserve - Reverse reduction in Libraries Materials Fund	-206.0	206.0		100.0						
140	CYPE	Children's Services	Reconfigure the Family Drug & Alcohol Court Services into the main Children's Social Work Teams	-201.3									
141	ASCH	Adult Social Care	Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in-house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-1,580.0	-250.0								
142	GET	Transportation	Use developer agreement income to maintain current level of transportation services	-250.0		250.0							
143	CYPE & CED	Historic Pension Costs	Reduction in the number of Historic Pension Arrangements	-796.4	-225.0								
144	GET	Waste - Household Waste & Recycling Centres (HWRCs)	Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-605.0	-105.0								
145	CYPE	Community Learning & Skills	Development of income earning activities within the CLS service and engage in efficiency measures to reduce costs	-200.0									
146	All	Other	Other minor efficiency savings of less than £200k	-56.7									
147	All	Total of new efficiency savings in future years (shaded items above), which will be found through a reduction in commissioning contracts, and building on work starting in 2023-24 to reduce demand for services.				-536.9	-1,600.0		-663.0	-130.0		-1,199.9	-1,730.0
Financing Savings													
148	NAC	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	-1,000.0							
149	NAC	Investment Income	Increase in investment income largely due to the increase in base rate	-2,893.3	-1,340.1	-1,065.5							

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Policy Savings													
150	GET	Highways Capital works	Removal of revenue contribution towards highways capital works	-3,000.0							-3,000.0		
151	GET	Highways Drainage	Review of highways drainage policy and level of works. Alternative budget: this cut is fully offset by the Alternative Budget proposal on row 66 above to increase the highways drainage budget by £1m, therefore maintaining highways drainage expenditure at 2022-23 levels.	-1,000.0							-1,000.0		
152	GET	Highways Winter Service	Review of highways winter service policy including service levels, salting runs and network, resulting in reduced network coverage and detrimental impact on Keeping Kent Moving	-500.0							-500.0		
153	GET	Highways	To reverse the prior decision to increase the number of swathe cuts	-300.0							-300.0		
154	CED	Member Community Grants	Reduce Member Community Grants from £10k to £3.6k per Member - Reduce Member Community Grants to £7.5k instead of £3.6k. Highway matters will be expected to be funded by GET highway improvements fund.	-518.4			315.9				-202.5		
155	GET	Waste - Household Waste & Recycling Centres (HWRCs)	Review of the number and operation of HWRC sites - Further saving in 2024-25 rejected, and alternative savings proposals to be developed as part of the 2024-25 budget setting process. We want to avoid the risk of increased fly tipping.	-500.0	-988.0		988.0				-500.0		
156	CYPE	Services to Schools	Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements from ensuring sufficient funding for schools from Central Government and engaging in efficiency measures to reduce costs	-904.0	-1,166.7	-250.0					-904.0	-1,166.7	-250.0
157	ASCH	Strategic Review of In House Adult Social Care Services. Removed and replaced with Strengthening of our in-house provision of Adult Social Care (see Invest to Save Programme - investment in Labour Group priorities above)	The review is on-going and fits within the strategic direction of the Adult Social Care strategy and Making a Difference Every Day. Management action and outcomes of the review will deliver the required savings in 2022-23 & 2023-24. Removed - due to the volatile nature of the care sector in Kent post-Covid we would strengthen the in-house provision to ensure KCC meets its statutory care requirements and needs of our vulnerable Kent residents.	-3,550.0			3,550.0						
158	ASCH	Strategic Review of Commissioned Adult Social Care Services	Replace saving above with a strategic review of commissioned services across Adult Social Care services. Services will be streamlined and unnecessary duplication will be avoided. Alongside this, we will also look to expand our in-house offering and invest in co-operatives and not-for-profit organisations.				-3,550.0				-3,550.0		
159	CYPE	Disabled Children's Placement and Support	Review of children with disability packages ensuring strict adherence to in accordance with current the policy and review packages with high levels of support and enhanced contributions from health	-1,529.3	-1,066.1						-1,529.3	-1,066.1	

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160	CYPE	Looked After Children	Review of Integrated Looked After Children's Placements: Reduce dependence on high levels of additional support and seek enhanced contributions from health	-1,000.0							-1,000.0	
161	CYPE	Children's Services	Review Section 17 payments and only provide where the Council has a statutory responsibility or to avoid children coming into care	-229.2							-229.2	
162	CYPE	Care Leavers	Pursue a policy where independence is reached by a Young Person's 19th birthday. - Removed saving. We will continue to support our care leavers.	-700.0			700.0					
163	CYPE	Early Help & Preventative Services	Reconfigure the Positive Behaviour Service into the main Early Help Teams	-800.0							-800.0	
164	CYPE	Review of Open Access - Youth Services & Children's Centres	Ceasing of the Local Children's Services Partnership Grants	-600.0							-600.0	
165	ASCH	Housing Related Support - Homelessness	The full year effect of the cessation of the Homelessness contract from September 2022	-2,300.0							-2,300.0	
166	ASCH	Adult Social Care PFI	Review of Private Finance Initiative contracts and funding arrangements with NHS for our Older People Integrated Care Centres	-200.0							-200.0	
167	ASCH	Adult Social Care contracts with Voluntary Sector	Review of contracts and grants for discretionary services, to negotiate support from the NHS, and explore possible reductions to some services - Reduced by £1m and to instead be delivered through a review of contracts and grants for discretionary services, with a view to removing duplication and ensuring a strong focus on preventing the increase in demand.	-4,310.0			1,000.0				-3,310.0	
168	PH	Public Health	Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-426.4	-13.8						-426.4 -13.8	
169	ASCH	Adult Social Care - LATCo	Reduced costs of delivering domiciliary care through Adult Social Care LATCo (see row 82) in 2025-26, having begun to deliver efficiencies alongside catching up with the existing backlog during 2024-25 by helping to support people in their homes.							-3,510.0	-3,510.0	
170	ASCH	Adult Social Care - Shared Lives	Savings resulting from the creation of a KCC run in-house 'Shared Lives' service (see row 83) will be realised in year 2, as a result of fewer people needing to access more complex and expensive supported living packages. Early intervention reduces future demand.							-2,600.0	-2,600.0	
171	ASCH	Adult Social Care - Family support in the home	Savings resulting from a new arrangement allowing family members to be paid to support elderly relatives in the family home (see row 84) will be realised in year 2, through fewer admissions into residential care. Early intervention reduces future demand.							-1,800.0	-1,800.0	
172	ASCH	Adult Social Care - Mental Health preventative services	Savings resulting from up-front investment in preventative services to support people with mental health needs (see row 85) will be realised in year 2, as a result of fewer people needing to access more complex and expensive supported living packages. Early intervention reduces future demand.							-800.0	-800.0	

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173	CYPE	School Improvement & Skills Employability	Review of services provided by The Education People, with a view to providing in-house (School Improvement and Skills & Employability)					-250.0	-250.0		-250.0	-250.0
174	CYPE	Children's Residential Care	Saving from delivering residential care placements in-house and spending less on commissioned services by reinvesting profit and overheads into the service for young people. See up-front one-off investment on row 91.						-249.6			-249.6
175	CYPE	Children's Social Care	Savings in placements costs resulting from recruitment of additional in house foster carers						-769.6			-769.6
176	GET	Home to School Transport	Reduction in home to school transport costs as a result of increased uptake in personalised transport budgets following a fundamental change of approach towards families with SEND (see row 90), and building off the youth service and play service commitments (see rows 86 and 87 respectively).					-1,000.0	-1,000.0		-1,000.0	-1,000.0
177	GET	Bus Services	Undertake an internal feasibility study to explore the possibility of introducing a 'Transport for Kent' type model. The initial focus will be on introducing a multi-operator bus ticket, with a view to expanding the transport offer over time. The study will explore the different funding options that are available, including the possible use of BSIP monies				50.0	-50.0			50.0	-50.0
178	GET	Highways	Pilot use of a 'JCB Roadmole' in urban areas. Road moles can repair potholes in less than eight minutes, which is four times quicker than standard methods. This will improve the efficiency of pothole repairs and will help to clear the backlog quicker.				250.0	-250.0			250.0	-250.0
179	CED	Democratic Services	Introduction of a refreshed and modernised scrutiny service, including the deletion of the current Cabinet Committee model. Short Focused Inquiries (SFIs) will also cease, allowing additional resource to be put towards the broader scrutiny function.				-183.0				-183.0	
180	CED	In-source Legal Services	Fully in-source legal services from Invicta Law					-500.0	-500.0		-500.0	-500.0
181	CED	Decommissioning of Strategic Commissioning function	Restructure and redeploy strategic commissioning team in line with the policy to commission less and deliver more services in-house. Contracts that are needed will be managed by professionally qualified officers in their departments.				-844.0	-281.0			-844.0	-281.0
182	CED	Reduce Cabinet & Deputy Cabinet roles	Removal of Deputy Cabinet Members' special responsibility allowance. The Deputy Cabinet Member role will however still exist and will be used for training purposes. Also a reduction of 4 Cabinet Members so that there is one Cabinet Member for each of the five Directorates, including a consequential reduction in support officers. As a result, portfolio responsibility will be clearly demarcated and accountability will be strengthened.				-357.8				-357.8	

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183	CED	Analytics Function	Efficiency and transformation savings derived from centralising the data analysis and management information teams that currently sit in the Directorates, while also reducing the Kent Analytics budget by 2/3rds. We believe that data is useful, but not always essential. We want to be people-focused, not data-driven and we will be saving on duplication and reducing the excessive collection of data without context. We will only collect what is truly statutory for the service.				-1,159.6	-386.5		-1,159.6	-386.5	
184	CED	Strategy & Policy Team	Reduce the Strategy & Policy Team budget by 50% to maintain a core team that focuses on policy development, to ensure consistent 'One Council' standards across the Council.				-425.6	-141.9		-425.6	-141.9	
185	CED	Complaints Function	Centralise the complaints function to enhance corporate oversight and to improve the efficiency of responses.					-42.5			-42.5	
186	CED	Scrutiny Committee	Appointment of the Opposition Leader as the Chairman of the Scrutiny Committee, therefore removing additional Chairman SRA				-9.0			-9.0		
187	CED	In-source ICT Services	Review and in-source commissioned ICT services from Cantium Business Services					-600.0			-600.0	
188	All	Senior Management Restructure	Under this new model, there would x12 Senior Directors (including a CEO and Deputy CEO), who would provide strategic and corporate leadership, and x27 Heads of Service, who would oversee operational activity, therefore deleting all other senior posts.				-259.4	-1,596.4		-259.4	-1,596.4	
189	All	Senior Management Support Staff	Rationalisation of support staff as a result of Senior Management restructure - senior officers will be restricted to a single Support Officer.				-212.5	-212.5		-212.5	-212.5	
190	All	Market Premia	Abolish market premia for senior staff (KR13 and above)				-219.3			-219.3		

Appendix G - Labour Group Alternative Budget County Level 2023-26 Revenue Changes

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				2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	2023-24 £000s	2024-25 £000s	2025-26 £000s	
NEW SERVICE REMODELLING SAVINGS OPTIONS													
191	GET	Review of Community Wardens	Further review of the Community Warden Service - Cuts removed to return community warden service to 2022-23 levels.	-500.0	-500.0		500.0	500.0					
192	GET	Review of Open Access - Youth Services & Children's Centres	Review of open access services in light of implementing the Family Hub model - Removed due to greater investment in youth and play services. Alternative future years' savings to be developed as part of the 2024-25 budget setting process, through the lens of reducing demand for more expensive services.	-300.0	-1,947.2	-134.1	300.0	1,947.2	134.1				
193	GET	Arts	Removal of Rendezvous contribution to Arts	-215.0							-215.0		
194	GET	Kent 16+ Travel Saver	Review the Kent 16+ Travel Saver scheme, with a view to see if efficiencies can be found in 2023-24. Future years' savings rejected and to be identified through other means.	-250.0	-250.0	-158.8		250.0	158.8		-250.0		
195	All	Other	Other smaller policy savings of less than £200k	-305.0	-150.0						-305.0	-150.0	
196	All	Total of new policy savings in future years (shaded items above) will be found through a reduction in commissioning contracts, and building on work starting in 2023-24 to reduce demand for services.			-10,068.8	-33,658.8		-3,185.2	-292.9			-13,254.0	-33,951.7
Total savings and Income				-86,633.8	-18,206.2	-49,122.4	734.2	-6,654.3	-11,479.2	-85,899.6	-24,860.5	-60,601.6	

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Reserves													
Contributions To Reserves (incl removal of prior year contributions)													
197		New Homes Bonus	Removal of prior year contribution of New Homes Bonus to reserves	-4,381.5							-4,381.5		
198		Return from our limited companies	Contribution of the anticipated return from our limited companies to the Strategic Priorities Reserve		4,000.0	4,000.0						4,000.0	4,000.0
199		Return from our limited companies	Removal of prior year contribution of return from our limited companies to the Strategic Priorities Reserve	-4,000.0		-4,000.0					-4,000.0		-4,000.0
200		Retained Business Rates Levy	Contribution of the retained business rates levy, the proceeds from the business rates pool, to Regeneration reserve		3,000.0	3,000.0						3,000.0	3,000.0
201		Retained Business Rates Levy	Removal of prior year contribution of retained business rates levy to the Regeneration reserve	-3,000.0		-3,000.0					-3,000.0		-3,000.0
202		General Reserves	Contribution to reserves in order to maintain general reserve at 5% of net revenue budget	5,800.0	5,100.0	2,100.0					5,800.0	5,100.0	2,100.0
203		General Reserves	Removal of prior year one-off contribution to general reserve	-2,950.9	-5,800.0	-5,100.0					-2,950.9	-5,800.0	-5,100.0
204		Risk Reserve	Contribution to reserves to reflect the heightened risks to the budget, including higher inflation and the impacts on the economy of the Russian invasion of Ukraine	12,000.0	12,000.0	12,000.0					12,000.0	12,000.0	12,000.0
205		Risk Reserve	Removal of prior year one-off contribution to risk reserve	-14,966.3	-12,000.0	-12,000.0					-14,966.3	-12,000.0	-12,000.0
206		Smoothing Reserve	Contribution to Smoothing Reserve to smooth delivery of the Alternative Budget over the medium term period.					2,318.7	9,546.0			2,318.7	9,546.0
207		Smoothing Reserve	Removal of prior year one-off contribution to the Smoothing Reserve to smooth delivery of the Alternative Budget over the medium term period.						-2,318.7				-2,318.7
208		Corporate Reserves	Contribution to reserves to repay the drawdown required to balance the budget in 2023-24 in order to maintain financial resilience		7,909.3							7,909.3	
209		Corporate Reserves	Removal of one-off repayment of reserves in 2024-25			-7,909.3							-7,909.3
210		Local Taxation Equalisation - Council Tax Collection Fund	Contribution of Council Tax Collection Fund surplus above £7m assumed, to the Local Taxation Equalisation smoothing	4,488.7							4,488.7		
211		Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year contribution to Local Taxation Equalisation smoothing reserve of Council Tax Collection Fund surplus above £7m assumed		-4,488.7							-4,488.7	
212		Removal of contribution related to repayment of previous "borrowing" from reserves	Reduction & full removal of the annual repayment of the "borrowing" from reserves to support the budget in 2011-12, reflecting when the reserves will be fully repaid		-1,223.3							-1,223.3	

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213		Facilities Management	Contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (2022-23 to 2026-27)	160.0	160.0	160.0				160.0	160.0	160.0
214		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 (2022-23 to 2026-27)	-160.0	-160.0	-160.0				-160.0	-160.0	-160.0
Drawdowns from Reserves (incl removal of prior year drawdowns)												
215		Public Health Reserves	Use of Public Health reserves to fund one-off costs and invest to save initiatives in 2023-24	-3,529.1						-3,529.1		
216		Public Health Reserves	Removal of use of Public Health reserves to fund one-off costs in previous year	3,795.7	3,529.1					3,795.7	3,529.1	
217		Drawdown corporate reserves	Fund the Kent Support and Assistance Service from Corporate Reserves for two years 2023-24 and 2024-25	-867.2	-867.2					-867.2	-867.2	
217		Drawdown corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service		867.2	867.2					867.2	867.2
219		Drawdown corporate reserves	One-off drawdown from the No Use Empty reserve	-200.0						-200.0		
220		Drawdown corporate reserves	Removal of one-off drawdown from No Use Empty reserve in 2023-24		200.0						200.0	
221		Drawdown corporate reserves	One-off drawdown from reserves to be repaid in 2024-25	-7,909.3						-7,909.3		
222		Drawdown corporate reserves	Use of reserves for one-off invest to save projects				-1,350.0	-750.0		-1,350.0	-750.0	
223		Drawdown corporate reserves	Removal of one-off use of reserves in the previous year		7,909.3			1,350.0	750.0		9,259.3	750.0
224		Drawdown corporate reserves	Drawdown from corporate smoothing reserves				-2,318.7	-9,546.0	-7,508.1	-2,318.7	-9,546.0	-7,508.1
225		Drawdown corporate reserves	Removal of use of Corporate Smoothing Reserves in the	4,976.3				2,318.7	9,546.0	4,976.3	2,318.7	9,546.0
Net Change in Use of Reserves				-10,743.6	20,135.7	-10,042.1	-3,668.7	-4,308.6	10,015.2	-14,412.3	15,827.1	-26.9
Proposed Controllable Budget				1,310,885.4	1,408,535.3	1,450,899.1	0.0	0.0	0.0	1,310,885.4	1,408,535.3	1,450,899.1

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		Funding Draft Settlement	Notification of funding from central government via the Provisional Local Government Finance Settlement for 2023-24									
226		Revenue Support Grant	Comprises share of previous Formula Grant, Early Intervention Grant, Learning Disability Grant, Council Tax Freeze Grant, Care Act Grant etc. allocated as revenue support grant	11,072.6	11,827.1	11,827.1				11,072.6	11,827.1	11,827.1
227		Social Care Grant	Further extension of the Adult Social Care Grant per the Chancellor's Autumn Statement on 17th November 2022 and included in the provisional local government finance settlement to include the re-purposed Social Care Reform funding following the delay in charging reforms, which is available to fund a wide range of Adult and Children's social care costs built into the proposed draft budget, and also now includes the Independent Living Fund	88,770.7	103,212.0	103,212.0				88,770.7	103,212.0	103,212.0
228		Market Sustainability and Improvement Fund	KCC share of the new £400m national grant allocation announced in the Autumn Statement 2022 and includes the transfer of grant funding provided in 2022-23 for Market Sustainability and Fair Cost of Care	14,435.1	21,703.9	21,703.9				14,435.1	21,703.9	21,703.9
229		Adult Social Care Discharge Fund	KCC share of the additional £300m for Local Authorities announced by the Government in the November 2022 Autumn Statement and included in the provisional local government finance settlement. Conditions for this grant are yet to be confirmed	7,012.0	11,686.6	11,686.6				7,012.0	11,686.6	11,686.6
230		Services Grant	Continuation of Grant funding announced in the Spending Review 2021 but reduced for the reversal of the 2022-23 National Insurance increase and other items	7,298.9	7,298.9	7,298.9				7,298.9	7,298.9	7,298.9
231		Business Rate Top-up Grant	Top-up derived by comparing local share of business rates according to historical average and business rate baseline share of previous grants and reflects a freeze in the annual uplift in line with business rate multiplier, as per the settlement announced in the Spending Review 2022	140,802.3	150,396.1	150,396.1				140,802.3	150,396.1	150,396.1
232		Improved Better Care Fund (iBCF)	DLUHC un-ring-fenced grant allocated towards improved integration between social care and health, including the additional adult social care funding announced in the Chancellor's Spring Budget on 8th March 2017, and the winter pressures funding provided in 2018-19 and 2019-20 which rolled into iBCF in 2020-21	50,014.7	50,014.7	50,014.7				50,014.7	50,014.7	50,014.7
233		New Homes Bonus Grant	DLUHC un-ring-fenced grant allocated according to the increase in tax base resulting from the building of new homes	2,272.8						2,272.8		
234		Business Rate Compensation	Compensation for additional reliefs on business rates for small businesses, retail premises and reduction in multiplier paid as un-ringfenced grant by DLUHC	43,263.3	46,211.1	46,211.1				43,263.3	46,211.1	46,211.1
235		Other Un-ringfenced grants	Un-ringfenced grants from other Government Departments	3,018.7	3,018.7	3,018.7				3,018.7	3,018.7	3,018.7
236		Drawdown from reserves of S31 grant for Compensation for irrecoverable local taxation losses due to Covid-19	Drawdown from reserves of S31 grant for irrecoverable local taxation losses resulting from the Covid-19 pandemic accounted for in the 2021-22 accounts in accordance with CIPFA guidance	2,347.5						2,347.5		

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		Business Rates										
237		Business Rate Baseline	Local share of business rates baseline in the Local Government Finance Settlement reflecting a freeze in the annual uplift in line with business rate multiplier, as per the settlement announced in the Spending Review 2022	54,127.2	57,815.2	57,815.2				54,127.2	57,815.2	57,815.2
238		Business Rate Local Share	KCC 9% share of local tax base growth as notified by district councils less baseline share identified above	3,930.5	3,994.0	3,994.0				3,930.5	3,994.0	3,994.0
239		Business Rate Collection Fund	KCC share of surpluses and deficits on business rate collection in prior years net of compensation for Covid-19 business rate reliefs									
240		2020-21 Business Rate Collection Fund Deficit Spread	KCC share of 2020-21 deficit on Business Rate collection spread over 3 years	-1,127.6						-1,127.6		

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Local Taxation												
241		General Council Tax Base	KCC band D equivalent tax base notified by district councils	736,058.5	772,523.0	811,187.5				736,058.5	772,523.0	811,187.5
242		General Council Tax Increase	Impact of increase in Council Tax up to the 3% referendum limit	25,047.9	26,676.5	18,916.6				25,047.9	26,676.5	18,916.6
243		Adult Social Care Tax Base	Impact on Adult Social Care Levy of change in KCC band D equivalent tax base notified by district councils	99,008.6	117,408.0	137,184.9				99,008.6	117,408.0	137,184.9
244		Adult Social Care Levy	Impact of 2% increase in Council Tax for Adult Social Care Levy	16,664.3	17,749.5	9,431.8				16,664.3	17,749.5	9,431.8
245		Council Tax Collection Fund	KCC share of 2022-23 surpluses and deficits on Council Tax collection	11,488.7	7,000.0	7,000.0				11,488.7	7,000.0	7,000.0
246		2020-21 Council Tax Collection Fund Deficit Spread	KCC share of 2020-21 deficit on Council Tax collection spread over 3 years	-4,621.3						-4,621.3		
Total Funding				1,310,885.4	1,408,535.3	1,450,899.1				1,310,885.4	1,408,535.3	1,450,899.1

Key:

ASCH	Adult Social Care and Health
CYPE	Children, Young People and Education
DCS	Disabled Children's Services
GET	Growth, Environment & Transport
PH	Public Health
CED	Chief Executive's Department
DCED	Deputy Chief Executive's Department
NAC	Non Attributable Costs which includes corporate costs such as debt charges, interest, contributions to/from reserves & levies
CHB	Corporately Held Budgets
DHSC	Department for Health and Social Care
DfE	Department for Education
DLUHC	Department for Levelling Up, Housing and Communities

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