

SCRUTINY COMMITTEE

Thursday, 22nd January, 2026

10.00 am

**Council Chamber, Sessions House,
County Hall, Maidstone**





AGENDA

SCRUTINY COMMITTEE

Thursday, 22nd January, 2026, at 10.00 am
Council Chamber, Sessions House, County Hall,
Maidstone

Ask for: **Anna Taylor**
Telephone: **03000 416478**

Membership (13)

Reform UK (7) Mr W Chapman, Mr J Defriend, Mr J Eustace, Mr T Mole,
Mr T L Shonk, Dr G Sturley and Mr D Truder

Liberal Democrat (2): Mr R G Streatfeild, MBE (Chair) and Mr A J Hook

Conservative (1): Mrs S Hudson

Labour (1): Mr A Brady (Vice-Chair)

Green (1): Mr M A J Hood

Independent Group (1): Mr P Thomas

Church Representatives
(3): Mr J Constanti, Mr M Reidy and Mr Q Roper

Parent Governor (2): Ms R Ainslie-Malik and Ms H Carter

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

UNRESTRICTED ITEMS

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

A - Committee Business

- A1 Apologies and Substitutes
- A2 Declarations of Interests by Members in items on the Agenda for this Meeting
- A3 Minutes of the meeting held on 25 November 2025 (Pages 1 - 10)

B - Any items called-in

C - Any items placed on the agenda by any Member of the Council for discussion

- C1 SEND Scrutiny - Education Health and Care Plans (deferred from 25 November 2025) (Pages 11 - 48)

D - Constitutional Requirements

- D1 Short Focused Inquiry - Water Quality and Supply (Pages 49 - 54)
- D2 Draft Revenue Budget 2026-27, Medium Term Financial Plan (MTFP) 2026-29, Draft Capital Programme 2026-2036, and draft Treasury Management Strategy (Pages 55 - 152)

E - To Note

- E1 Work Programme (Pages 153 - 154)

RESTRICTED ITEMS

(During these items the meeting is likely NOT to be open to the public)

Committee Business

- F1 Exempt minute of the meeting held on 25 November 2025 (Pages 155 - 156)

Benjamin Watts
Deputy Chief Executive
03000 416814

Wednesday, 14 January 2026

KENT COUNTY COUNCIL

SCRUTINY COMMITTEE

MINUTES of a meeting of the Scrutiny Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Tuesday, 25 November 2025.

PRESENT: Mr R G Streatfeild, MBE (Chair), Mr A Brady (Vice-Chair), Mr W Chapman, Mr J Defriend, Mr J Eustace, Mr A J Hook, Mr M A J Hood, Mrs S Hudson, Mr T Mole, Mr T L Shonk, Dr G Sturley, Mr D Truder and Mr M Reidy

ALSO PRESENT: Mr B Collins, Mrs B Fordham, Mr M Mulvihill and Mr C Hespe

IN ATTENDANCE: Mr J Betts (Interim Corporate Director Finance), Mr C Chapman (Assistant Director - Fair Access and (Interim) SEN Processes), Mr M Cheverton (Head of Real Estate Services), Mr H D'Alton (Programme Manager (Strategic Programmes)), Mrs J Dixon-Sherreard (Policy Manager), Ms H Gillivan (Interim Director Adults and Integrated Commissioning.), Ms A Gleave (Interim Assistant Director for SEND Operations), Miss M Goldsmith (Finance Business Partner - Adult Social Care and Health), Mrs S Hammond (Corporate Director Adult Social Care and Health), Ms C McInnes (Corporate Director Children, Young People and Education), Mr C Riley (Finance Business Partner), Mr D Shipton (Head of Finance Policy, Planning and Strategy), Mrs R Spore (Director of Infrastructure), Mrs A Taylor (Assistant Democratic Services Manager (Scrutiny)), Ms J Taylor (Head of Capital), Mr B Watts (Deputy Chief Executive) and Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance)

UNRESTRICTED ITEMS

18. Apologies and Substitutes

(Item A1)

No apologies were received.

Since the publication of the agenda, Mr James Defriend had joined the membership of the Scrutiny Committee to fill a Reform UK vacancy.

19. Declarations of Interests by Members in items on the Agenda for this Meeting

(Item A2)

There was a general declaration of interest noted from all Committee Members who were also Parish, District, City or Borough Councillors in relation to item C2 on the agenda.

20. Minutes of the meeting held on 17 September and 2 October 2025

(Item A3)

1. The Chairman agreed that a representation from a Committee Member be appended onto item C2 of the minutes of the meeting held 17 September 2025.

2. The addition to the minutes, at item C2, end of paragraph 4 was as following:
 “A Member posed the following:
Transparency of Public Information
 Ensure that all information suitable for the public domain is published and not withheld under exempt papers.
Asset Management and Utilisation
 Review the timeframe for asset sales versus purchases. Assess whether assets scheduled for disposal could instead be repurposed for service delivery, reducing the need for ‘new purchases’. Implement horizon scanning to maximize asset value and usage.
Interdepartmental Communication Disclosure
 Require publication of communications between departments concerning asset disposals, operational proposals, and business cases submitted by directors. This includes cases where assets marked for disposal might have been requested for service delivery.
 These proposals were not agreed by the Committee.”
3. RESOLVED that subject to the above amendment being made, the minutes of the meetings held 17 September and 02 October 2025 were a correct record and they be signed by the Chairman.

21. Call-in of 25/00057 - Property Accommodation Strategy - Strategic Headquarters (SHQ)
(Item B1)

In accordance with Section 100B 4 (b) of the Local Government Act 1972, the Chairman approved consideration of this item as agenda item B1 as a matter of urgency to avoid further delay of implementation.

1. The Chairman invited Antony Hook, one of the call-in members, to provide the reasons for the call-in. Mr Hook outlined his primary concern as the financial implications of withdrawing the sale of Sessions House and instead disposing of Invicta House. He argued that Local Government Reorganisation (LGR) was an insufficient justification for the decision and questioned the administration’s prioritisation of short- term savings in light of the long- term financial risks of retaining Sessions House as KCC’s permanent strategic headquarters. These risks included the heightened financial burden on any future strategic authority, the costs of red and amber rated repairs to Sessions House and the abortive costs arising from withdrawing the sale.
2. Alister Brady, one of the other call- in members, raised accessibility concerns for staff and visitors at Sessions House, highlighting the cost required to achieve the necessary standards possibly exceeding £2.5 million. He also emphasised the contrast between the spend required to ensure KCC meets accessibility and maintenance standards for a temporary 2-year period and the greater potential costs of ensuring Sessions House as a safe and sustainable working environment in the long term. He referred to the Bidwells survey carried out on Sessions House and requested further information to be provided on where funding would be allocated to carry out necessary repairs.
3. The Deputy Leader, Brian Collins, assured the Committee that the decision had been taken after careful consideration of both advantages and disadvantages. He

emphasised that delays in implementing the decision would result in continued holding costs for Invicta House, estimated at £700 per day. A key consideration was the uncertainty posed by LGR to long-term planning, which led to a strategic re-direction to achieve immediate savings. He also confirmed that £4 million had been allocated to address repairs required for a historic building such as Sessions House and stated that referring the decision to full Council would incur an additional cost of approximately £21,000 per month.

4. In response to questions and comments from Members, discussion covered the following:
 - a) Rebecca Spore, Director of Infrastructure, confirmed that the Bidwells condition surveys, that had independently estimated £20 million cost for red and amber repairs to Sessions House were conducted in 2023. She established many elements were subject to change and that several factors relating to day-to-day operations had influenced the figures within the report. Work to achieve these repairs would be required to go through the traditional procurement process.
 - b) Considering the uncertainty surrounding the impact of LGR and future pricing parameters, Mr Collins stressed the need for short- term decision- making pending further clarification on these issues.
 - c) According to the Bidwells survey rating system, a red rating indicated an item had failed or was in immediate danger of failing within the next year; an amber rating indicated a risk of failure if not dealt with within 3 years and a green rating posed a risk of failure outside of that time period. Mrs Spore emphasised that the actual lifespans could differ and the most accurate assessment of conditions and the £20 million estimation would require the Bidwells Survey to be brought up to date. Further granularity on the Bidwell's assessment could be provided outside of the Committee.
 - d) It was confirmed that the decision had been through all the necessary governance procedures.
 - e) Mrs Spore outlined the steps taken to address accessibility through staff consultation at Sessions House which included inviting staff to review proposed plans and provide feedback, and the engagement of officers with the Level Playing Field group throughout implementation. She also explained the accessibility adjustments that had been made to offset some of the building's historic structural limitations, including signage, door opening changes, layout plans, fire evacuation refugees and a bookable desks for staff. It was highlighted that alongside these adjustments it would be necessary for management action to be put in place. Finally, it was acknowledged that the accessibility in relation to physical measures at Sessions House would be limited by the historic nature of the building and the resources available. Engagement remains ongoing but at the date of the meeting no formal complaints had been received in relation to the adjustments that had been made.

- f) The £2.5 million referenced in the report for accessibility improvements was accounted for within the £4 million allocated to invest in condition issues and reasonable accessibility changes, for example lift upgrades.
 - g) Mr Collins asserted that it was not prudent to commit to the £14 million of upgrades required at Invicta House, considering the uncertainty surrounding LGR. In response to a question regarding options that included the disposal of both Sessions House and Invicta House, Mr Collins confirmed that this was considered as part of the business cases that had been prepared but there was still an operational requirement at this time.
 - h) Certain repairs had taken place since the Bidwells survey as part of decant and compliance works, examples including roof repairs, emergency lighting and fire doors.
 - i) An itemised list of amber rated repairs currently requiring immediate action had not been identified at this stage but could be provided upon its availability. Work was underway to define the scope of those repairs, balancing addressing urgent issues within the building and the need to retain capital for future requirements to maintain the standard of 'warm, safe and dry' across Sessions House.
 - j) Subject to the implementation of the decision, KCC staff and visitors would have access to allocated parking spaces in Albert Street and parking associated with Sessions House, but not Invicta House. However, the financial modelling included provision for alternative parking equivalent to the current capacity of Invicta House.
 - k) KCC had an annual reserve across its entire capital programme to cover abortive costs, but this was not allocated to individual projects. A financial contribution was made annually to this reserve but if this was insufficient, there would be a review as part of the annual reserves review process.
5. Following the questions, the Chairman welcomed comments and views from the Committee about the call-in. These included:
- a) It was suggested the Committee formally recommend option A from the report, based on the view that the cost of the red and amber repairs to Sessions House were insufficient to justify further delay on the decision's implementation. The Member also highlighted the similar repairs required at Invicta House and the lack of new information provided at the call- in stage.
 - b) A concern was raised by a Member about whether the decision's short- term approach aligned with their role as custodian of the Council's assets for Kent's taxpayers. This was informed by the assertion that Invicta House offered greater suitability for the Council's long- term operations and that LGR could not be relied upon as confirmation the Council would only remain at Sessions House for 3 years.
 - c) A Member argued that some of the necessary repairs to Sessions House such as boiler upgrades, could be achieved within the Council's existing Budget.

- d) It was raised that Sessions House was not suitable to respond to seasonal changes and once the scope of the repairs was understood, retaining the building would not be financially viable.
 - e) A Member stated that the 2023 survey completed by Bidwells was most reliable to inform this decision due to their independent expertise. Therefore, concern was expressed that past 2-3 years, Sessions House would become increasingly expensive to run, maintain and modernise, resulting in unnecessary expenses.
 - f) A Member posed that the Committee formally recommend option C or D from the report (preferably option D), on the basis that the long- term cost of delivering repairs to Sessions House and abortive costs meant the current decision was overwhelmingly against Kent's financial interests.
 - g) It was argued that the administration's short-term approach could result in losing a potential buyer for Sessions House with experience in building restoration, while Invicta House would remain unused despite its potential for housing or other usage.
 - h) Members referred to the original 2023 business case and options appraisal, which identified the move to Invicta House as the preferred option, and highlighted the absence of new evidence to support an alternative conclusion.
6. The Chairman proposed and Mr Eustace seconded the motion to exclude the press and public from the meeting for the following business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of part 1 of Schedule 12A of the act.
 7. RESOLVED that the Press and Public be excluded.
 8. Upon the Committee resuming its public session, Mr Hook proposed and Mr Hood seconded the recommendation that the Scrutiny Committee '(d) require implementation of the decision to be postponed pending review or scrutiny of the matter by the full Council'.
 9. Members voted on the motion. The motion failed.
 10. Mr Hook proposed and Mrs Hudson seconded the recommendation that the Scrutiny Committee '(c) require implementation of the decision to be postponed pending reconsideration of the matter by the decision- maker in light of the Committee's comments'.
 11. Members voted on the motion. The motion failed.
 12. Mr Eustace proposed and Mr Mole seconded the recommendation that the Scrutiny Committee '(a) make no comments'.
 13. Members voted on the motion. The motion was carried by a majority vote.
 14. RESOLVED that the Scrutiny Committee make no comments.

22. Revenue and Capital Budget Forecast Outturn Report - Quarter 2

(Item C1)

1. Mr Collins introduced the report, which set out the revenue and capital budget forecast monitoring position at the end of September 2025-26.
2. Following questions and comments from Members, discussion covered the following:
 - a) Mark Mulvihill, Deputy Cabinet Member for Adult Social Care and Public Health, reported the £50.9 million overspend inherited by the new administration in the Adult Social Care (ASC) division and outlined the further challenges ahead. He explained the immediate and longer- term actions being taken to address the overspend, including the introduction of a brokerage service to ensure patients receive the correct care and timely discharges at an appropriate cost for KCC which should yield results within weeks.
 - b) Mr Collins emphasised the need for increased central government funding for the ASC division due to rising national demand. He also confirmed the administration's intention to achieve savings and stated that ongoing discussions and reporting arrangements would depend on Quarter 3 figures and feasibility assessments on their current plans.
 - c) The following key areas of focus for the administration were outlined: procurement and contracts, ceilings and caps, training, responsibilities between organisations and seeking value on spend.
 - d) The Committee would receive written responses from officers to Members' questions, which were circulated prior to the meeting, outside the meeting and Mr Collins acknowledged an additional request for assurances on actions taken to address the unprecedented financial pressures on the ASC budget.
 - e) Members discussed whether external factors, including the extent of the inherited ASC overspend and delayed announcement of the central government budget, could impact the timeline for the administration to address the budgetary issues.
 - f) Mr Mulvihill reminded the Committee that savings required a multi- agency approach supported by central government funding, as challenges in ASC were compounded by pressures on the NHS and other community services.
3. The Chairman proposed and Mr Eustace seconded, the Scrutiny Committee note the report and the comments made during the debate. This was agreed by the Committee.
4. RESOLVED that the Committee note the report and the comments made during debate.

23. Decision 25/00004 Council Tax Collection Subsidies and Incentives

(Item C2)

1. The item was introduced by Dave Shipton, Head of Finance, Policy, Planning and Strategy, who provided an overview of the previous's administration's decision to cease the discretionary subsidies towards District Council's local Council Tax Reduction Schemes (CTRS). He also outlined the report's findings surrounding a more generous future CTRS, including the tax base assumptions for 2025-26.
2. Further to questions and comments from Members, discussion covered the following:
 - a) John Betts, Interim Corporate Director of Finance, clarified that if KCC were to reverse its decision and reinstate payments, District Councils would need to be informed promptly as they would be reviewing consultation responses as part of their upcoming decision- making processes.
 - b) District Councils were not required to disclose their tax base until 31 January, by which time it would be too late to reverse the decision. Therefore, it remained unclear if the proposed net savings of the decision would be achieved.
3. The Chairman proposed and Mr Eustace seconded, that the Scrutiny Committee note the report and that the current administration make efforts to confirm the as yet unknown impacts of the decision taken by the previous administration prior to the Budget. This was agreed by the Committee.
4. RESOLVED that the Committee note the report and that the current administration make efforts to confirm the as yet unknown impacts of the decision taken by the previous administration prior to the Budget.

24. SEND Scrutiny - Education Health and Care Plans
(Item C3)

The Chairman, in consultation with the group spokespeople suggested that this item be deferred, this was agreed by the Committee.

25. 25/00101 - Kent County Council Local Government Reorganisation: Strategic Business Case Submission to Government
(Item C4)

This item was taken after item B1.

1. The item was introduced by Christopher Hespe, Deputy Cabinet Member for Finance and Cross- Cabinet Activity, who presented KCC's Business Case for LGR in Kent and Medway. Mr Hespe outlined Option 1a as the chosen plan, which proposed a single Kent unitary authority with three area assemblies, and provided an overview of the timeline and key factors that led to this decision being proposed.
2. Following questions and comments from Members, discussion covered the following:
 - a) Mr Hespe elaborated on the administration's proposal by referencing the central government's 2024 White Paper, which referenced devolution flexibly,

committed to regular reviews of the devolution framework, and introduced a legal duty to respond to LGR proposals.

- b) It was highlighted that the Labour Government's intention to create a new pattern of strategic authorities opened the opportunity for local authorities without Mayors to be designated under that model. It was explained that, based on government guidance and the size of existing strategic authorities, a single Kent unitary could effectively double as a strategic Mayoral authority.
 - c) Mr Hespe explained his view that the proposal did not present a hurdle to devolved powers and that in the absence of a clear Government pathway, Kent County Council would be the appropriate strategic authority leading up to LGR.
 - d) Option 1a was proposed at the first meeting of the Devolution and LGR Cabinet Committee, following an initial options appraisal by officers that included a single unitary authority model as a benchmark. It was subsequently presented to Kent Leaders and confirmed at the next meeting of the Cabinet Committee as the preferred proposal. The approach aimed to deliver benefits highlighted in the internal and KPMG options appraisals whilst avoiding the disaggregation challenges of a multi- unitary option, particularly for the Special Educational Needs and Disabilities (SEND) and Adult Social Care (ASC) sectors.
 - e) Ben Watts, Deputy Chief Executive, clarified that comments made by both County Council and the Devolution and LGR Cabinet Committee were documented on the proposal's Record of Decision (RoD). However, the decision did not require formal approval by County Council in order to be taken.
3. Following the questions, the Chairman welcomed comments and views from the Committee about the item. These included:
- a) A Member questioned the bureaucratic and democratic implications of Kent acting as a strategic Mayoral authority, given that existing authorities of this type had Councils layered beneath them to provide local governance, which was absent in Kent's LGR proposal.
 - b) It was raised by Members that Councillors' views should have been sought on the progression of LGR and that Full Council should have been given the opportunity to vote on the proposed option. This view was informed by the approach taken by other local Councils and the likelihood that central government would reject the current proposal on the grounds of size, service delivery and future devolution pathways.
 - c) A Member argued that, considering current financial constraints would not be immediately solved from devolution, the administration should be commended for their distinctive proposal that prioritises the people of Kent. The Leader of the Council also highlighted that the administration had a mandate from Kent's electorate to think creatively, deliver savings, and make decisions in the best interests of the county.

- d) It was discussed that Members be provided with an explanation on future governance procedures, specifically regarding why Full Council had not been required to vote on the decision and why it had been placed on the Scrutiny Committee agenda. It was also emphasised that it be acknowledged that the decision had been taken and business case sent to central government on the proposed LGR option.
 - e) The Chairman remarked at the end of the debate that, over the two- year LGR decision- making process, the Council would need to ensure that the potential reward of the devolution package was secured.
 - f) Mr Hespe emphasised that the decision- making process had reached the stage where the choice of LGR options sat with central government and therefore any potential risks were no longer within the control of the Council. The Leader added that the option proposed was the best for Kent residents and did not preclude Kent from further devolution pathways.
 - g) A Member referred to the previous LGR- related reporting at other Committees for a more detailed financial understanding of the proposal.
4. The Chairman proposed that the Scrutiny Committee note the report and the comments made during the debate. This was agreed by the Committee.
 5. RESOLVED that the Committee note the report and the comments made during the debate.

26. Kent Flood Risk and Water Management Committee - Annual Report (Item D1)

1. The report was introduced by Wayne Chapman, Chair of the Kent Flood Risk and Water Management Committee, who provided a brief overview of the work of the Committee for the period November 2024 - November 2025.
2. Further to questions and comments from Members, discussion covered the following:
 - a) It was clarified that the Kent Flood Risk and Water Management Committee's remit was to scrutinise water management and other related bodies to ensure accountability for their work.
 - b) Mr Chapman explained that the Water Summit group was not yet formed and still in the planning phase but could be advantageous if it were to materialise.
3. The Chairman proposed the Scrutiny Committee note the report. This was agreed by the Committee.
4. RESOLVED the Committee note the report.

27. Work Programme (Item D2)

RESOLVED to note the Work Programme.

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From: Beverley Fordham, Cabinet Member for Education and Skills

To: Scrutiny Committee, 22 January 2026

Subject: Report discussing why Kent is an outlier with regards to SEND

Classification: Unrestricted

Summary: This report provides a range of evidence and discussion about SEND related data and an update on the impact of some of the development work being undertaken.

Recommendation(s):

The committee is asked to note the report.

1. Introduction and Context

1.1 SEND is a topic which is frequently in the media and links to a number of recent publications discussing the issues are included in Appendix 1. Nationally, the annual budget has risen by 58% in a decade to £10.7 billion in 2024-25, but this has not led to better outcomes for children with SEN. In Kent, an estimated £699 million (across the local authority and schools budgets) will be spent on education-related SEND excluding health spending in this financial year 2025-26 so understanding how this resource can be better invested to improve outcomes is critically important.

1.2 Kent continues to issue Education, Health and Care Plans at a rate significantly above national and regional comparators. As of January 2025, Kent had 20,635 children and young people with EHCPs (SEN2 data)—approximately 6.2% of the 2–18 population, compared to 5.6% nationally and 4.9% across statistical neighbours. However, as discussed below, the gap between Kent and the national average is narrowing. Alongside having a higher proportion of children and young people with an EHCP, Kent also continues to have more children and young people attending special schools, both state-funded and independent, however the numbers in independent schools have remained relatively static for three years. An improvement plan is in place and there is clear evidence of improvements, however work continues apace to improve further.

1.3 The National Context: The current legislative Framework and historic Ofsted reviews. The Children and Families Act 2014 brought widescale reform to the SEND system supported by the statutory Special Educational

Needs and Disability Code of Practice: 0-25 years 2014, a comprehensive guidance document

https://assets.publishing.service.gov.uk/media/5a7dcb85ed915d2ac884d995/SEND_Code_of_Practice_January_2015.pdf

1.4 The model of support adopted for children and young people who meet a threshold of needing additional support was to introduce an Education, Health and Care Plan (EHCP) which details what support should be provided by each of the agencies in recognition that these should be developed for children and young people with the highest level of need. The COP also promotes the principle a 'mainstream school presumption'. This means children and young people with SEND have a right to attend a mainstream school and can only be refused if it would negatively impact the efficient education of other children and no reasonable steps can be taken to avoid this. The complexity of a child's needs is not a valid reason to refuse a mainstream placement. The Children and Families Act 2014 and subsequent guidance requires mainstream schools to have clear processes to support children with SEND and ensure they are able to engage in the school's activities alongside children who do not have special educational needs.

1.5 Accountability for implementing the legislation is tested through inspection, at a school and setting level and also at a SEND system level. The inspection framework for education settings made reference to SEND and SEND inclusion, with expectations gradually being strengthened as frameworks have been updated, with the new framework which will be fully operational from December 2025, having SEND inclusion as a key component.

1.6 The first local area SEND inspections led by Ofsted and CQC took place in May 2016, with the Kent area inspections taking place in September 2019 and again in September 2022. Since then, the most recent updated local area inspection framework and handbook were published in June 2025 <https://www.gov.uk/government/publications/area-send-framework-and-handbook/area-send-inspections-framework-and-handbook> , which is the framework that officers are expecting to be used in the forthcoming Kent area inspection.

1.7 The previous government undertook a great deal of development work on SEND reform. In March 2022 the DfE and the Department of Health and Social Care (DHSC) jointly published a Green Paper which found the system created "vicious cycles" of worsening performance with needs being identified late, insufficient capacity, and a lack of confidence in the system. This was followed in March 2023, by an improvement plan which is still being implemented, until it is superseded by the forthcoming White Paper delayed to spring 2026. Through KCC's regular reporting to and assessments by both the DfE and NHS England officers are confident that improvement and transformation projects are in line with emerging government policy.

1.8 This report does not provide a detailed analysis or draw firm conclusions as this is outside the scope of the resources and expertise available. The report discusses the historical context, contributing factors, comparative data

and the strategic actions Kent County Council (KCC) is taking to address the issues and rebalance the system. It also discusses data related to reasons that have been suggested for the differences between Kent cohorts and that of others, for example considering data relating to premature birth. The report situates Kent's reforms within the wider national policy landscape, including the forthcoming SEND White Paper.

1.9 Prior to the change in legislation and guidance in 2014, Ofsted published a Special Educational Needs and Disability Review in 2010 <https://www.gov.uk/government/publications/special-educational-needs-and-disability-review>. At that point in England, just over one in five pupils (20%) or 1.7 million school-age children were identified as having special educational needs using the 2001 Special Educational Needs Code of Practice. There were three levels of identification according to the degree of support pupils required; School Action was for pupils with additional learning needs that could be met within the school, School Action Plus pupils meant staff working with them should receive advice or support from outside specialists and those pupils in need of the most intensive support were given a statement of special educational needs.

1.10 Drawing on an extensive evidence base, in this report Ofsted concluded that as many as half of all pupils identified for School Action would not be identified as having special educational needs if schools focused on improving teaching and learning for all, with individual goals for improvement. The team also found that the consistency of the identification of special educational needs varied widely, not only between different local areas but also within them, despite the guidance available.

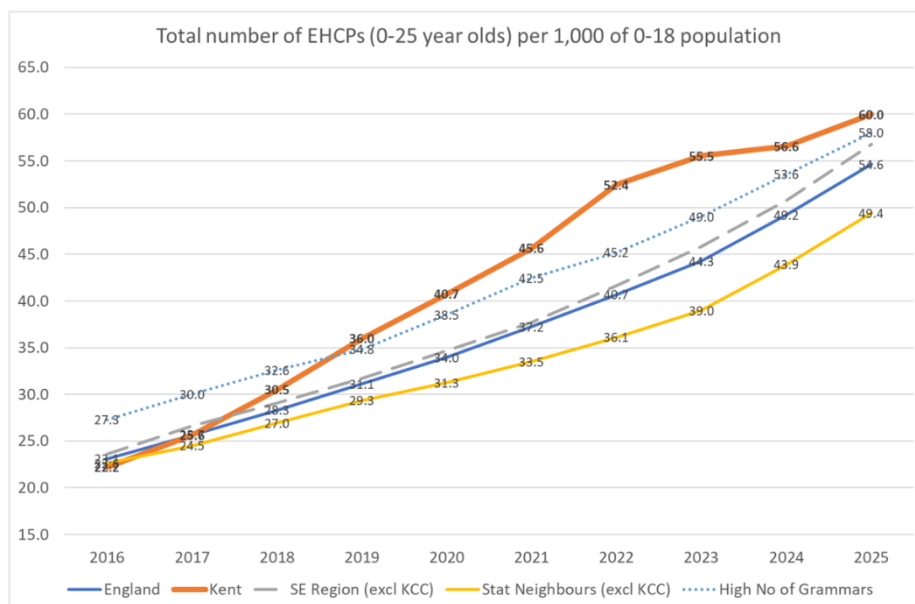
1.11 By 2021 when Ofsted published Supporting SEND: How children and young people's special educational needs (SEN) are met in mainstream schools <https://www.gov.uk/government/publications/supporting-send> seven years after the change in legislation, around 1.4 million or 15.5% of pupils in English schools were identified as having a special educational need (SEN) at two levels, SEND support and with an EHCP. The report commented on the rapidly rising numbers of pupils being identified as having SEND and Ofsted suggested that there are varying interpretations and practices across professionals, schools and local authorities in both SEN identification and provision. Considering this historic context demonstrates both that challenges in developing an effective and consistent SEND system is not a new issue and illustrates how policy and practice changes can impact on data.

2. The Current Position: Kent's Data in relation to Key Comparators

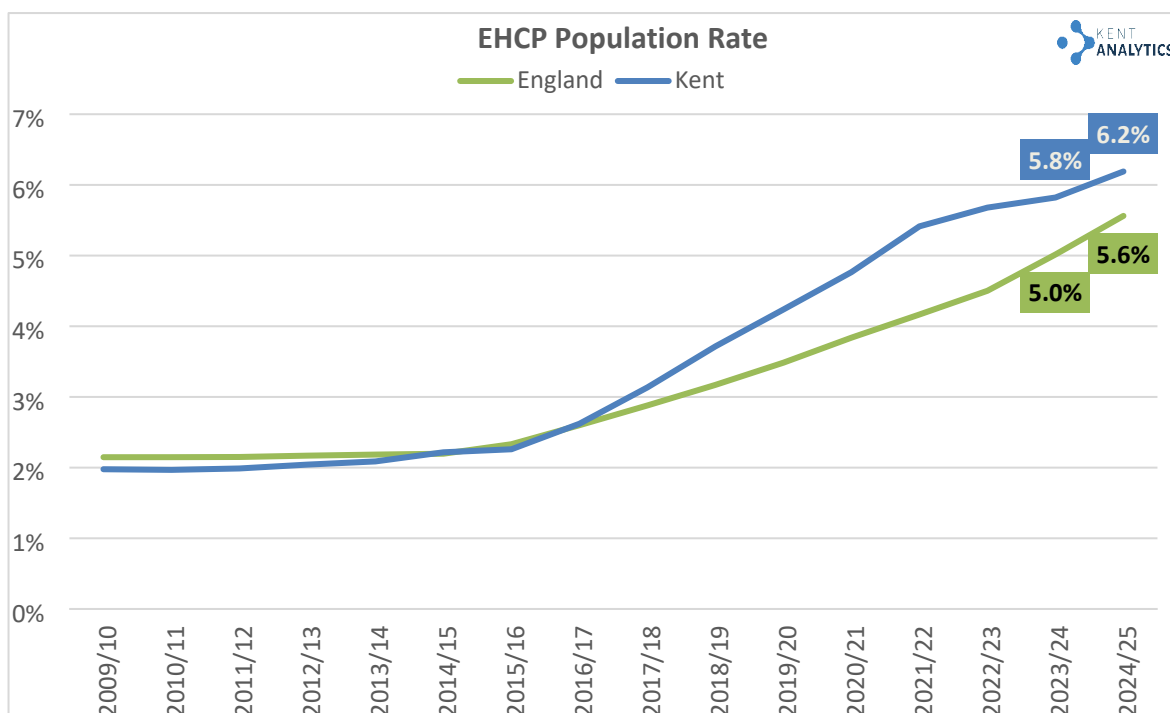
2.1 Population with an EHC plan rate England vs Kent

The graph below shows the data over time and in 2016 the proportion of children and young people with EHCPs in Kent was below the national (England) average. By 2017, Kent is slightly above the national average and by 2018 the gap is widening. By 2019 Kent is 4.9 per 1,000 head of 0-18

population above the national average, 6.7 above the rate for statistical neighbours and 1.2 above all other LAs with a high number of selective schools. The trajectory of growth continues to increase rapidly with the biggest divergence in 2022 when Kent had 52.4 (per 1,000 head of 0-18 population) children and young people aged 0–25-year-old with an EHCP, which was 16.3 more than statistical neighbours, 11.7 more than national figures and 7.2 more than other LAs with high numbers of selective schools. The trajectory slowed during 2022- 24, with a steeper trajectory 2024-25, but with the gap between Kent and the national average narrowing.



2.2 The table below shows the same data by percentage and demonstrates the increase in EHCPs both in Kent and in England. The gap between the EHCP rate in Kent and England has now reduced to a 0.6% going gap, smaller than the gap in 2019/2020.



The data at a more granular level is included below.

Number of EHCPs Per 1000 2-18 years

	Jan 2020	Jan 2021	Jan 2022	Jan 2023	Jan 2024	Jan 2025
Kent	40.7	45.6	52.4	55.5	56.6	60.0
Buckinghamshire	38.0	40.3	44.1	47.8	54.2	58.4
Surrey	38.7	42.3	46.0	50.6	55.8	63.2
West Berkshire	30.4	31.5	35.3	39.1	45.5	50.4
Essex	31.2	33.8	36.2	37.7	42.1	45.8
Hertfordshire	27.7	31.9	35.8	39.8	45.1	49.0
England	34.0	37.2	40.7	44.3	49.2	54.6
SE Region (excl Kent)	34.7	37.7	41.6	45.8	50.8	56.8
Statistical Neighbours	31.3	33.5	36.1	39.0	43.9	49.4
High % Grammar	38.5	42.5	45.2	49.0	53.6	58.0

2.3 Kent's EHCP rate is the highest among its home county peers and significantly above the 'statistical neighbour' average and above the average for Local Authorities with a high proportion of selective schools (circa 1/3 of Kent mainstream secondary schools are selective).

2.4 Placement patterns

In addition to being an outlier in number of EHCPs, Kent is also an outlier with regard to where children and young people attend school with children and

young people are more likely to be attending a special school both state funded and independent.

Area	% placements in mainstream	*% placements in mainstream (including SRPs)	% Placements in Special Schools	% Placements in Independent/Non-maintained
Kent	30%	35%	31%	9%
England	39%	42%	25%	6%
Surrey	35%	39%	22%	13%
Essex	45%	46%	29%	4%
Hertfordshire	46%	47%	24%	4%
Buckinghamshire	40%	43%	25%	5%

Area	Per head of population (per 1000 of the 2 -18 population)			
	Placements in mainstream	Placements in mainstream (including SRPs)	Placements in Special Schools	Placements in Independent/Non-maintained
Kent	18.1	21.2	18.7	5.2
England	21.1	23.2	13.7	3.5
Surrey	21.9	24.8	13.7	8.4
Essex	20.5	21.1	13.1	1.8
Hertfordshire	22.8	23.2	11.6	2.2
Buckinghamshire	23.4	25.4	14.6	3.1

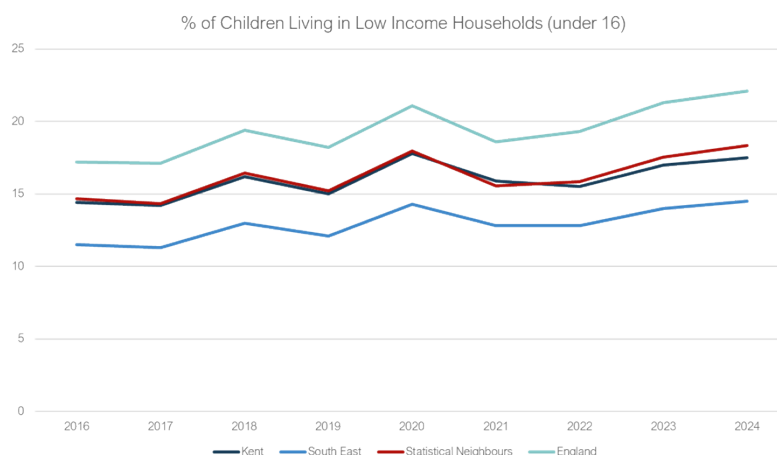
2.5 Kent places fewer children in mainstream settings than both the national average and comparator counties. Whilst special schools are a really important part of the educational landscape, some argue that placing a bigger proportion of children and young people in specialist settings is beneficial for them. If that were true, it would be reasonable to expect that at a statistical level outcomes for pupils with SEND in Kent would be better than the national average. However, outcomes for pupils with SEND in Kent were not good and this was commented on in the 2019 inspection report-“Educational outcomes for children and young people with SEND are not good enough.” and in the 2022 report inspectors judged there had been insufficient progress in addressing the poor standards achieved and progress made by too many children and young people with SEND.

3. The key question: Why is Kent an outlier?

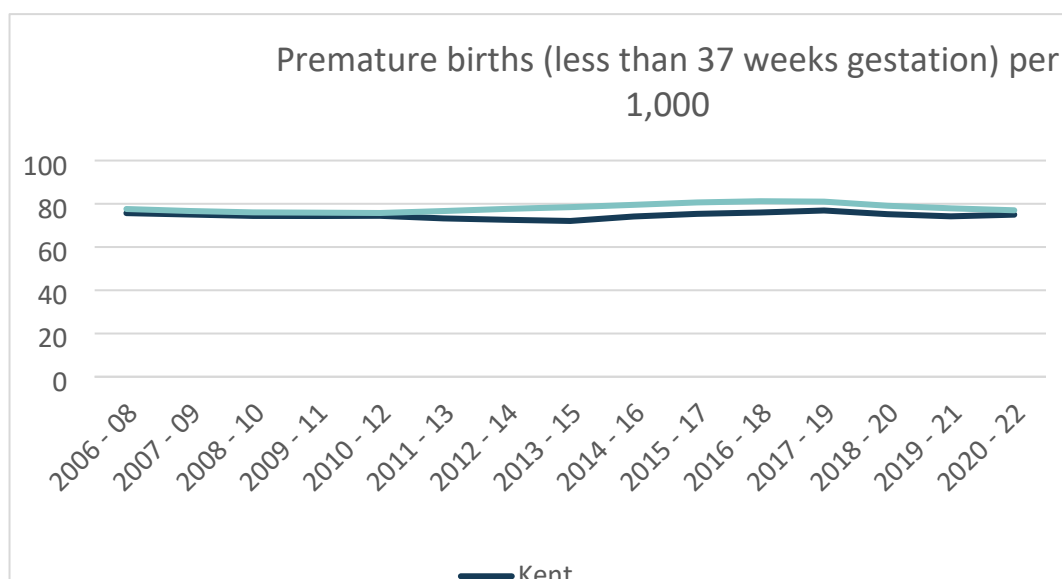
3.1 In this section we examine some of the hypotheses that have been suggested as influencing SEND demand. Firstly, is there a relationship with socio-economic factors? Evidence does suggest there is a relationship

between SEND and socio-economic factors however this does not translate into demand for EHCPs locally. The proportion of children (aged under 16) living in low-income households in Kent with an EHCP has been consistently lower than the national average and in line with statistical neighbours since 2016. Therefore, deprivation rates do not explain the higher ECHP rates in Kent compared to England since 2017.

Children in low-income Households and EHCPs



3.2 Premature Births - Kent's rate of premature births per 1,000 has been between 72 and 77 since 2006 and has been lower than the national average each year. This means that premature births have not been a contributor to the increased demand for EHCPs.

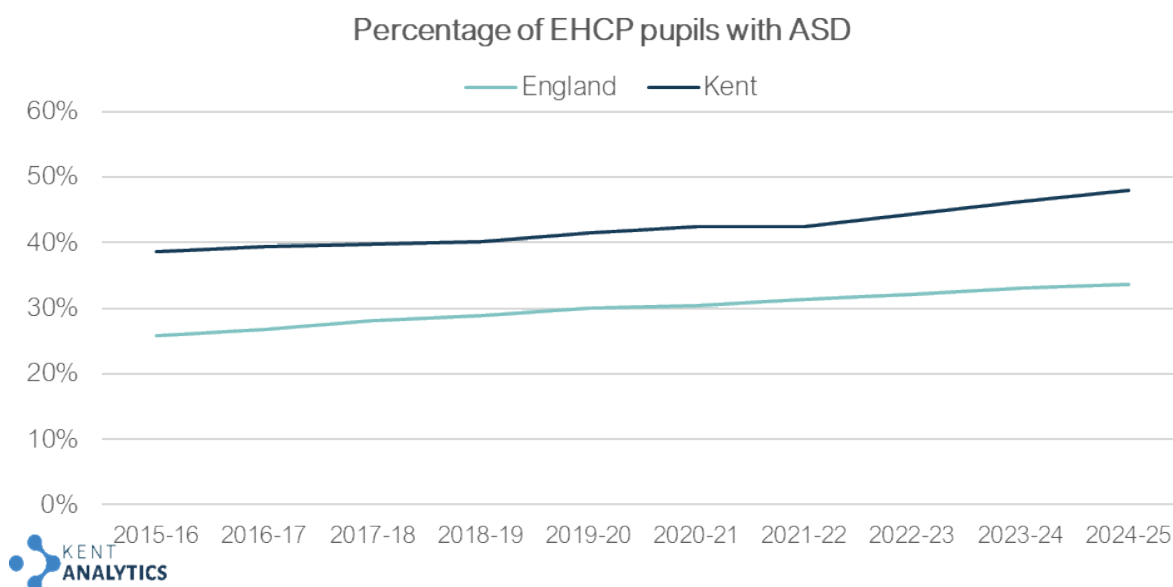


3.3 The national data shows that between 2015 and 2024 there was a 140% increase in children with an EHCP, and most of this increase related to autistic spectrum disorders, speech and language and communication needs and social, emotional and mental health needs.

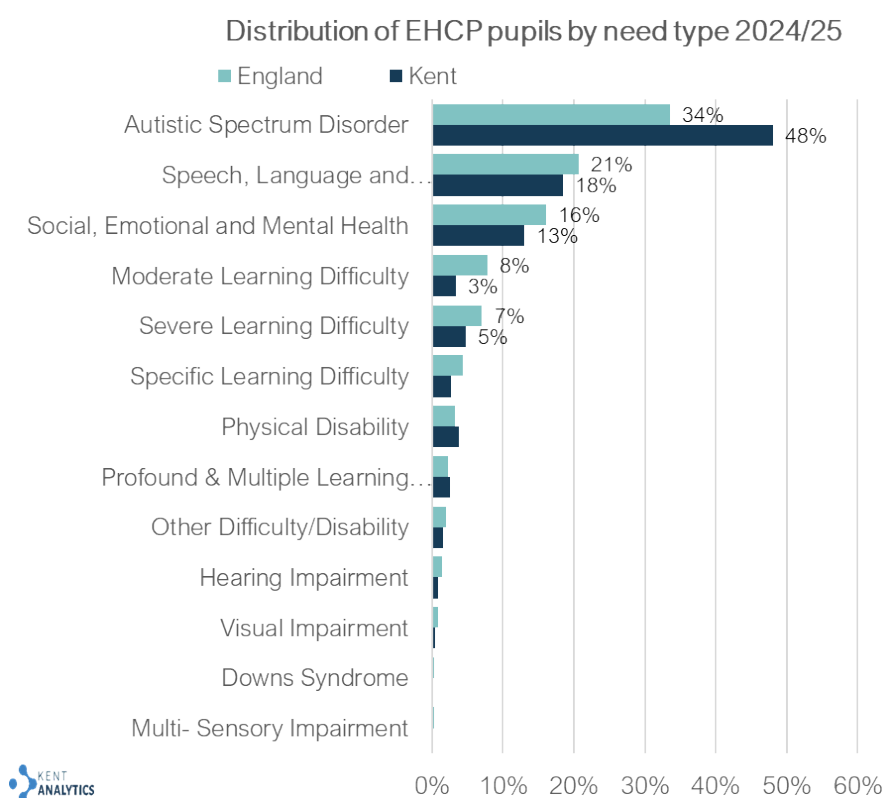
3.4 Environmental factors and the prevalence of autism

Kent has proportionally more pupils with an EHCP for autism spectrum disorder when compared to England. In the period focused on for data analysis, ASD in Kent has always been higher than England's rate, and the gap between Kent and national average continues to increase.

Children and young people with an EHCP and a diagnosis of ASD



This table shows the distribution of pupils with an EHCP by need type.



3.5 The question asked by Members, is to what extent can this be explained by environmental factors. The current medical view is that Autistic Spectrum Disorder (ASD) is due to gene–environment interplay, in which a genetic susceptibility may be triggered by toxic environmental influences. However, it is generally accepted that environmental influences account for a very small proportion of the increased prevalence which is believed to be due to three factors:

1. **Changes in diagnostic criteria:** Diagnostic guidelines have evolved, broadening the definition of autism. The modern autism diagnosis now includes people with lower support needs who previously got a different diagnosis or were overlooked entirely.
2. **Improved screening tools and procedures:** The development and widespread use of more effective screening tools have enabled earlier and more accurate identification of autism in all young children.
3. **Increased awareness:** Greater autism awareness in the public as well as among medical professionals has led to an increase in diagnoses.

While the impact of other genetic and environmental factors on prevalence is still being studied, they likely account for only a small part of the increase.

3.6 As can be seen in the graph above, the diagnosis in Kent increased by approximately 10% between 2015/16 and 2024/25, over a time period when significant work has been going on to improve environmental factors such as reducing car emissions. It is outside the scope of this paper to analyse causal factors for the increase particularly in Kent but it can be assumed that environmental factors such as car emissions will generally be much higher in major urban areas such as Greater London where concern about air quality has led to the introduction of the ULEZ charge, but London does not have the highest prevalence of ASD diagnosis. Another factor that has been suggested is exposure to pesticides, but again Kent is not unique in England in the extent of land which is farmed and where pesticides are applied.

3.7 With regard to any link with parental occupation being a factor, other counties such as Surrey, Essex and Cambridgeshire are likely to have the same if not a higher proportion of adults working in financial and technical services than Kent residents. Again, a detailed level of analysis is outside the scope of this paper.

3.8 Neurodivergence, a term which includes ASD as well as ADHD and dyslexia amongst other conditions, is a common topic for discussion in the media and social media, often with strong encouragement to pursue diagnosis. Alongside this, is the on-going public debate on wellbeing and mental health. This means there is a high level of awareness and possibly a number of perceived benefits to obtaining a diagnosis. The hypothesis put by the recent Policy Exchange report August 2025 is that there has been an extension of societal definitions of mental ill health and neurodivergence over time.

3.7 Factors which may influence demand for diagnosis and EHCPs

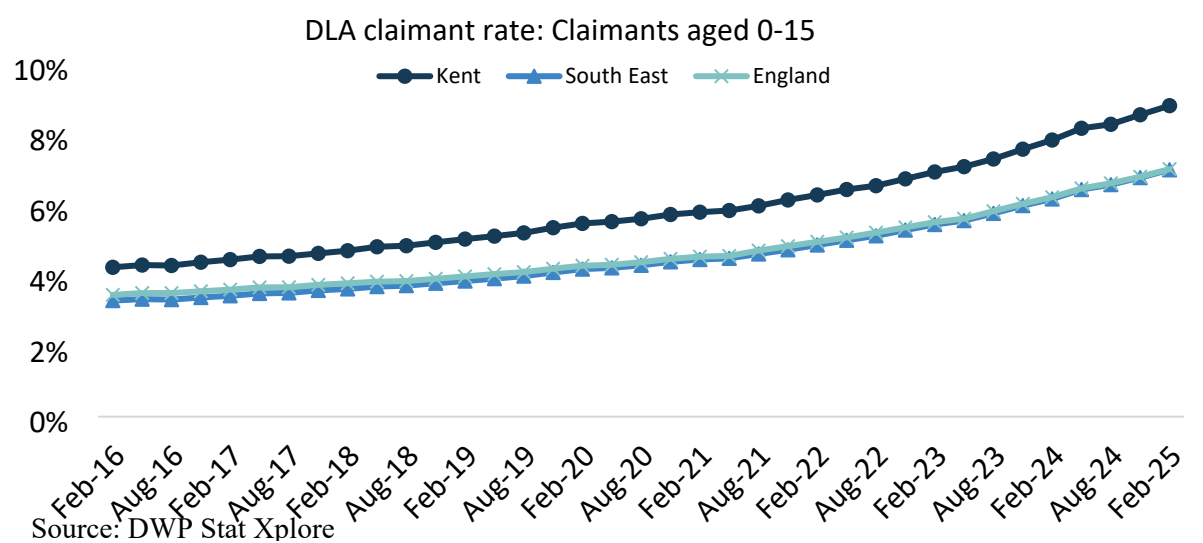
On the 11th of April 2025, The Telegraph published an article in the Money section entitled *How to get an EHCP for your child* which stated –

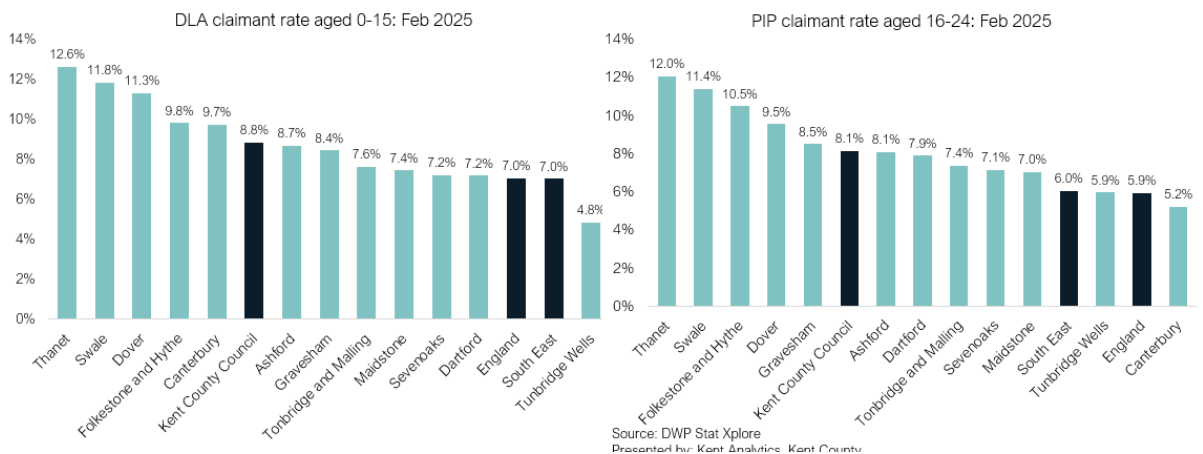
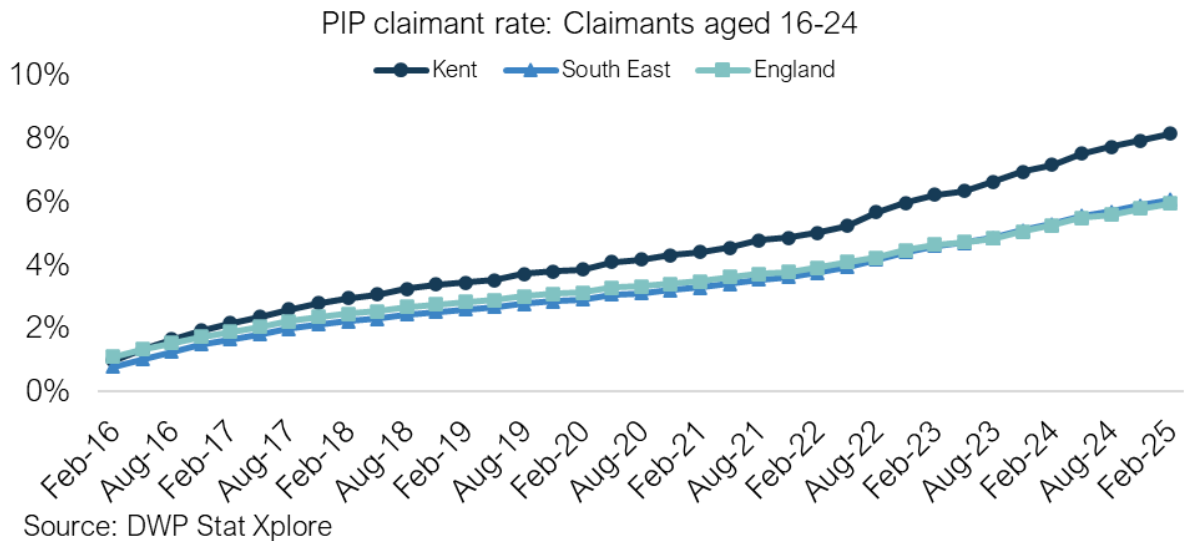
“ Among the list of benefits it can grant is the fact that an EHCP means parents will be [exempt from the VAT charges](#) placed on private school fees, which the Government introduced in January.”

Some many argue, this could create a clear financial incentive for some families to pursue an EHCP.

3.8 Other data which may be of relevance to this debate is the fact that Kent has a higher proportion of 0–15-year-olds receiving Disability Living Allowance (DLA) and 16-24 year olds receiving Personal Independence Payments (PIP) compared to the national average and this gap is increasing year on year. As of Feb 2025, 8.8% of 0-15 year olds in Kent were claiming DLA compared to 7% nationally while 8.1% of 16-24 year olds were claiming PIP compared to 5.9% in England. Claimant rates vary considerably by district and this is correlated with the deprivation rates in those districts.

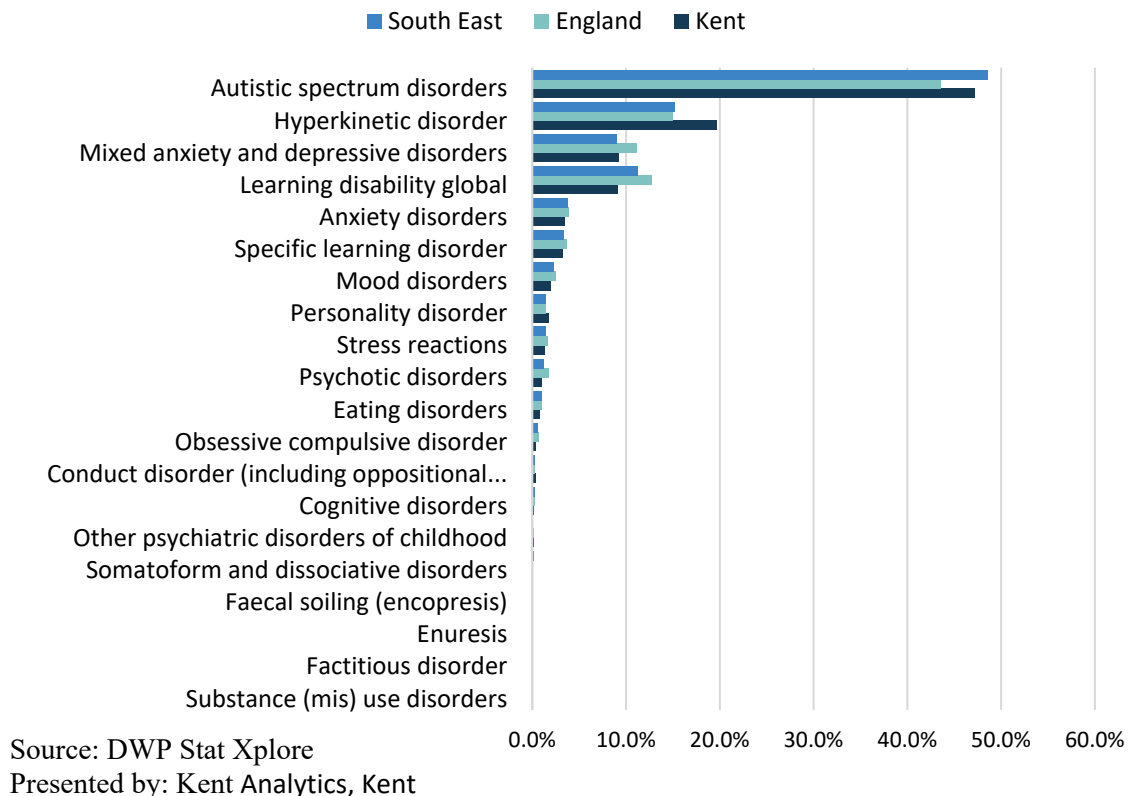
DLA and PIP Claimants





3.9 Males aged 16-24 were more likely to claim PIP than Females aged 16-24, with 9.1% of males in this age group claiming PIP compared to 7.1% of females. Nationally the rates are 6.6% and 5.2% respectively. Kent has a very similar profile of health conditions for those claiming PIP compared to national and regional comparators. However, is it possible that the higher rates of ASD in Kent could be a factor in Kent having a higher rate of 16-24 year olds claiming PIP.

Pip claimants aged 16-24 detailed psychiatric disorders, Feb 2025



3. 10 Does the way the system is led and managed impact on demand?

Whilst an increased in demand for an EHCP and an increase in spending on SEND relative to national and other benchmarks started prior to 2019 when the first area inspection took place, Kent's divergence from other LAs really gathered pace following this inspection. This can be seen in the graph included in 2.1 (above) Total number of EHCPs per 1000 population, but also in the graphs below.

3.11 The 2019 inspection found that there were systemic issues impacting on SEND services and support including:

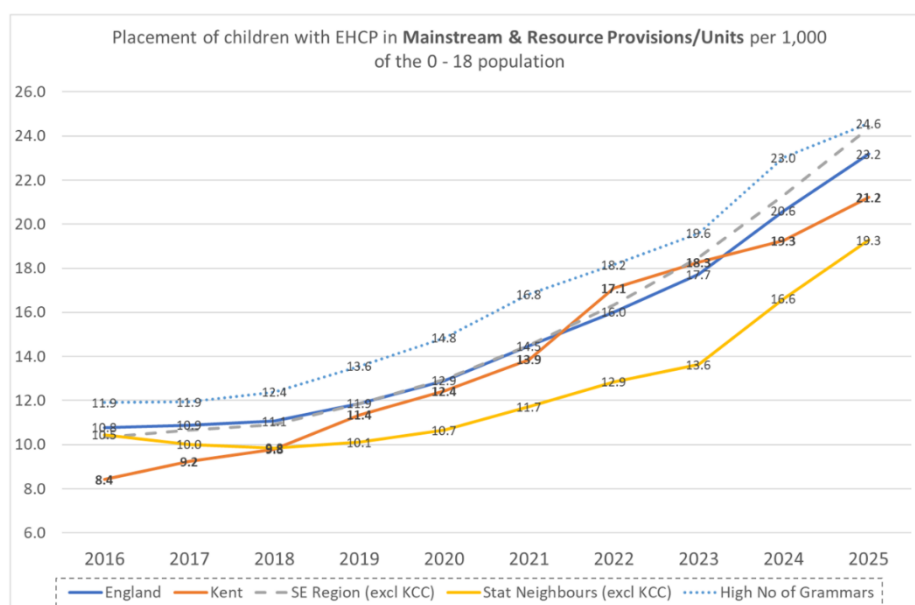
- Poor communication with parents
- Lack of co-production in planning and delivering services
- Inconsistent support across schools
- Underdeveloped health and social care integration
- Educational inequality

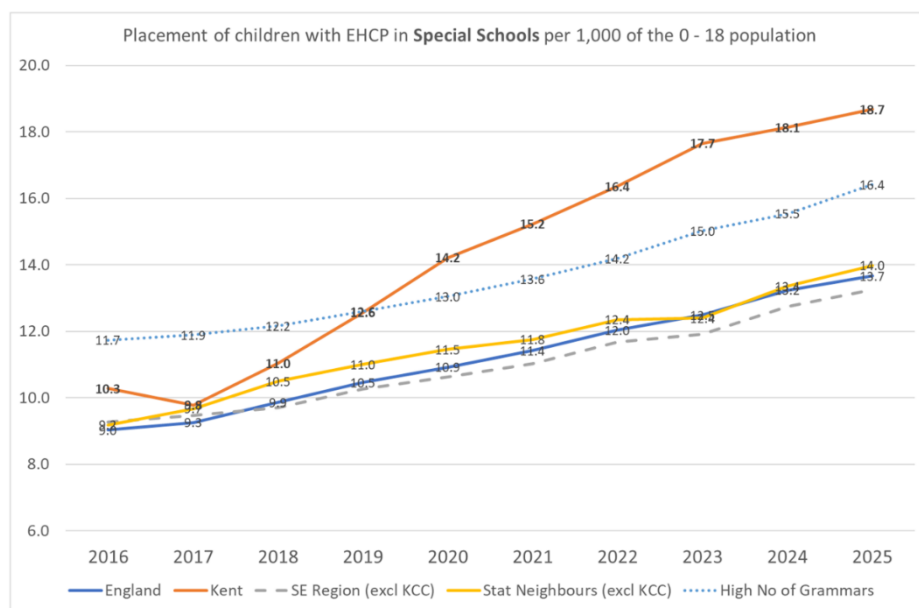
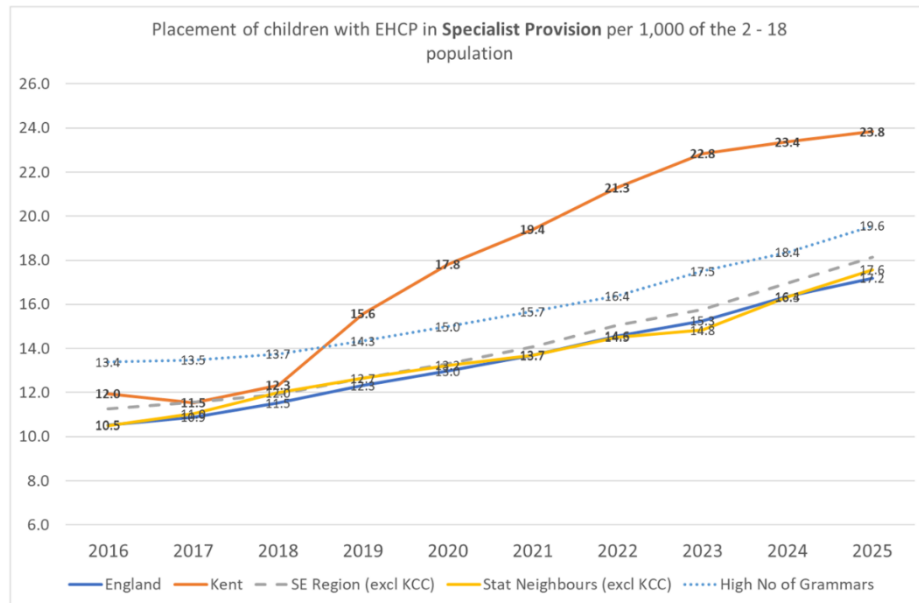
3.12 Parents were very unhappy and anxious which will have been a driver for increased demand. It seems likely that the LA's response to this situation was to become more permissive in its management of the system rather than instigating a root and branch reform to address the systemic issue identified by the inspection. This approach was not effective as evidenced by outcomes of the 2022 inspection which found there had been insufficient progress against all nine of the Areas of Weakness identified in 2019, alongside a

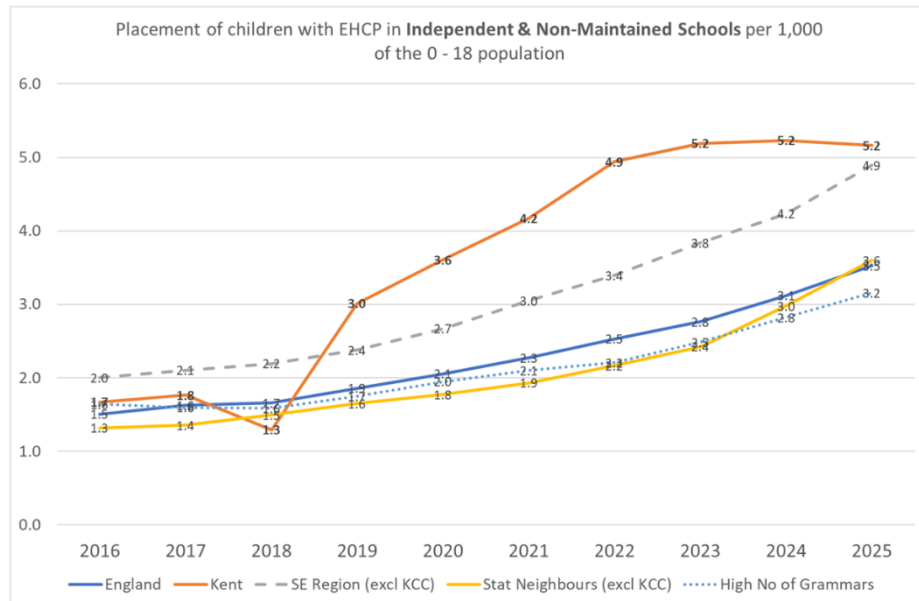
growing deficit which resulted in KCC entering into a Safety Valve agreement with the DfE.

3.13 KCC entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery in 2022-23; this includes annual funding from the DfE, totalling £140m by 2027-28 (plus £2m of project costs), to pay off part of the deficit but only if the Council can demonstrate and deliver a credible plan to develop a more sustainable SEND system. Over the same period the Council is also expected to contribute towards the residual deficit which at the time of agreement was estimated to totalling £82m. This has avoided having to identify £222m of savings across the SEN system. The DSG deficit is the Council's single biggest financial risk; therefore, the successful implementation of the Council's deficit recovery plan is critical. It is recognised, the Government's proposals to reform the SEND and alternative provision (AP) system to support a more sustainable high needs funding will not impact immediately and local actions are required.

3.14 Longitudinal data showing changes post inspection in 2019 and in 2022 following a change in leadership of SEND

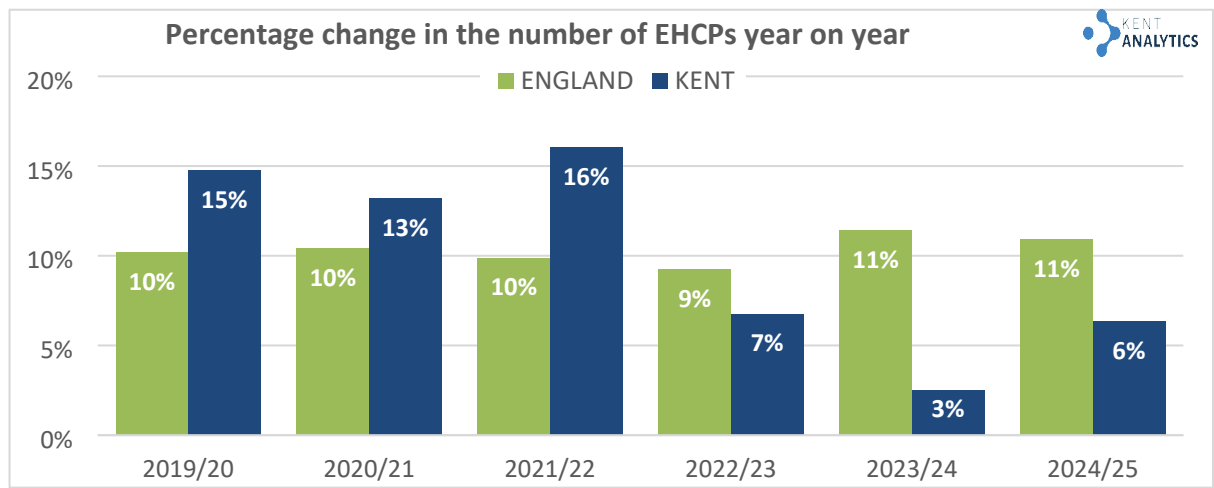






3.15 Evidence supporting the hypothesis that management of and confidence in the system is a critical factor is the change in trajectory in each of these graphs from 2023 when SEND came under the leadership of the Education Division. The final graph is of particular interest where it can be seen that the placement of children with an EHCP in independent and non-maintained schools per 1000 of the population has remained steady at 5.2 since 2023.

3.16 With regard to EHCPs, this bar chart shows the reduction by year.



3.17 Officers have reported regularly on the SEND reform and improvement programme. An update is included below and we are starting to see the evidence of the positive impact of greater inclusion in mainstream schools in relation to the number of children with EHCPs and the number of children being placed in special schools. In regard to EHCPs, a recent (October 2025) comparison of Kent performance to national averages indicates that:

- The percentage of the population with an EHCP is consistently increasing in Kent and England. Although Kent's rate remains higher than the national average the gap is continuing to narrow.
- The percentage increase in the number of EHCPs between 2022/2023 and 2024/25 in Kent was lower than the increase reported in England.
- Kent accounted for 3.23% of England's EHCPs in 2024/25, down from a peak of 3.7% in 2021/022.
- The number of EHCPs requested per 1,000 of 0-25 population in 2024/25 in Kent was lower than the national average. Compared to 2020 and 2021 when the number of requests for EHCP's per 1,000 in 0-25 population was significantly higher than the national average.
- The approval rate of ECHP rates in Kent has been lower than England, South East and Statistical Neighbours over the last 3 years.
- Over the last two years Kent has had a higher rate of EHCP plans cease compared to the national average.
- In 2023 this was 10.5% compared to 6.8% nationally.
- This is reflected in the high percentage decreases in EHCPs for those aged 20+ that have been recorded over the last two years in Kent.

3.18 Extract of our SEN2 data return as of July 2025 illustrates a slowing of the number of children placed in either a maintained special school or independent school. This is within the context of recognising that Kent places more children in these settings than most of country.

	2022	2023	2024	2025
Independent Schools	1,671	1,769	1,795	1,776
State-funded Special Schools	5,534	6,018	6,222	6,427
Total	7,205	7,787	8,017	8,203
% Year On Year change	11%	8%	3%	2%
% Year On Year change – National	7%	5%	7%	5%

*Between 2022 and 2025, the number of independent and state-funded special school places increased by 19%, whilst in Kent it was 14%.

3.19 In conclusion, whilst environmental and genetic factor may have some influence on the SEND system, there may be other drivers. The data shows the way the system is managed and led is more critical and evidence has been presented of the changes in the data following implementation of an improvement programme.

3.20 The use of data is critical, but there are caveats which are explained in Appendix 2. The consistent identification of SEND is challenging, largely due to the subjective and interpretative nature of the existing SEND frameworks and the overarching definitions first established in the late 1970s and 1980s

and not appropriately reviewed or updated since. As a result, comparisons and judgements made about incidences of SEND are challenging to make and uphold in a robust way.

3.21 These challenges are well documented, and have been identified by subsequent governments and independent experts over decades (House of Commons Select Committee, 2006; OFSTED, 2010; DfE, 2011; DfE 2023; Education Policy Institute, 2025), and include:

- Inconsistent application and differing interpretation and implementation of policy in different areas
- Lack of a clear, unambiguous and universal understanding of what SEND is and how to identify it
- Masking of needs by children and young people, particularly those with social, emotional, or neurodevelopmental differences
- Impact and implications of the whole-school environment, curriculum and provision on whether needs are able to be met without identifying as SEND
- Parental influence - understanding need and knowing when and how to support identification through external assessment and diagnosis.

3.22 This is why multiple data sets are used wherever possible, to enable triangulation and more robust conclusions to be drawn. It also supports the rationale for Kent developing its own draft SEND Continuum of needs and provision in the absence of any national guidance https://www.kelsi.org.uk/_data/assets/pdf_file/0008/215576/DRAFT-Kent-Continuum-of-Need-and-Provision-Published-June-2025.pdf. This ground-breaking document provides a framework and toolkit for all education settings in Kent to support consistent understanding and discussions about expectations for meeting the needs of all children and young people. It was developed to provide clarification and consistency in discussions and practices for meeting the needs of pupils with more complex needs across our education system, informed by the tremendous expertise within the Kent system.

3.23 The section below described some of the work being undertaken to improve outcomes for children, young people and families whilst at the same time contributing to a more efficient system. Initial evidence suggests a significant positive impact and this data is being tested against other data sets to see if the initial findings can be relied upon.

4. Kent's Strategic response to inspection outcomes

4.1 A summary of systemic changes

Following the 2022 inspection a wholesale transformation of the SEND system has been underway which has included:

- A strengthened policy framework through the publication of the Education Strategy, the SEND strategy, the Accessibility Strategy which provides a clearer rationale for capital investment.
- Development of a service model which brings clarity and consistency to expectations of universal, targeted and specialist services particularly with regard to schools and settings. Building on the original Mainstream Core Standards, this work includes the Early Years Ordinarily Available Provision, The SEND continuum of needs and provision, extensive training and support programmes for school leaders, SENCOs, staff and governors
- More effective commissioning of school places through the development of an agreed, statutorily compliant continuum of education provision from which offer differentiated levels of support in response to complexity of pupil need from mainstream to Specialist Resource Provision and Alternative Provision to Special Schools. Significant growth in the number of state funded special school places and planned growth in SRP places (CYPE Cabinet Committee November 2025).
- Improving the management and productivity of statutory processes as evidenced by a rolling average of completion of EHCPs at circa 65% approximately 15% above the national average and significant improvement in the completion of Annual Reviews since inspection
- Cultural and structural development of the SEND staffing cohort
- More effective deployment of non-statutory SEND services to support schools and families.
- Structural changes to encourage and enable better use of expertise in the system, collaborative working and peer review at a local level (Communities of Schools)
- Significant investment in supporting the development of SEND inclusion in mainstream schools, including the continued funding of several non-statutory SEND support services, despite the budgetary pressures
- School SEND funding reform
- Investment in improved communications.

4.2 As can be seen, KCC's strategic response is multi-faceted with an emphasis on early intervention, cultural change including mainstream core standards and Communities of schools, sufficiency and infrastructure change. These align with the DfE's Five Principles for SEND Reform:

1. Early and local support
2. Evidence-based provision
3. Fair resourcing
4. Integrated Services
5. Safeguarded specialist

This government framework is used to update on some of the development work within the Kent SEND system, below. Emerging evidence does suggest

that the approaches are having impact, adding weight to the hypothesis that effective management of the SEND system and evidence-based decisions about the best use of resources are critical to improvement rather than ever more resources.

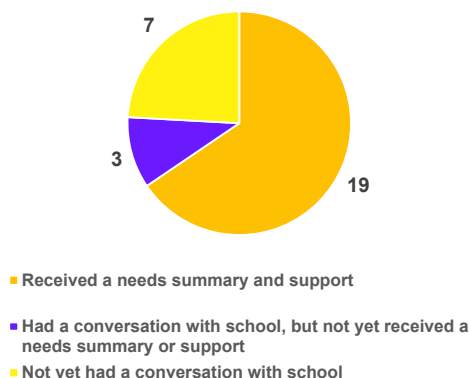
4.3 Early and local support & Evidence based provision and integrated services-

Developing capacity in mainstreams schools to support neurodivergent children and young people. The range of work going on across the system to build capacity is extensive and has been reported on previously, so this section confines itself to just a few examples. Recognising the need to respond proactively to pupil needs, KCC invested in a project with the Autism Education Trust to deliver training across Kent more than three years ago. In parallel the ICB invested in a successful pilot project to identify and support ND children in mainstream schools, called This is Me and more information can be seen here: [This is me :: Kent & Medway ICS](#). Informed by evidence of impact from the This is Me pilot, Kent and Medway made a successful bid for a new DfE pilot, PINS (Promoting Neurodiversity in Schools) which focused on the development of the school organizational capacity. In 2024 Kent launched a successful amalgamation of This is Me and PINS which developed school capacity through targeted training, whilst providing individual support for identified children and families and evaluation findings are promising. The model is explained in greater detail in Appendix 3, together with evidence of impact.

4.4 This approach was piloted in Maidstone providing coverage for 30,000 pupils across all mainstream schools in the district. This places Kent as one of a handful of Integrated Care Systems nationally to have substantively commissioned a needs-led support pathway for neurodivergent children. A short public-facing video explaining 'This is Me' can be found [here](#). All 60 mainstream schools received a 2-day training course in conducting in-depth 'strengths and needs conversations' with families of neurodivergent children and young people, which also covers key elements of neuro-affirmative practice. Since the first tranche of schools were trained, more than 200 children have been provided support through the new pathway within education, 58 of whom have received more intensive support from the new Community Neurodiversity Support Team. Between 1000 and 1500 children and young people in the Maidstone area or circa 10% of the pupil population, were supported during the initial year through education, utilising training, resources, advice and guidance from the new community neurodiversity team.

4.5 Early evaluation is promising, and some key points are shared here

This is Me – family questionnaire



- **89%** of those who have received a needs summary and support **reported a positive experience**
- **68%** of those who have received a needs summary and support **report a positive impact**
- **68%** of those who have received a needs summary and support **have used it in other situations**



This is Me – ‘What was good about This is Me?’

"It was very detailed and helpful for my son, it was good that the teachers and staff at his school were knowledgeable about his needs, it was 2 hours so very thorough."

"This has been a huge eye opener linking home with school behaviour. Seeing Mrs Goldson in action was truly amazing! The advice and guidance that came from Mrs Goldson has been applied at home and there is a great difference for us a family. There were also topics that we could bring to school, that is now making school easier for my son and we can see that his anxiety levels have come down."

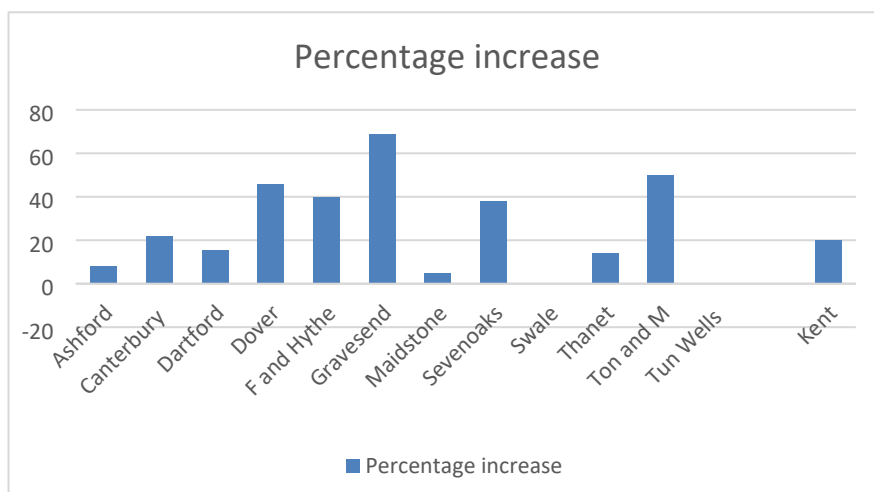
"It's been really helpful to gain a better understanding of my child which I've been able to share with family for them to better understand to. It's also been incredibly helpful for my child to help her understand why she is the way she is."

"My daughter has a plan & a safe place. A lot more settled. Teachers are aware of her needs."

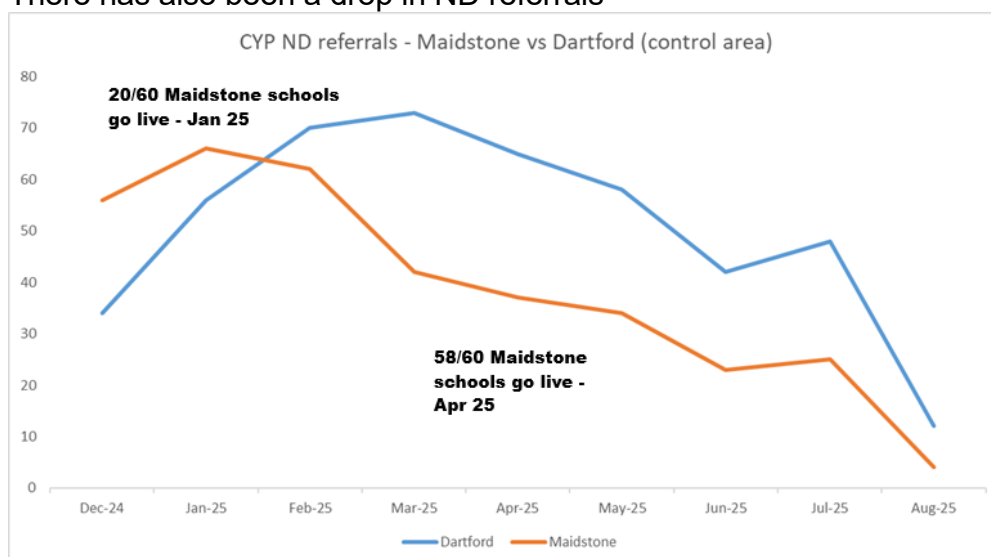


4.6 The evidence of impact:

Maidstone saw a decline in diagnostic requests compared to Dartford. This suggests that early intervention may reduce pressure on diagnostic pathways, but further triangulation is underway to substantiate this. With regard to Statutory Needs Assessments & EHC plans, Maidstone saw a 9.66% increase in requests (below Kent's 11% average) and the rate of requests per pupil (1.6%) is among the lowest in Kent. Maidstone's figures when analysed over two years rather than one, show that there has been very little increase in Requests, compared to the majority of Kent Districts.



There has also been a drop in ND referrals



This academic year, the programme is being rolled out in Swale and has been very enthusiastically received. Findings and recommendations are being disseminated across the county. There is an intention to roll out the programme to all schools over time.

4.7 Making changes to adult services to create a unified service pathway

A child/young person's Education Health and Care plan be in place from 0-25 years where it is still required. This poses additional challenges both locally and nationally due to other services operating to different age models (i.e. 0-18yrs). Therefore, it is essential adult services also work with those in education and SEN. In alignment with the children's transformation above, adult's Neurodevelopmental pathway services are being recommissioned on a support-first model designed around four key pillars: self-management, keyworker and community support, diagnostic, and intensive support. (see Adult's ASD Support Pathway Approach).

4.8 A Lived Experience Board has been established with commissioning responsibilities for the expanded self-management and community support elements, which will embed co-production for services delivered to autistic adults in Kent and Medway. This new arrangement has been operational since April 2025, though the co-production of the self-management and community support elements is still underway.

4.9 For those areas operating under the new Neurodevelopmental Support Pathway already, there has been a reduction of referrals to the ND waiting list that replicates the experience elsewhere in the country. In combination with the strong positive feedback received from families supported through 'This is Me', we are confident that the new Neurodevelopmental Support Pathway will put our waiting list figures onto a downward trajectory by meeting the needs of families earlier.

4.10 In parallel to the new pathway transformation, Kent and Medway ICS has undertaken a service improvement programme to ensure current services are functioning as effectively as possible. This has resulted in:

- Recommissioned paediatric ND assessment services live from October 2025
- Implementation of agreed prioritisation criteria across clinical providers to ensure children and young people at most need are assessed soonest
- Implemented a rapid assessment pathway for children who are identified as being suitable for single-clinician assessment where clinically appropriate
- Created a central [public-facing website](#) providing information on support, services and transformation across Kent and Medway.
- Provided Personal Health Budgets (PHBs) to 103 children and young people currently waiting for assessment for ASD or ADHD
- A pilot exploring innovative approaches to supporting neurodivergent children and young people within primary care has been undertaken in 5 Primary Care Networks across Kent
- Contacted almost all families currently awaiting assessment to provide advice, signposting, and a check to ensure their prioritisation status on the waiting list is correct.
- NELFT have provided regular freely accessible ND workshops to support people pre- and post-diagnostically on a number of frequently identified challenges Information on these, and other resources available for families while they wait can be found on [NELFT's website](#). These have had 22 attendees to date.
- Sample feedback: *"I thought it would be another high-level information sharing session but the organizer knew the topic very well and were sharing detailed, pertinent info."*

4.11 Safeguarded specialist provision & Fair resourcing - Developing a sustainable school system in Kent including the special school review. Work is continuing with mainstream schools and settings extend the existing effective SEND inclusion practice across the county through the Communities of Schools model of delivery which went live on 1st April 2025, more information can be seen here <https://www.kelsi.org.uk/special-education-needs/inclusion/localities-model-for-school-inclusion/communities-of-schools>

4.12 Representatives of all schools, including special schools, continued to work with Dr Alison Ekin of Valley Invicta Multi Academy Trust to develop the final draft of the SEND continuum of Needs and Provision (<https://www.kelsi.org.uk/news-and-events/news/primary/continuum-of-need-and-provision>) which provides greater clarity over the expectations of mainstream, Specialist Resource Provision, Special School Satellites, Pupil Referral Units and Special Schools in educating children and young people with special and additional needs. The contents will be finalised when the next schools White Paper is published.

4.13 The KCC Education Accessibility Strategy 2025-28 is live <https://www.kelsi.org.uk/special-education-needs/inclusion/education-accessibility-strategy-2025-28> with supporting School Access Initiative and Policy <https://www.kelsi.org.uk/special-education-needs/inclusion/school-access-initiative-sai-policy-and-procedure> Whilst the strategies and policies may be new, KCC's commitment to improving accessibility has been supported by prioritising the use of capital funding. Over the 5-year period 2019-24, £3,152,274 was spent on 83 school accessibility projects. This investment (together with other support) has enabled children and young people with physical disabilities and/or complex medical needs to access education at a local school in their community. Investment going forward will be used more strategically to develop accessible school buildings across the county so that all families have improved access to an adapted school locally.

4.14 There are currently 72 Specialist Resource Provisions operating in 68 mainstream schools. Following a review of the existing provisions and robust pupil data it has been identified there would be a clear benefit to put a total of 55 new SRPs in place over the next three years across the four areas of Kent.

Overall total planned SRPs:

	Primary	Secondary	Total
East	4	5	9
North	12	7	19
South	9	6	15
West	5	7	12
Total	30	25	55

4.15 Each one of these SRPs will have an individual business case. The two highest incidences of need are neurodiversity (autism, ADHD /communication and interaction) and Social, Emotional and Mental Health. KCC has invested significantly in developing school capacity and expertise through work disseminating the Autism Education Trust materials and more recently in partnership with the Integrated Care System on This is Me programme as well as the DfE funded Promoting Neurodiversity in Schools (PINS) pathfinder. Gaps in existing SRP provision for children and young people who are neurodivergent have been identified through KCC's work on school sufficiency and proposals will be brought forward to address these gaps. With regard to SEMH, the new SRPs planned will make an important contribution to developing capacity to better meet SEMH needs.

4.16 Developing the Kent education offer; special schools
Kent officers and Special School heads are working together with special schools in order to (where appropriate) widen admission criteria and the needs of pupils for whom it can cater in order to reflect local requirements. This joint work, and the other work presented above, will ensure those children and young people with the special educational needs will be able to attend a suitable educational setting locally. The individual plans for these schools will commence rollout in September 2026, in line with the original plan.

5. Conclusions

5.1 The question posed by members is a complex one and this report will not answer all the questions as there are many unknowns, for example a definitive understanding of the priorities within the SEND service post 2019 and how these may have contributed to the pressures. This period is when the biggest rise in spending occurred, but this exponential increase in spending did not result in improved satisfaction, better pupil outcomes or an improved SEND system. This is an important point as there is an assumption that putting ever increasing resources into SEND will 'fix' the issues and address parental concerns. The experience in Kent clearly shows that unless the leadership and management of the system is right, additional resources make no difference at all.

5.2 Using longitudinal data, officers have attempted to show how changes in approach impacts on the data. At a more operational level, the emerging impact that the innovative ASD case study of This is Me rolled out in collaboration with PINS is having on local demand for EHCPs is discussed. It is premature to have too much confidence in the outcomes to date, but the data does look promising, and officers will continue to collect, analyse and triangulate data, using the findings to further strengthen the system and to build financial sustainability.

6. Recommendation(s)

The committee is asked to note the contents of the report.

7. Contact Details

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8. Appendices

Appendix 1 - Key recent SEND publications

Appendix 2 - National Challenges with the identification of SEND and use of SEND data

Appendix 3 - Supporting Neurodiversity in Kent - Member Briefing

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Appendix 1 Key recent national SEND publications

- National Audit Office report *Support for Children and Young People with SEND* October 2024 <https://www.nao.org.uk/wp-content/uploads/2024/10/support-for-children-and-young-people-with-special-educational-needs.pdf>
- ISOS Partnership commissioned by the Local Government Association June 2025 *Reform of the SEND System* <https://www.local.gov.uk/publications/reform-send-system-what-might-next-stage-look-and-how-can-we-build-consensus>
- The Policy Exchange August 2025 *Out of Control* <https://policyexchange.org.uk/publication/out-of-control/>
- Institute for Fiscal Studies September 2025 <https://ifs.org.uk/articles/englands-send-crisis-costs-challenges-and-case-reform>
- ISOS Partnership commissioned by the County Councils Network November 2025 *SEND in England* <file:///C:/Users/McInnC01/Downloads/CCN-Isos-SEND-in-England-How-we-got-to-crisis-point-why-we-need-reform-1.pdf>

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Appendix 2. National challenges with the identification of SEND and use of SEND data

The consistent identification of SEND remains fraught with challenges, largely due to the subjective and interpretative nature of the existing SEND frameworks and the overarching definitions. These frameworks, originally set up in the late 1970s and 1980s, have not been appropriately reviewed or updated since. As a result, comparisons and judgements made about incidences of SEND are challenging to make and uphold in a robust way.

These challenges are well documented, and have been identified by subsequent governments and independent experts over decades (House of Commons Select Committee, 2006; OFSTED, 2010; DfE, 2011; DfE 2023; Education Policy Institute, 2025), and include:

- Inconsistent application and differing interpretation and implementation of policy in different areas
- Lack of a clear, unambiguous and universal understanding of what SEND is and how to identify it
- Masking of needs by children and young people, particularly those with social, emotional, or neurodevelopmental differences
- Impact and implications of the whole-school environment, curriculum and provision on whether needs are able to be met without identifying as SEND
- Parental influence - understanding need and knowing when and how to support identification through external assessment and diagnosis

The Education Policy Institute (2025) has further explored these challenges, identifying the following key areas for consideration (some of which continue to evidence the long-term systemic issues set out above):

- Postcode lottery- 'The school attended was more important than anything about the individual child in explaining who was identified with SEND' (EPI, 2025: 6). 'Local authorities played a smaller-than-expected role in the chances of SEND identification' (EPI, 2025: 7).
- Link between SEND identification and deprivation- Rates of SEND identification are influenced by access to enriching experiences. Early Personal, Social and Emotional Development at age 5 as being a key indicator of future SEND identification
- Link between looked-after status and early childhood experiences- Children with adverse early experiences or in care are disproportionately likely to be identified with SEND.
- Gender disparities - Emotional and neurodevelopmental needs in girls are frequently masked or misinterpreted, leading to later or missed identification.

Understanding the Challenges: SEND Data and Identification

Across England, there are national challenges in how children and young people with SEND are identified and supported. The quality and consistency of data play a big part in this.

- Different definitions and thresholds: Schools and local authorities don't always use the same criteria to decide when a pupil has SEND. This makes national data difficult to compare or rely on.
- Data that misses the detail: Numbers alone don't show the full picture — for example, they may overlook children whose needs are emerging or unmet, or whether the help they receive is making a difference.
- Separate systems: Education, health, and social care often hold data separately, which makes it hard to build a full picture of a child's needs and outcomes.
- Looking backwards, not forwards: National data often relies on test results or exclusion figures, which show what has already happened rather than what support is needed early on.

Consequently, national SEND data provides only a partial view of what children need and how well the system is working.

What This Means for Local Authorities

These national issues directly affect how local authorities plan, fund, and monitor SEND support in their areas.

- Getting the local picture right: If schools record SEND differently, the local authority can't get a true sense of how many children need support or what kind of help is most needed.
- Fair funding: Inconsistent data can lead to funding being unevenly distributed — some areas may have hidden unmet need, while others face financial strain from over-identification.
- Early help and inclusion: If needs aren't identified early, children are less likely to get timely support. This can lead to bigger challenges later, such as exclusions or the need for specialist placements.
- Using data for improvement: When education, health, and social care data aren't joined up, it's harder for local authorities to track progress, understand impact, and plan better services.

Without clearer and more consistent data, access to SEND support can depend too much on where a child lives or how well their needs are understood, rather than on the level of need itself. Improving data quality and coordination is key to ensuring fair, effective support for all children and young people.

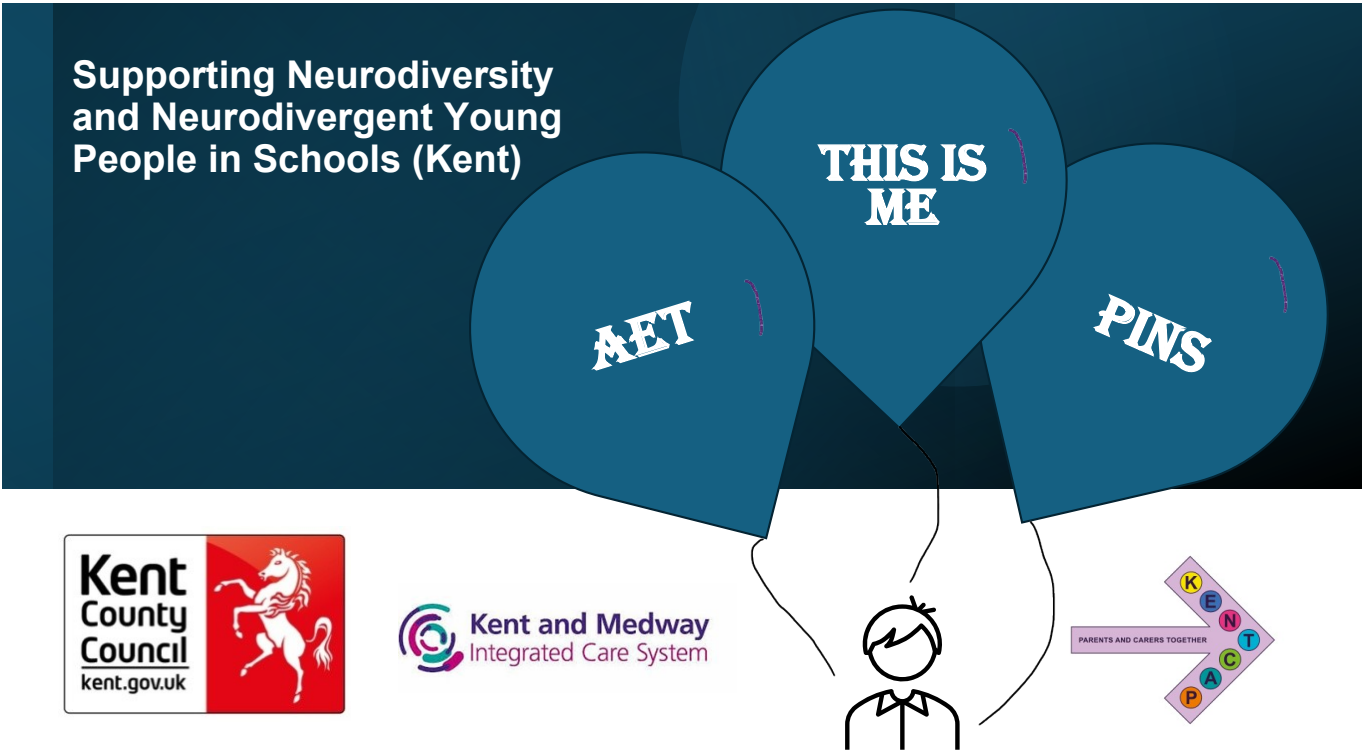
Further detail about these challenges and proposals for how to address them more effectively are expected in the pending DfE policy updates- expected Autumn 2025. The SEND and Alternative Provision (AP) Improvement Plan (DfE, 2023) commits to greater standardisation and transparency through the introduction of a national banding framework, consistent EHCP templates, and

strengthened local inclusion partnerships. These initiatives aim to improve consistency, but their success will depend on coherent implementation, workforce development, and effective data integration.

Dr. Alison Ekins, Director of SEND Valley Invicta Academy Trust
Kristina Yates, Former principal of Turner Free School Kent and Independent consultant specializing in SEND.
October 2025

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Appendix 3 – Supporting neurodiversity in Kent



Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)

Autism Education Trust (AET) 2022-present is a workforce development package/autism training and frameworks (KCC) being offered to all mainstream settings, from Early Years to Post 16. It pre-dates PINS, and is a KCC-led initiative to support schools around inclusion of autistic/neurodivergent pupils.

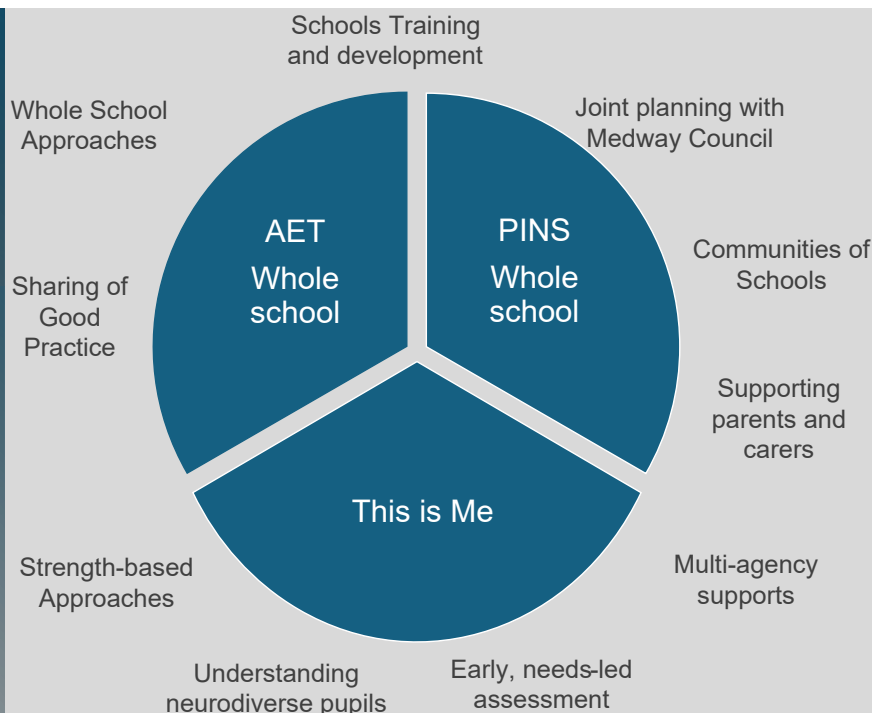
This is Me (2024 to present) is a health-initiated (but increasingly integrated) early intervention approach for neurodivergent children and young people. Schools with parents to co-produce a Needs Summary, which leads to the deliver of greater understanding of an individuals needs. This then leads to direct interventions for neurodivergent children and young people, and their families.

PINS

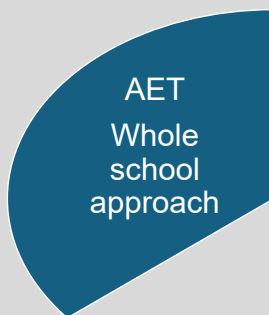
Partnership for Inclusion in Neurodiversity in Schools (PINS) (Jan 2024 to present) is a national initiative from the DfE and NHSE in partnership. Similarly to AET it's aimed at workforce development in schools (explicitly not for direct interventions with pupils). 38 schools in Maidstone and now Swale have been involved; we're using the learning for the schools localities approach.

Wider linking to future **Outcomes Framework**, yearly measurement and public site of outcomes

Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



- Ensure consistent approach to training and information linked to school improvement
- Ensure that there is a single consistent message around Autism and neurodiversity across Kent. This reinforces that there is a long-term investment from KCC in this programme and building the cultural change around supporting more autistic pupils in mainstream.

	Making Sense of Autism	Good Autism Practice	Other Modules	Delegates
Early Years	278	15	10	2,424
School Age	453	100	41	17,779
Post 16	49	9	0	722
Total	780	124	51	11,252

Aet have trained **208,509** delegates since 2022.
Kent has trained **11%** of all their delegates.

Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)

PINS Whole school Approach

- The PINS programme is testing a new model for supporting good outcomes in mainstream schools for Neurodivergent pupils and strengthening parent/carers and school partnerships.
- The DfE and NHS England aim is that there will be guidance, and a possible strategy produced after September 2026
- Bringing Education and Health partners together to underpin truly connected normal everyday practice in schools.

Maidstone March 2024 – March 2025

- 20 schools in Maidstone took part in PINS;
- 826 staff members were trained
- 208 training sessions were delivered in just six months

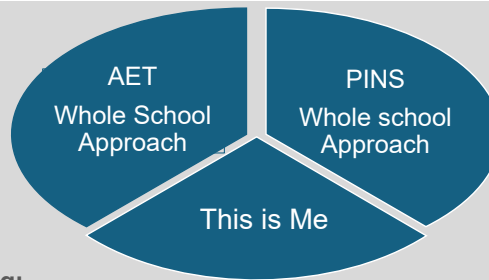
DfE and NHS England described Kent Model as the '**art of the possible**'

Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)

- **This is Me** is a health-initiated (but increasingly integrated) early intervention approach for neurodivergent children and young people.
- It's delivering direct interventions to neurodivergent children and young people, the first stage through education with advice and guidance from health, and if that does not work health staff act as a point of escalation.

This is Me

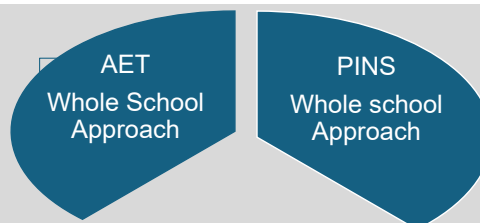
Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



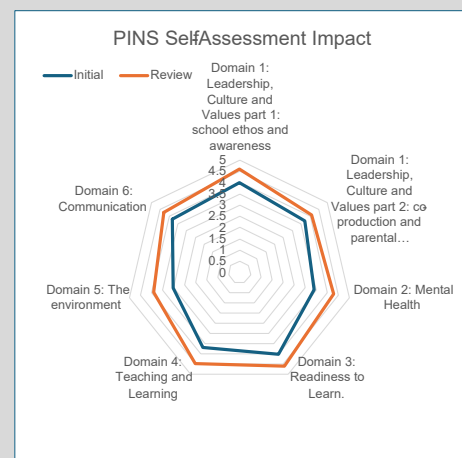
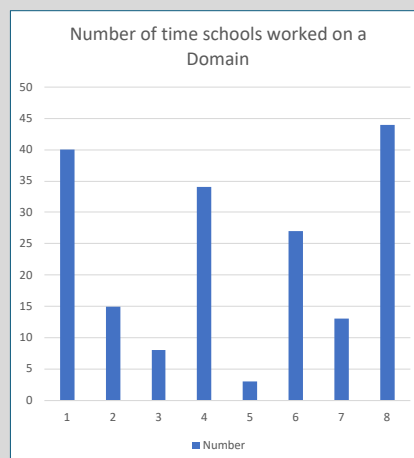
Learning:

- Whole School Approaches
- Co production value of parent and pupil voice in designing supports
- Connected Agency Working – shared approaches and understanding
- Community – education settings, parents and pupils providing peer support
- Core training and understanding – Speech and Language (Balanced System, Sensory and Physical Impacts, Information Processing - Classroom approaches)

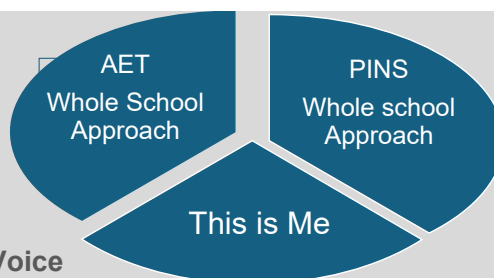
Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



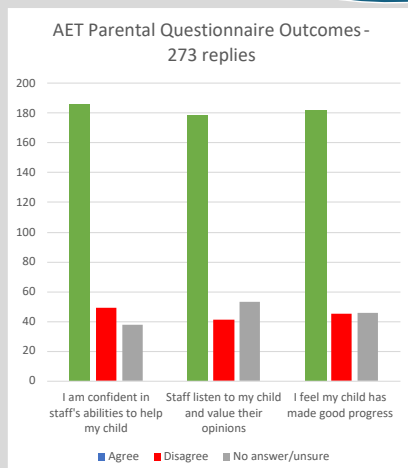
Schools Self Assessment



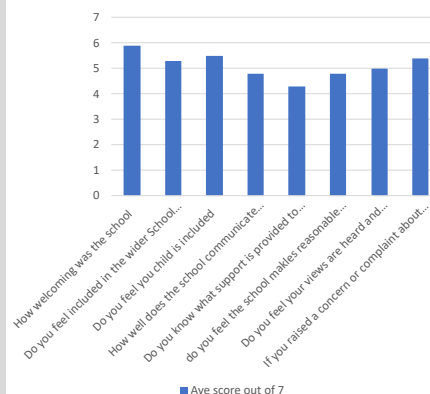
Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



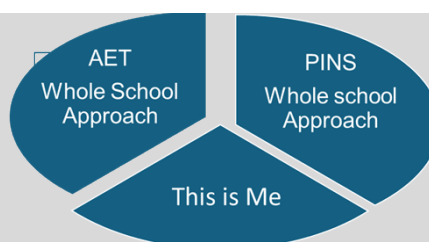
Parent Voice



188 parents answered on average (PINS1 Maidstone)



Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)



Pupil Voice

- **Peer Awareness:** *Educate my peers about autism*
- **Professional Knowledge:** *Teachers needs to know the signs so they can help*
- **Safe Spaces:** *More safe spaces for anxious children*
- **Language:** *When taking things literally, by accident, I mean no offence*
- **Sensory:** *Don't force people to wear the blazers (they're uncomfortable)*
- **Movement:** *Understand that when we fidget it doesn't mean we're not focusing*
- **Time:** *Don't move on from tasks until everyone is done*
- **Recognition and Understanding:** *Don't compare us to other autistic people.*
- **Ways To Engage Us:** *Ask what would help rather than just assuming or not doing anything*

Supporting Neurodiversity and Neurodivergent Young People in Schools (Kent)

What PINS Phase 1 Schools said...

PINS Whole school Approach

PINS allowed us to support our collaborative approach as a federation.

PINS allowed us to support our collaborative approach as a federation.

Relationship building with new colleagues and making links with other professionals, particularly health.

The menu of support has helped us to pull out “are we doing everything we can?”

Through the children we have learnt that they want more say in their own classroom environments.

Our adults have a much better understanding of the individuals’ needs of ND children.

Access to training would not have been offered otherwise

Having Frances come and work alongside us has helped us engage with our parents of ND children.

Reciprocity – this is an area of focus that has had a big impact.

Staff confidence has improved. Our PACT group is now starting to be led by the parent of a ND child.

You need someone to drive the work for PINS within your school.

By: Anna Taylor – Assistant Democratic Services Manager (Scrutiny)

To: Scrutiny Committee – 22 January 2026

Subject: Short Focused Inquiry – Failure of Water Supply in Tunbridge Wells and surrounding areas.

Classification: Unrestricted

Summary

Following the resolution of the County Council, on 18 December 2025, which called for the establishment of a Short-Focused Inquiry by the Scrutiny Committee, this report confirms the process and the next steps in relation to this request.

Introduction

1. At the County Council meeting, on 18 December 2025, the Liberal Democrat Group tabled a Motion for Time Limited Debate (MTLD) on the failure of the water supply in Tunbridge Wells and surrounding areas.
2. As the motion set out, on 29 November a major water supply failure struck Tunbridge Wells and surrounding areas. This water shutdown cut water pressure or eliminated supply entirely for up to 24,000 properties across Tunbridge Wells and the surrounding areas.
3. The disruption continued into December until, on 12 December, the boil notice was lifted following treatment adjustments and extensive testing.
4. Following cross party agreement at the County Council meeting in December Members agreed the following:

The Council calls for the establishment of a Short-Focused Inquiry (SFI) by the Scrutiny Committee. This inquiry should seek:

- a) To identify what lessons were learned but not enacted between 2022 and 2025.
- b) What can be learned from the recent water outage in Tunbridge Wells (and elsewhere in Kent within recent years), including steps required to prevent recurrence of similar incidents and measures to build greater resilience, particularly for care homes, schools and other KCC services.
- c) How KCC can best contribute to effective support and relief efforts in the event of similar incidents in the future.

5. The responsibility for the establishment of SFIs sits with the Scrutiny Committee with Membership as set out in the Proportionality report to County Council on 18 December 2025. The process in relation to the Inquiry is for a background briefing to be produced for Members by the relevant directorate. Officers from Democratic Services will scope out the issue, further to the below proposed Terms of Reference, and agree with the Chair and SFI Group the people from whom the Group should hear. A limited number of informal briefings will then be arranged for Members of the Inquiry Group. After those briefings have taken place, the Inquiry Group will informally discuss and agree a draft report featuring key findings and any recommendations it wishes to make. This report will then be submitted to the Scrutiny Committee for formal consideration. If the report and recommendations are agreed by the Scrutiny Committee, while meeting formally, the report will be submitted to the Leader and relevant Cabinet Member(s) for a response within two months. The SFI group will disband once it has formally reported to the Scrutiny Committee and future responsibility for monitoring will transfer to the Scrutiny Committee.

Proposed Terms of Reference and focus of the SFI.

6. Membership of the 11 Member SFI shall be, as agreed by County Council, Reform (6), Lib Dem (2), Conservative (1), Green (1), Independent Group (1). Membership to be confirmed following agreement by the Scrutiny Committee and the Chair to be agreed at the first meeting.
7. The MLTD to County Council on 18 December set out three key questions the SFI should answer – these form the basis of the Terms of Reference of the SFI with some additional points as set out below.
8. The purpose of the Short Focused Inquiry will be to examine the causes, handling and impacts of the December 2025 water supply failures affecting Tunbridge Wells and the surrounding areas. To assess the adequacy of South East Water's (SEW) preparedness and response and recommend actions to strengthen local and regional resilience, customer protection and accountability. The inquiry might also consider links to subsequent supply interruptions in early January 2026.
 - a. To identify what lessons were learned but not enacted between 2022 and 2025.
 - b. What can be learned from the recent water outage in Tunbridge Wells (and elsewhere in Kent within recent years), including steps required to prevent recurrence of similar incidents and measures to build greater resilience, particularly for care homes, schools and other KCC services.
 - c. How KCC can best contribute to effective support and relief efforts in the event of similar incidents in the future.
 - d. To identify what lessons were identified but not enacted between 2022 and 2025 by South East Water (SEW)

- e. Identify measures that could be taken to improve resilience in the water supply infrastructure by SEW and how SEW can embed any learning.
 - f. Identify measures to improve SEW infrastructure for KCC services both in planning and response.
9. It is proposed that evidence could be drawn from the following witnesses:
- a. KCC Leadership and Emergency Teams
 - b. Tunbridge Wells Borough Council services
 - c. South East Water
 - d. Water Industry Regulators
 - e. Kent and Medway Resilience Forum (KMRF)
 - f. Care Homes, Schools & Community Stakeholders.
10. The Scrutiny Committee, and therefore any sub-committee or SFI Group, may require Members and Officers of the authority to attend before them to answer questions, and invite other persons to attend meetings.
11. It is the expectation that the final report of the SFI group will be submitted to the Scrutiny Committee for approval and submission to the Executive on 13 May 2026.

Recommendations:

That the Scrutiny Committee agree:

- a. to establish a Short-Focused Inquiry into the Failure in Water Supply in Tunbridge Wells and surrounding areas and subsequent supply interruptions in early January 2026.
- b. to delegate to Officers, in conjunction with members of the SFI group, the arrangement of the Inquiry as outlined in the report.

Appendices:

Appendix 1 – Originally proposed motion: [Motion - Liberal Democrat - Water Supply in Tunbridge Wells.pdf](#)

Background Information:

[Leader calls for government intervention over Tunbridge Wells water disruption - News & Features - Kent County Council](#)

Report Author:

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Motion on Failure of Water Supply in Tunbridge Wells

Proposer: Mr Antony Hook

Seconded: Mr Richard Streatfeild, MBE

Background Information provided by the Liberal Democrat Group:

1. On 29th November 2025, 24,000 households in and around Tunbridge Wells began to experience either no water supply or significantly reduced water pressure. This disruption has continued through to 3rd December 2025 (the time of writing), leaving many homes without water for a fifth consecutive day.
2. South East Water, the company responsible for the water supply to the affected areas, has advised residents that, even after the water supply is restored, they should boil any water intended for consumption for a period of 10 days.
3. The cessation of water supply has not only affected families but has also had a significant impact on businesses, schools, care homes, and a wide range of social infrastructure across this part of Kent.
4. Many residents have been forced to collect rationed bottled water to meet their basic needs.
5. The ongoing shortage of water presents clear and serious risks to public health.
6. There was a previous water crisis in Tunbridge Wells in December 2022, as well as other incidents in different parts of Kent in recent years. These repeated events raise serious concerns that key lessons have not been learned and that the region's water system lacks sufficient resilience to prevent such crises in the future.

Kent County Council should recognise that access to water is a fundamental necessity for life and wellbeing.

Motion

The Council expresses:

1. Its formal thanks to KCC Staff who have worked to support help local people during this major incident.
2. Its deep concern about the approach of South East Water and its failures to deliver a vital service to Kent Residents.
3. Support for any formal investigations or inquiries into the failures.

The Council calls for:

4. The establishment of a Short-Focussed Inquiry by the Scrutiny Committee.

This inquiry should seek:

- to identify what lessons were learned but not enacted between 2022 and 2025.
- what can be learned from the recent water outage in Tunbridge Wells, including steps required to prevent recurrence of similar incidents and measures to build greater resilience, particularly for care homes, schools and other KCC services.
- How KCC can best contribute to effective support and relief efforts in the event of similar incidents in the future.

5. Officers from the Chief Executive's Department to draw the Council's resolution to the attention of the relevant Minister.

From: Brian Collins, Deputy Leader of the Council

To: Scrutiny Committee 22nd January 2026

Subject: **Draft Capital Programme 2026-36, Revenue Budget 2026-27 and Medium Term Financial Plan (MTFP) 2026-29**

Classification: **Unrestricted**

Summary:

The linked report sets out the draft revenue budget 2026-27 and MTFP 2026-29, proposed capital programme 2026-36, for further Member consideration ahead of Cabinet on 29th January 2026 and full Council on 12th February 2026.

Each Cabinet Committee has received a report setting out details on the key strategic considerations underpinning the decisions necessary for County Council to agree the budget at the Budget Meeting in February. The relevant Cabinet Member(s) has outlined the key 2026-27 revenue budget policy choices, and where appropriate capital programme proposals, relating to their portfolio as part of the Cabinet Committee consideration.

The purpose of the report is to provide the Scrutiny Committee with the opportunity to scrutinise the overall financial position reflected in the draft budget proposals, as published on the 8th January 2026.

To support ongoing budget consideration by Members, in addition to the Committee stages of the budget development process, a separate interrogatable dashboard has been made available to Members, setting out additional key information about individual elements of the draft revenue budget and now incorporating medium term revenue plans

Recommendations:

The Scrutiny Committee is asked to:

- a) NOTE the administration's draft capital and revenue budget proposals
- b) SUGGEST any alternatives that should be considered before the final draft budget is considered by Cabinet on 29th January 2026 and presented to Full County Council on 12th February 2026

1. Background and Context

1.1 The setting of the budget is a decision reserved for Full Council. The Council's Budget and Policy Framework requires that a draft budget is issued for consultation with the Cabinet and Scrutiny Committees to allow for their comments to be considered before the final budget proposals are made to Full Council.

1.2 The Council is under a legal duty to set a balanced and sustainable budget for the forthcoming year (2026-27) within the resources available from local taxation and central government grants, and to maintain adequate reserves. This duty applies to the final draft budget presented for Full Council approval at the annual budget meeting and does not necessarily apply the preceding drafts or plans for subsequent years. The overall strategy

for the budget is to ensure that the Council continues to plan for revenue and capital budgets which are affordable, reflect the Council's strategic priorities, allow the Council to fulfil its statutory responsibilities and continue to maintain and improve the Council's financial resilience within the overall resource constraints.

1.3 A medium term financial strategy covering the entirety of the resources available to the Council is the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty. A report on the purpose of medium term financial planning was presented to Policy and Resources Committee on 8th July 2025 [P&R MTFP Update](#). This report identified that the strategy should pull together in one place all known factors affecting the financial standing and sustainability of the Council over the medium term. The draft budget publication sets out all this necessary information for the scrutiny process. The final draft will include all the necessary information for the approval process. These are not necessarily the same and the final draft will include supporting strategies e.g. treasury management strategy, necessary for final budget approval.

1.4 The primary focus within the capital programme must be to ensure that the Council has sufficient capacity to meet legal and regulatory requirements where there is risk of death or serious harm to residents and service users. This means first call on capital is to address "safety vital" works. The secondary focus is to reduce the impact on the revenue budget, through reducing borrowing requirements, resulting in reduced revenue debt costs and using the capital receipts flexibility powers which allows local authorities to fund permitted revenue costs. The capital programme will still include individual project schemes and rolling programmes funded from external sources.

1.5 The primary focus of the revenue budget must be to strike an appropriate balance between fulfilling the Council's statutory obligations on service provision and the administration's strategic priorities. However, these aims are not always compatible and involves difficult decisions about service levels and provision both for the forthcoming year and over the medium term. In reaching this balance the budget has to include provision for forecast spending growth (base budget changes to reflect full year impact of current variances, contractual price uplifts, staff pay awards, other cost drivers such as market availability, demand increases and service improvements). The revenue budget must also include planned efficiency, policy and transformation savings and plans to generate additional income necessary to balance any differences between spending growth and the available resources from central government and local taxation.

1.6 As part of budget scrutiny process it is worth clarifying that savings relate to reducing current recurring spend whereas bearing down on future growth is cost avoidance. Both amount to the same end outcome of reducing planned spending in the forthcoming year from what would otherwise have been needed without action and intervention. Both savings and cost avoidance are essential to ensure the statutory requirement for a balanced budget is met.

1.7 Fuller details of the budget plans are set out in the draft budget report which was published on 8th January and can be accessed [here](#). A separate report on responses to public consultation on the budget strategy has also been published and is available at [Let's Talk Kent](#).

1.8 Following the scrutiny process, a revised draft of the administration's final budget proposals will be published in January for Cabinet consideration and approval at County Council in February 2025.

3. Contact details

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Relevant Corporate Directors:

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Draft Revenue Budget 2026-27 and 2026-29 MTFP, and Draft Capital Programme 2026-36

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From Leader of the Council; Linden Kemkaran
Deputy Leader; Brian Collins

Director(s) Chief Executive, Corporate Directors, ASCH, CYPE and GET
Report author Head of Finance Policy, Planning and Strategy; Dave Shipton
Circulated to Cabinet
Classification Unrestricted

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Directorates – abbreviations in this report

ASCH - Adult Social Care and Health	CYPE - Children, Young People and Education
GET - Growth, Environment & Transport	CED - Chief Executive's Department
DCED – Deputy Chief Executive's Department	NAC - Non-Attributable Costs
	CHB – Corporately Held Budgets

Reforming Kent's Budget

Section 1 - Executive Summary

1.1 This report sets out the draft capital programme 2026-36, revenue budget 2026-27 and medium-term financial plan (MTFP) 2026-29. These have been prepared following the same process as previous budget plans. The capital programme reflects the continuation of existing rolling programmes and evaluation of individual projects (including new projects to address priorities or spend to save schemes, and removal of projects which can no longer be progressed). The revenue budget/MTFP is prepared on an incremental basis where the current approved budget is used as the base from which incremental assumptions for spending, savings, income and contributions/drawdowns from reserves are added or subtracted to determine the new budget. The plans include the administration's priorities where possible within the limited scope available for manoeuvre.

1.2 At this point in time the plans are based on the County Council continuing in its current form and the plans for 2028-29 and beyond do not make any presumption of new configuration of councils and responsibilities post local government reorganisation (LGR). This is a reasonable planning assumption until we have a clearer idea on the direction of LGR. This approach does not pre-suppose any particular outcome.

1.3 The primary focus within the capital programme must be to ensure that the Council has sufficient capacity to meet legal and regulatory requirements where there is risk of death or serious harm to residents and service users. This means first call on capital is to address "safety vital" works. The secondary focus is to reduce impact on revenue budget. This can be achieved through using the flexibility to use capital receipts to fund permitted revenue costs and reducing borrowing requirements.

1.4 The capital programme includes no new borrowing impacting on revenue budget 2026-27 or MTFP 2026-29. Funding of new schemes comes from recycling funding within the existing programme from schemes that have been removed or are now funded from confirmed external sources e.g. school basic needs. The draft capital programme represents only fully funded schemes. A separate schedule provides an indication of potential new schemes where business cases have yet to be fully developed or funding has not yet been secured. This schedule does not form part of the programme and schemes will only be included in future capital programmes and progressed once these have been resolved.

1.5 The primary focus of the revenue budget is to strike an appropriate balance between fulfilling the Council's statutory obligations on service provision and the administration's strategic priorities. These aims are not always compatible and involves difficult decisions about service levels and provision both for the forthcoming year and over the medium term.

1.6 In reaching this balance the revenue budget has to include provision for forecast spending growth (base budget changes to reflect full year impact of current variances, contractual price uplifts, staff pay awards, other cost drivers such as market availability, demand increases and service improvements). The revenue budget must also include planned efficiency, policy and transformation savings and plans to generate additional income. As has been the case for several years the spending growth continues to significantly exceed the additional funding from central government and local taxation leading to “the budget gap” that needs to be resolved from savings, income and other one-off measures.

1.7 Planning for revenue budget and MTFP has been made more challenging due to two significant factors leading to heightened uncertainty. The magnitude of, and increases in, forecast in-year overspends as at quarter 1 and quarter 2 have a significant impact on 2026-27 budget plan as it is essential spending and savings/income plans for the forthcoming year include the full year impact of in-year variances. This uncertainty has been compounded by the changes to government funding settlement following consultation on Fair Funding 2.0 review of allocations, the subsequent delayed announcements on the government’s response and lack of illustrative allocations for individual authorities (including insufficient detail on key elements that prevent calculation of robust local estimates). This combination has resulted in significant uncertainty over the scale of the budget gap.

1.8 This draft budget reflects a balanced revenue position for 2026-27, albeit this can only be achieved with £25m one off solutions including £9m from further use of capital receipts to fund permitted revenue spending (flexible use of capital receipts strategy) and £16m from reserves that are no longer necessary for the original purpose. The plan includes increases in the general reserve both to repay previous drawdowns e.g. 2024-25 revenue outturn, and an affordable additional contribution to maintain general reserve at recommended 5% to 10% range over the medium term. However, this does not include any replenishment of potential drawdown for 2025-26 final outturn. The section 25 assurance statement includes a fuller evaluation of the risks and assessment of the adequacy of reserves.

1.9 The plans for 2027-28 and 2028-29 show the scale of the gap that would need to be resolved to achieve a balanced budget based on spending/savings/income forecasts and indicative government settlement. For planning purposes this is considered sufficient at this stage to demonstrate what a balanced scenario needs to address over the medium term.

Section 2 - Budget Plans on One Page

Capital Programme

Total capital planned spending 2026-27 to 2036-37 of £1,901m (an increase of £482m on the 2025-35 plan), of which:

- School buildings including providing additional pupil places £386m (20%)
- Roads and infrastructure including asset management, structures and tunnels and major road schemes £1,341m (71%)
- Other e.g. economic regeneration, waste, corporate estate £174m (9%)

Total spending funded from external sources of £1,477m, of which:

- Central government grants £1,316m (69%)
- Developer contributions £108m (6%)
- Recycled Loan Repayments £38m (2%)
- Other £15m (1%)

Total spending funded from internal sources of £424m, of which:

- Existing borrowing commitments = £352m (18%)
- Other (capital receipts and revenue contributions) = £72m (4%)
- New borrowing = Nil

Revenue Budget

Planned net expenditure¹ in 2026-27 of £1,647.8m - an increase of £116.5m on 2025-26 (7.6%), of which:

- Adult social care £787.0m (47.8% of budget) (11.0% increase)
- Children's services £421.0m (25.5% of budget) (7.7% increase)
- Growth, Environment and Transport £215.5m (13.1% of budget) (5.2% increase)
- Chief Executive and Deputy Chief Executive Departments £113.4m (6.9% of budget) (1.3% reduction)
- Non-Attributable (mainly net Debt costs) and Corporately Held budgets £110.9m (6.7% of budget) (0.6% reduction)

Funding sources in 2026-27 of £1,647.8m i.e. balanced, of which:

- Council tax £1,048.1m (63.6% of funding) (5.1% increase)
- Central government settlement £595.4m (36.1% of funding) (12.5% increase)
- Other £4.3m (0.3% of funding) (0% increase)

Medium Term Financial Plan

Forecast net spending increase of £106.5m for 2027-28 (6.5%) and £95.5m for 2028-29 (5.6%), of which:

	2027-28	2028-29
Increase in Government Provisional Settlement	£43.5m	£42.8m
Other funding increases (e.g. Council Tax base)	£10.4m	£10.5m
Shortfall in government settlement	£52.6m	£42.1m
Council Tax charge increase	Nil	Nil

¹ Net budget comprises total expenditure less income from charges and contributions and specific grants from central government where spending is prescribed. This is the best measure of spending for which we should be held to account as elected representatives.

Section 3 - KCC Governance and Statutory Requirements

A. KCC Constitution

3.1 Agreement of the budget and policy framework is a reserved power for Full Council. The constitution identifies that the final budget presented for consideration by Full Council must include:

- annual budget including capital strategy, investment strategy, capital programme strategy and treasury management strategy
- Medium term financial plan

3.2 The constitution requires that the Leader publishes a draft budget no later than three weeks before the budget meeting. This report and appendices cover all the necessary information on the spending plans to fulfil this requirement. Cabinet committees will receive separate reports for the January cycle of meetings setting out the draft proposals relative to their remit including detail on the key policy considerations and will be asked to make recommendations to the Executive. Scrutiny committee will consider and make recommendations on the whole council budget at the meeting on 22nd January 2026. The final draft budget will be reported to and endorsed by Cabinet on 29th January 2026 ahead of full Council budget meeting on 12th February 2026.

B. KCC Financial Regulations

3.3 Under the Council's financial regulations financial planning is described as the projection of income and expenditures consistent with the corporate strategy of the Council. The revenue budget includes the day-to-day spending plans for forthcoming year. The capital programme covers the purchase, construction and improvement of assets with a lasting value over medium to long term.

3.4 The budget is presented in a format proposed to the Leader by the Section 151 officer. The budget represents the Administration's spending plans. The Section 151 officer must provide a separate Section 25 report when the budget and council tax is being considered covering the robustness of the estimates within the spending plans and adequacy of reserves. In considering the budget Council members must have regard to this report but are not asked to debate or agree it.

3.5 The financial regulations include provision for the Section 151 officer to make any technical changes to the budget approved by the Council and include these in final budget book publication. In relation to the capital programme, the Section 151 officer is responsible for advising on prudential indicators, establishing procedures to evaluate and appraise capital schemes, identify and include revenue implications of debt costs, and ensure surety of external funding. In relation to reserves the Section 151 officer must ensure compliance with reserves policy, ensure reserves are adequate but only necessary, and ensure no money is transferred into reserves without prior agreement. The Section 151 officer is responsible for ensuring estimated provisions are set aside for uncertain liabilities and for noting contingent liabilities where reliable estimates are not possible.

3.6 Corporate Directors have the responsibility to ensure budget estimates reflect agreed service plans, are realistic and prepared in accordance with issued guidance. Corporate Directors are responsible for consulting with Section 151 and Cabinet Members on proposed bids for external capital financing, ensuring appropriate approval for capital proposals and VAT implications have been considered.

C. KCC Budget Consultation

3.7 Public consultation on KCC budget strategy ran from 5th August to 29th September 2025. This consultation sought views on council tax increases and priorities for spending increases and savings. In total 4,670 responses were received, nearly double the number than the previous year. The majority of responses supported council tax increases in order to maintain services. Respondents were least comfortable with spending reductions on highways maintenance, children's social care and services schools. The most popular areas for increased spending were adults and children's social care. Further details of the consultation and responses can be found at [Budget Consultation 2026-27 | Let's Talk Kent](#).

D. Legal Requirements under Local Government Finance Act 1992

3.8 Section 31A of the Act sets out the requirements for including expenditure, income and reserves estimates in the annual budget and for balancing these through council tax. Sections 52ZB and 52ZC set out legal requirements for a referendum where council tax increases are considered excessive. Whilst there is no legal requirement to set a balanced MTFP, this is considered good practice.

3.9 What is meant by 'balanced' is not defined in law and relies on the professional judgement of the Chief Financial Officer to ensure that the budget is robust and sustainable. A prudent definition of a balanced budget would be a financial plan based on sound assumptions which shows how planned spending and income equals the available funding for the forthcoming year. Plans can take into account deliverable cost savings and/or local income growth strategies as well as useable reserves.

3.10 Section 40 of the Act requires major precepting authorities to determine and notify collection authorities of their council tax precept by 1st March each year. A precept cannot be set before the deadline for collection authorities to notify precepting authorities of the estimated tax base (statutory deadline being 31st January). Section 42A of the Act sets out same balanced requirements in setting the council tax requirement and therefor council tax precept.

E. Best Value

3.11 The Council has a statutory Best Value duty to secure continuous improvement having regard to economy, efficiency and effectiveness. The latest guidance explicitly states that this includes delivering a balanced budget, providing statutory services (including adult social care and children's services), and securing value for money in all spending decisions. Those councils that cannot balance competing statutory duties, set a balanced budget, deliver statutory services, and secure value for money are not meeting their legal obligations under the Local Government Act 1999. The statutory Best Value duty must frame all financial, service and policy decisions and the council must pro-actively evidence the best value considerations, including budget preparation and approval.

F. Equalities Considerations

3.12 The Equality Act 2010 requires the Council, in the exercise of its functions to have due regard to eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

3.13 To meet this duty under the Equality Act the council undertakes equality impact assessments to analyse a proposed change to assess whether it has a disproportionate impact on persons who share a protected characteristic. As part of our budget setting process an equality impact assessment screening will be completed for each savings proposal to determine which proposals will require a full equality impact analysis (with mitigating actions set out against any equality risks) prior to a decision to implement being made.

Section 4 - Local Government Finance Settlement

4.1 The local government finance settlement is a key element of setting a balanced budget and for medium term financial planning. Since 2019-20 there have only been one-year settlements which have included inflationary uplifts in those grants funded from business rates, additional grants for social care, compensation for business rates caps and reliefs, and other grants such as new Homes Bonus, Services Grant, Recovery Grant, etc. The core settlement on which allocations are based has not been updated since 2013-14.

4.2 The government has consulted on and implemented significant changes to the local government finance settlement. Consultation ran from 20th June to 15th August 2025 and sought views on the approach to determining new funding allocations for local authorities and fire & rescue authorities. The government's response to the consultation along with a policy statement and further details of the business rate retention reset were published on 20th November 2025. Neither the consultation nor the response included indicative allocations for individual authorities making assessing the full impact difficult prior to the publication of the provisional settlement on 17th December 2025.

4.3 The changes include the following:

- Multi-year settlement with indicative allocations for 2027-28 and 2028-29 as well as confirmed allocations for 2026-27
- Consolidation of grants with some previously separate grants transferred into Fair Funding Allocation (FFA)/Revenue Support Grant (RSG) and others combined into larger less restrictive specific grants
- Updated and revised formulas for assessing relative needs within core FFA/RSG settlement (and in some cases consolidated grants)
- Relative resources adjustment to reflect ability to levy council tax² within core FFA/RSG settlement
- Damping arrangements to protect losses and phase in gains over 3 years
- Recovery grant from 2025-26 allocated on current basis i.e. not subject to the reforms
- Retained business rates reset to include historic growth and previous compensations in the baseline. This reset has been fully implemented in 2026-27 settlement. Retention losses are subject to 100% safety net in 2026-27 and revised levy arrangements on retained growth

4.4 The provisional settlement results in an increase in KCC's core spending power (CSP) of £127.3m compared to revised CSP for 2025-26. CSP is the government's preferred method of comparing the impact of the settlement for individual authorities. CSP includes the government's estimate of council tax decisions (including assumed increases up to the referendum level) accounting for £67.9m of the increase, and the grants included in the core settlement as well other

² based on individual council's taxbase including mandatory discounts and deprivation formula as proxy for working age council tax reduction discounts and national average band D council tax i.e. local decisions on tax levels and discretionary discounts/premiums are not reflected in resources adjustment

grants including some of the consolidated grants and Recovery grant £59.5m of the increase. CSP does not include retained business rates or collection fund balances.

4.5 Table 1 shows comparison of revised grant allocations for 2025-26 compared to the provisional allocations for 2026-27 and indicative allocations for 2027-28 and 2028-29.

Table 1 – Provisional Settlement	Revised 2025-26 £'m	Provisional 2026-27 £'m	Change £'m	Indicative 2027-28 £'m	Indicative 2028-29 £'m
Included in CSP					
2025-26 Legacy Funding (including grants rolled in) and Multi Year Fair Funding Allocation	519.136	569.660	+50.524	613.134	659.103
Families First Partnership element of Children, Families & Youth Grant (consolidated)	12.773	21.712	+8.939	21.712	18.545
Homelessness, Rough Sleeping & Domestic Abuse (consolidated)	4.031	4.031	Nil	4.031	4.031
Recovery Grant/Guarantee	Nil	Nil	n/a	Nil	nil
Total Grants in CSP	535.940	595.404	+59.464	638.878	681.679
Other Consolidated Grants outside CSP					
Crisis and Resilience Fund	19.502	19.172	-0.330	19.161	22.061
Children, Families & Youth Grant	6.273	6.130	-0.143	5.874	5.874
Public Health Grant	88.946	91.287	+2.341	92.956	94.637

4.6 A fuller evaluation of the provisional settlement is set out in appendix G of this report and in the funding sections of appendices D (MTFP 2026-29) and E (revenue budget summary 2026-27).

Section 5 - Council Tax

5.1 Council tax is the other key source of funding towards setting a balanced budget. The council tax precept (the amount we require billing authorities [district and borough councils] to pay us during the course of the forthcoming year) is based on tax base estimate provided by each of the billing authorities and the household charge for the County Council element agreed by full Council at the annual budget meeting.

5.2 The billing authorities have a statutory responsibility to calculate an estimate for the council tax base for council tax setting purposes under the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. The calculation is based on determining the relevant number of properties liable to pay council tax in each council tax band (quoted as band D equivalent properties) and an estimate of the collection rate for the year.

5.3 The number of properties liable for council tax is adjusted for those subject to discounts, exemptions and premiums. It is based upon the number of dwellings in each band (A to H) shown on the valuation list at a prescribed date (usually 30th November). This is then adjusted for exempt dwellings (student dwellings, etc.), eligible discounts (single occupancy discount, etc.), premiums (long term empty and second homes), discounts for council tax support (low income elderly and working age households) and where applicable assumed in-year changes to the number on the valuation list, eligible discounts and premiums).

5.4 The tax base estimate calculations must be approved by each authority between 1st December and 31st January to enable precepting authorities and billing authorities to determine their council tax charge as part of annual budget setting in accordance with council tax referendum requirements (as set out in the Referendums Relating to Council Tax Increases (Principles) (England) Report). Major precepting authorities must notify billing authorities of their council tax precept by 28th February.

5.5 The billing authorities must also notify precepting authorities of their estimated share of any surplus/deficit balance on the collection fund (reflecting over/under collection in current and previous years). This collection fund estimate must be taken into account when agreeing the council tax charge for the forthcoming year as part of the budget decision.

5.6 Details of the tax base estimate, the proposed household Council Tax charges for 2026-27 for KCC's element, and the proposed precept based on these are set out in Appendix H. The draft budget for 2026-27 is based on a proposed Council Tax increase of 3.99%. The final decision on the County Council's share of the Council Tax charge will be considered and agreed at the County Council budget meeting in February 2026.

Section 6 - Summary of Draft Budget Proposals

A. Capital Programme

6.1 Appendix A sets out a high-level summary of planned capital spending and financing over the 10 years period 2026-36. The financing is a combination of government departmental capital grants, anticipated developer contributions, capital receipts, external funding and borrowing. Appendix B contains planned spending on individual projects and rolling programmes by directorate. Appendix C is not part of the approved programme and is only included for reference with potential spending on projects in the pipeline where business cases are not fully developed and/or funding has not yet been secured.

6.2 The draft capital programme includes the refinancing of £19m spend on school's basic need, enhancement and modernisation from confirmed grant allocations; and removal of £5.8m spending on Digital Autopsy and Public Mortuary. This has released existing planned borrowing to fund new priority schemes for highways depots/salt barns (£7.3m spend) and unfunded category 1 highways schemes (£8m spend). The balance has been released to reduce revenue impact of borrowing along with release of capital receipts to fund permitted revenue spending as part of revenue budget solution. The draft capital programme includes the revised plans for Strategic Headquarters and any known rephasing of other existing schemes.

B. Revenue Budget

6.3 The revenue proposals are summarised in appendices D to F of this report. These appendices show the spending, income and savings changes from the current year's approved budget in line with incremental principles along with financing from provisional government settlement and assumed council tax³. Appendix D provides a high-level summary of the proposed three-year plan for the whole Council. Appendix E provides a high level summary of 2026-27 incremental changes by directorate, appendix F provides a detailed analysis of individual spending, savings, income and reserves changes.

³ Changes in retained business rates can only be included following receipt of details from collection authorities, and this is unlikely to be available for County Council budget meeting in February and likely to require Cabinet decision in March (as in previous years).

6.4 A comparison of the overall changes from previous plans for 2026-27 are shown in table 2.

Table 2 (Core only)	Original £m	Latest £m	Change £m	Note
Spending Growth	+113.0	+179.5	+66.5	1 & 2
Removal of Savings	+10.7	+28.0	+17.3	
Reserves	+12.9	-14.7	-27.6	1
New and FYE Savings	-34.9	-61.7	-26.8	
New and FYE Income	-7.7	-14.6	-6.9	
Council Tax & collection funds	-68.8	-50.3	+18.5	
Government Settlement inc. Business Rates	-5.2	-66.2	-61.0	2
Balance (+'ve = unresolved / -'ve = in hand)	+20.1	0.0	-20.1	

Notes:

1 – Change in treatment of KCC's contribution to the DfE Safety Valve agreement from a contribution to reserves to spending growth (£11.1m) based on external auditor advice.

2 – Due to the rolling in of specific grants into the Core Spending Power, there is a reduction of £12.3m in our grant income, resulting in an increase in our spending growth offset by an increase in the Government settlement.

6.5 The majority of the increased spending growth relates to adult social care (£89.8m out of £179.5m). This includes the base budget changes for the full year effect of 2025-26 overspends (£37.7m) and revised forecasts for price uplifts (£9.9m), cost drivers (£15.8m) and demand driver increases (£25.3m). These additional pressures on adult social care spending are by far the most significant factors leading to increases in saving and income necessary to balance the revenue budget for 2026-27.

6.6 The additional savings and income include £30.0m in adult social care, £20.1m in children's services and £26.3m in other services. The movement in reserves include a contribution to reserves to replace the £20.2m drawdown from general reserve for the 2024-25 overspend offset by £16.0m drawdown from earmarked reserves no longer necessary for their original purpose (and technical change for the treatment of the local authority contribution to DSG deficit). It is essential to ensure sufficient level of general reserve for unforeseen circumstances and budget risks in 2026-27.

6.7 The draft proposals are balanced by £25m of one-off measures including £9m additional use of capital receipts flexibility and £16m release of earmarked reserves no longer required for their original purpose. These one-off measures will need to be replaced by sustainable solutions in future years.

Section 7 – Sensitivity, Resilience and Risk Analysis

7.1 The budget sensitivity analysis assesses how changes in external and internal factors impact on the Council's budget. Internal factors include the accuracy of spending forecasts in previous plans, delivery of savings plans, and policy priorities for the Council. External factors include government policy (including changes in funding), interest rates, inflation, demographic changes affecting demand (including aging population, changes in deprivation, etc.) and sustainability of key supply markets.

7.2 The sensitivity analysis includes different “what-if” scenarios affecting key variables such as council tax income, business rates, and major contract costs, and then modelling the potential financial consequences of variations in these variables to inform risk management and financial planning. The purpose of sensitivity analysis is to support a more resilient and robust budget to allow for potential uncertainties and fluctuations and to influence future decision making. The full sensitivity analysis is set out in appendix I.

7.3 A separate assessment of the Council's financial resilience is set out in appendix J. An assessment of the key budget risks is set out in appendix K.

Section 8 - Treasury Management

8.1 The Treasury Management Strategy is a key component of budget plans and sets out how the Council will manage cashflows, debt portfolio and financial investments (property investments are covered in Investment Strategy). The Treasury Strategy has to be approved by full Council and includes prescribed prudential indicators. The full strategy will be included as an appendix to the final council report along with capital and investment strategies as required under the constitution.

8.2 The most pertinent factor and key driver for Treasury Management is the Council's capital expenditure and financing plans. These determine the borrowing requirement. These requirements are not expected to increase, and the debt portfolio should reduce over time as existing debt matures and is not replaced. The Council will take the opportunity to repay capital debt where possible and where this makes financial sense. The strategy is based on the expectation that any repayments (or additional borrowing requirement should this be necessary) are from cash and investment balances.

8.3 The strategy for financial investments continues to include internally managed funds, liquid cash instruments and strategic pooled funds for longer term investments. While the current approach anticipates holding approximately two-thirds of investments in liquid instruments and one-third in pooled funds, these proportions will be kept under review and may be adjusted as the Council's liquidity requirements and yield expectations evolve.

List of Appendices

	Appendix Description	
A	High-level summary of planned capital spending and financing over the 10 years	✓
B	Planned spending on individual projects and rolling programmes by directorate	✓
C	Potential capital spending on projects in the pipeline	✓
D	High-level summary of the proposed three-year revenue budget plans	✓
E	High level summary of 2026-27 incremental changes by directorate	✓
F	Detailed analysis of individual spending, savings, income and reserves changes	✓
G	Provisional local government finance settlement	✓
H	Council tax	✓
I	Sensitivity analysis	✓
J	Assessment of financial resilience	✓
K	Budget risk register	✓

Background documents:

[Provisional local government finance settlement 2026 to 2027 - GOV.UK 2025-26 published Budget Book](#)
[External Auditor's Annual Report and Value for Money Conclusions 2024-25 \(6th November - item 10\)](#)

Policy and Resource Committee

[Medium Term Financial Plan update \(8th July – item 7\)](#)
[Fair Funding 2.0 Consultation \(10th September – item 6\)](#)
[Budget Planning Update \(13th November – item 8\)](#)

Cabinet

[Revenue and Capital Budget Forecast Outturn Report – Quarter 1 \(25th September – item 5\)](#)
[Revenue and Capital Budget Forecast Outturn Report – Quarter 2 \(19th November – item 5\)](#)
[Corporate Risk Register \(8th January – item 7\)](#)

Governance and Audit Committee

[Treasury Management Outturn 2024-25 \(3rd July – item 16\)](#)
[Treasury Management Mid-Year Update \(26th November – item 7\)](#)
[Treasury Management Mid-Year Update - updated appendices 1 and 2 \(26th November – item 7\)](#)
[Draft Statement of Accounts & Annual Governance Statement 2024-25 \(30 October- item 6\)](#)
[Annual Governance Statement 2024-25 \(30th October – item 6\)](#)
[2024-25 External Audit Findings Report for Kent County Council \(30 October – item 7\)](#)
[Review of Risk Management Policy, Strategy and Programme \(20th March 2025 – item 13\)](#)

ROW REF	Directorate	Dir	Total Cost	Prior Years Spend on Live Projects	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	7,283	4,304	729	250	250	250
2	Children, Young People & Education	CYPE	103,390	2,750	15,140	9,500	9,500	9,500
3	Growth, Environment & Transport	GET	1,951,541	526,549	207,861	167,332	143,598	141,180
4	Chief Executive's Department	CED	587,735	215,204	120,787	83,594	53,221	18,029
5	Total Cash Limit		2,649,949	748,807	344,517	260,676	206,569	168,959
Funded By:								
6	Borrowing		424,601	73,057	76,341	57,336	24,778	25,089
7	Property Enterprise Fund (PEF) 2		369	369				
8	Grants		1,806,086	489,958	191,592	149,375	141,602	123,476
9	Developer Contributions		154,522	46,755	39,605	38,611	24,094	5,457
10	Other External Funding e.g. Arts Council, District Contributions etc.		32,345	16,910	14,685	750		
11	Revenue Contributions to Capital		97,263	30,307	11,570	6,529	6,433	6,288
12	Capital Receipts		21,678	15,943	352	483	550	550
13	Recycled Loan Repayments		113,085	75,508	10,372	7,592	9,112	8,099
14	Total Finance		2,649,949	748,807	344,517	260,676	206,569	168,959

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2026-27 TO 2035-36

Capital Investment Plans:

ROW REF	Directorate		Dir	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
				Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
				£000s	£000s	£000s	£000s	£000s	£000s
1	Adult Social Care & Health	ASCH	250	250	250	250	250	250	250
2	Children, Young People & Education	CYPE	9,500	9,500	9,500	9,500	9,500	9,500	9,500
3	Growth, Environment & Transport	GET	129,586	127,194	127,214	130,029	125,499	125,499	125,499
4	Chief Executive's Department	CED	16,150	16,150	16,150	16,150	16,150	16,150	16,150
5	Total Cash Limit			155,486	153,094	153,114	155,929	151,399	151,399
Funded By:									
6	Borrowing			28,000	28,000	28,000	28,000	28,000	28,000
7	Property Enterprise Fund (PEF) 2								
8	Grants			118,250	118,272	118,294	121,109	117,079	117,079
9	Developer Contributions								
10	Other External Funding e.g. Arts Council, District Contributions etc.								
11	Revenue Contributions to Capital			6,284	6,172	6,170	6,170	5,670	5,670
12	Capital Receipts			550	650	650	650	650	650
13	Recycled Loan Repayments			2,402					
14	Total Finance			155,486	153,094	153,114	155,929	151,399	151,399

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	2,500		250	250	250	250
2	Total Rolling Programmes [3]		2,500		250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	4,695	4,242	453	0	0	0
4	CareCubed	Purchase of software licenses	88	62	26	0	0	0
5	Total Individual Projects		4,783	4,304	479	0	0	0
6	Total - Adult Social Care & Health		7,283	4,304	729	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 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [1] [2]	Provision of equipment and/or alterations to individuals' homes	250	250	250	250	250	250
2	Total Rolling Programmes [3]		250	250	250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	0	0	0	0	0	0
4	CareCubed	Purchase of software licenses	0	0	0	0	0	0
5	Total Individual Projects		0	0	0	0	0	0
6	Total - Adult Social Care & Health		250	250	250	250	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved
[2] Estimated allocations have been included for 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Estimate of expenditure on enhancement of schools	45,000		4,500	4,500	4,500	4,500
2	Schools Capital Expenditure funded from Revenue	Estimate of expenditure on capital projects by individual schools	50,000		5,000	5,000	5,000	5,000
3	Total Rolling Programmes [3]		95,000		9,500	9,500	9,500	9,500
Other Projects								
4	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	1,785	525	1,260	0	0	0
5	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	6,605	2,225	4,380	0	0	0
6	Total Individual Projects		8,390	2,750	5,640	0	0	0
7	Total - Children, Young People & Education		103,390	2,750	15,140	9,500	9,500	9,500

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved
[2] Estimated allocations have been included for 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36								
Children, Young People & Education (CYPE)								
ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Estimate of expenditure on enhancement of schools	4,500	4,500	4,500	4,500	4,500	4,500
2	Schools Capital Expenditure funded from Revenue	Estimate of expenditure on capital projects by individual schools	5,000	5,000	5,000	5,000	5,000	5,000
3	Total Rolling Programmes [3]		9,500	9,500	9,500	9,500	9,500	9,500
Other Projects								
4	Childcare Expansion	Grant funding for the provision of new places to support the expansion of 30 hours entitlement places for children aged 9 months - 3 year olds and wraparound provision for primary school aged children.	0	0	0	0	0	0
5	In-House Residential Provision	Investment into creating in-house provisions for children and young people who are in high costing placements and/or unregulated or unregistered provision.	0	0	0	0	0	0
6	Total Individual Projects		0	0	0	0	0	0
7	Total - Children, Young People & Education		9,500	9,500	9,500	9,500	9,500	9,500

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved
[2] Estimated allocations have been included for 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
Environment & Circular Economy								
1	Country Parks Access and Development	Improvements and adaptations to country parks	740		110	70	70	70
Growth & Communities								
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	10,925		2,239	1,486	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	713		38	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	713		38	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [2]	Maintaining Kent's roads	1,132,148		84,655	97,071	106,383	120,577
6	Integrated Transport Schemes [2]	Improvements to road safety	38,020		3,802	3,802	3,802	3,802
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	20		20	0	0	0
8	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	54		54	0	0	0
9	Total Rolling Programmes [3]		1,183,333		90,956	102,579	111,305	125,499
Growth & Communities								
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	1,600	291	1,049	260	0	0
11	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	10,375	7,396	1,100	1,100	779	0
12	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units.	12,617	12,585	0	32	0	0
13	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	31,857	24,775	1,709	1,743	1,768	1,862
14	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	11,484	3,971	1,813	1,849	1,876	1,975

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
15	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	76,104	61,281	4,250	2,800	2,899	2,472
16	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	514	533	1,298	517	0
Environment & Circular Economy								
17	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	2,876	2,768	49	35	23	1
18	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	2,439	2,335	27	25	19	17
19	Maidstone Heat Network	To install heat pumps in offices in Maidstone	408	332	76	0	0	0
20	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	15,244	962	12,782	1,500	0	0
21	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	5,494	1,366	628	500	500	500
22	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	1,871	1,463	186	100	122	0
23	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	993	809	125	59	0	0
24	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	9,800	8,000	1,000	800	0	0
25	Dunbrik Transfer Station	Works to Dunbrik Transfer Station	2,329	2,329	0	0	0	0
Transportation								
26	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	4,400	0	1,500	2,199	701	0
27	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	4,790	713	4,057	20	0	0
28	A28 Chart Road, Ashford [1]	Strategic highway improvement	29,700	4,533	35	9,260	13,540	2,332
29	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	5,331	5,011	288	32	0	0
30	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	29,411	29,281	65	65	0	0

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
31	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	25,593	4,509	16,316	4,768	0	0
32	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfeet	6,698	4,678	2,020	0	0	0
33	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	9,076	8,521	369	186	0	0
34	Housing Infrastructure Fund - Swale Infrastructure Projects [1]	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	52,741	51,465	1,097	179	0	0
35	Active Travel Capability Fund	To enhance infrastructure and accessibility of walking, wheeling and cycling across Kent	21,168	0	5,427	5,247	5,247	5,247
36	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF) [1]	Project to ease congestion in Maidstone	22,200	15,101	7,099	0	0	0
37	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	6,549	1,196	0	5,353	0	0
38	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,604	39,804	500	300	0	0
39	Sturry Link Road, Canterbury [1]	Construction of bypass	55,310	8,785	29,864	13,628	2,908	125
40	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	43,225	43,105	120	0	0	0
41	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	6,983	6,434	549	0	0	0
42	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	9,613	5,831	3,362	420	0	0
43	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	15,953	9,426	5,828	699	0	0
44	Local Electric Vehicle Infrastructure (LEVI)	Grant funded project to provide electric vehicle infrastructure	12,280	0	1,287	1,106	1,128	1,150
45	M20 Junction 7	Highway improvements at M20 junction 7	6,622	241	1,421	4,694	266	0
46	Thames Way (STIPS)	Junction improvements project	3,381	0	0	3,381	0	0
47	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	2,198	824	1,374	0	0	0
48	Faversham Swing Bridge [1]	Restoration of an opening bridge.	1,850	735	0	1,115	0	0

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
49	Government Transition Works	Infrastructure to enable border security and checks following Brexit	156,179	155,179	1,000	0	0	0
50	Highways Risks Category 1s	To address most urgent highways works	8,000	0	8,000	0	0	0
51	Total Individual Projects		768,208	526,549	116,905	64,753	32,293	15,681
52	Total - Growth, Environment & Transport		1,951,541	526,549	207,861	167,332	143,598	141,180

[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 2030-31 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme
[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
Environment & Circular Economy								
1	Country Parks Access and Development	Improvements and adaptations to country parks	70	70	70	70	70	70
Growth & Communities								
2	Public Rights of Way (PROW)	Structural improvements of public rights of way	900	900	900	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	75	75	75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	75	75	75	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [2]	Maintaining Kent's roads	120,577	120,577	120,577	120,577	120,577	120,577
6	Integrated Transport Schemes [2]	Improvements to road safety	3,802	3,802	3,802	3,802	3,802	3,802
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]		125,499	125,499	125,499	125,499	125,499	125,499
Growth & Communities								
10	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	0	0	0	0	0	0
11	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	0	0	0	0	0	0
12	Javelin Way Development	To provide accommodation for creative industries and the creation of industrial units.	0	0	0	0	0	0
13	Kent & Medway Business Fund	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	0	0	0	0	0	0
14	Kent & Medway Business Fund - Small Business Boost	Loan fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, aimed at helping small businesses	0	0	0	0	0	0

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
15	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	2,402	0	0	0	0	0
16	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	0	0	0	0	0	0
Environment & Circular Economy								
17	Energy and Water Efficiency Investment Fund - External	Recycling loan fund for energy efficiency projects	0	0	0	0	0	0
18	Energy Reduction and Water Efficiency Investment - KCC	Recycling loan fund for energy efficiency projects	14	2	0	0	0	0
19	Maidstone Heat Network	To install heat pumps in offices in Maidstone	0	0	0	0	0	0
20	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	0	0	0	0	0	0
21	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	0	0
22	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	0	0	0	0	0	0
23	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	0	0	0	0	0	0
24	Local Nutrient Mitigation Fund	Grant funding to ensure a dedicated resource to respond to housing stalling resulting from nutrient pollution	0	0	0	0	0	0
25	Dunbrik Transfer Station	Works to Dunbrik Transfer Station	0	0	0	0	0	0
Transportation								
26	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	0	0	0	0	0	0
27	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	0	0	0	0	0	0
28	A28 Chart Road, Ashford [1]	Strategic highway improvement	0	0	0	0	0	0
29	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	0	0	0	0	0	0
30	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

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
31	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	0	0	0	0	0	0
32	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfleet	0	0	0	0	0	0
33	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	0	0	0	0	0	0
34	Housing Infrastructure Fund - Swale Infrastructure Projects [1]	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	0	0	0	0	0	0
35	Active Travel Capability Fund	To enhance infrastructure and accessibility of walking, wheeling and cycling across Kent	0	0	0	0	0	0
36	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF) [1]	Project to ease congestion in Maidstone	0	0	0	0	0	0
37	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	0	0	0	0	0	0
38	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	0	0	0	0	0	0
39	Sturry Link Road, Canterbury [1]	Construction of bypass	0	0	0	0	0	0
40	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
41	A229 Bluebell Hill M2 & M20 Interchange Upgrades [4]	Initial works for a scheme to upgrade junctions to increase capacity and provide free flowing interchange wherever possible	0	0	0	0	0	0
42	North Thanet Link (formerly known as A28 Birchington) [4]	Initial works on the creation of a relief road	0	0	0	0	0	0
43	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	0	0	0	0	0	0
44	Local Electric Vehicle Infrastructure (LEVI)	Grant funded project to provide electric vehicle infrastructure	1,171	1,193	1,215	4,030	0	0
45	M20 Junction 7	Highway improvements at M20 junction 7	0	0	0	0	0	0
46	Thames Way (STIPS)	Junction improvements project	0	0	0	0	0	0
47	Ebbsfleet Development Corporation (EDC) Landscaping Improvements	To deliver an exemplar approach to design and maintenance of green infrastructure and the creation of ecological value at key gateways into the Garden City	0	0	0	0	0	0
48	Faversham Swing Bridge [1]	Restoration of an opening bridge.	0	0	0	0	0	0

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
49	Government Transition Works	Infrastructure to enable border security and checks following Brexit	0	0	0	0	0	0
50	Highways Risks Category 1s	To address most urgent highways works	0	0	0	0	0	0
51	Total Individual Projects		4,087	1,695	1,715	4,530	0	0
52	Total - Growth, Environment & Transport		129,586	127,194	127,214	130,029	125,499	125,499

[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 2030-31 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme
[4] Initial works only are reflected, with the main scheme in the Potential Projects section, whilst awaiting award of funding.

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	2026-27	2027-28	2028-29	2029-30
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [2]	Costs associated with delivering the capital programme	25,000		2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	6,500		650	650	650	650
3	Modernisation of Assets (MOA) - Corporate Estate	Maintaining KCC estates	37,726		10,931	5,000	795	3,000
4	Schools' Annual Planned Enhancement Programme [2]	Planned and reactive capital projects to keep schools open and operational	82,600		10,600	8,000	8,000	8,000
5	Schools' Modernisation Programme [2]	Improving and upgrading school buildings including removal of temporary classrooms	27,641		8,154	3,487	2,000	2,000
6	Total Rolling Programmes [3]		179,467		32,835	19,637	13,945	16,150
Basic Need Schemes - to provide additional pupil places:								
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	106,702	93,452	1,371	0	10,000	1,879
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	7,421	6,421	500	500	0	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	16,068	5,369	8,199	2,500	0	0
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	36,508	6,836	14,378	13,935	1,359	0
12	Basic Need Markers - Future Projects	Increasing the capacity of Kent's schools	62,816	0	25,217	36,562	1,037	0
13	High Needs Provision	Specific projects relating to high needs provision	109,249	45,529	26,380	10,460	26,880	0
14	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	3,280	2,685	595	0	0	0
15	Strategic Estate Programme	Options for the council's future strategic estate	4,862	3,362	1,500	0	0	0
16	Strategic Reset Programme	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	6,168	3,898	2,270	0	0	0
17	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	51,220	46,267	4,953	0	0	0
18	Feasibility Fund	Forward funding to enable future projects assess feasibility	3,974	1,385	2,589	0	0	0
19	Total Individual Projects		408,268	215,204	87,952	63,957	39,276	1,879
20	Total - Chief Executive's Department		587,735	215,204	120,787	83,594	53,221	18,029

[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 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2026-27 to 2035-36

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	2030-31	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Corporate Property Strategic Capital Delivery [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) - Corporate Estate	Maintaining KCC estates	3,000	3,000	3,000	3,000	3,000	3,000
4	Schools' Annual Planned Enhancement Programme [2]	Planned and reactive capital projects to keep schools open and operational	8,000	8,000	8,000	8,000	8,000	8,000
5	Schools' Modernisation Programme [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]		16,150	16,150	16,150	16,150	16,150	16,150
Basic Need Schemes - to provide additional pupil places:								
7	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
8	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
10	Basic Need KCP 2023-27 [1][2]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
11	Basic Need KCP 2024-28 [1][2]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
12	Basic Need Markers - Future Projects	Increasing the capacity of Kent's schools	0	0	0	0	0	0
13	High Needs Provision	Specific projects relating to high needs provision	0	0	0	0	0	0
14	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	0	0	0	0	0	0
15	Strategic Estate Programme	Options for the council's future strategic estate	0	0	0	0	0	0
16	Strategic Reset Programme	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	0	0	0	0	0	0
17	Additional accommodation requirements for unaccompanied asylum seeking children (UASC)	To provide suitable accommodation requirements for UASC	0	0	0	0	0	0
18	Feasibility Fund	Forward funding to enable future projects assess feasibility	0	0	0	0	0	0
19	Total Individual Projects		0	0	0	0	0	0
20	Total - Chief Executive's Department		16,150	16,150	16,150	16,150	16,150	16,150

[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 2026-27 to 2035-36
[3] Rolling programmes have been included for 10 year capital programme

POTENTIAL CAPITAL PROJECTS 2026-27 TO 2035-36 BY YEAR

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

Directorate	Potential Forthcoming Projects	Description of Project	Total Cost of Scheme	2026-27	2027-28	2028-29	2029-30	2030-31
			£000s	Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s	Year 5 £000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State								
CED	Modernisation of Assets	Maintaining KCC's Office Estate	104,574	7,869	10,500	12,705	10,500	10,500
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	59,000	5,000	5,000	5,500	5,500	6,000
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	49,000	4,000	4,000	4,500	4,500	5,000
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	1,169,744	93,000	97,650	102,533	107,659	113,042
GET	Public Rights of Way	Structural improvements of public rights of way	25,130	2,513	2,513	2,513	2,513	2,513
Potential Forthcoming Projects								
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation	16,800		4,000	4,000	8,800	
CYPE	Increasing Fostering Capacity	Schemes to increase fostering capacity to reduce reliance on residential placements.	1,000	500	500			
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes	14,000	3,500	3,500	3,500	3,500	
GET	Kent Scientific Services (KSS) and Coroners	Renewal/Modernisation of laboratory facilities to combine KSS, digital autopsy and public mortuary	16,000			16,000		
GET	<u>Programme of Waste Site Infrastructure Requirements:</u>							
GET	Pepperhill Waste Transfer Station Annex (Phase 2)	Transfer Station annex	13,800		8,800	5,000		
GET	Sittingbourne - New Household Waste Recycle Centre and Waste Transfer Station Redevelopment	New Household Waste Recycle Centre and Waste Transfer Station Redevelopment	15,000		5,000	10,000		
GET	North Farm - Waste Transfer Station Relocation and Household Waste Recycling Centre Redevelopment	Transfer Station Relocation and Household Waste Recycling Centre Redevelopment	21,000			5,000	16,000	
GET	Dover - Waste Transfer Station and Household Waste Recycling Centre Expansion	Waste Transfer Station and Household Waste Recycling Centre Expansion	9,000		9,000			
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network	45,000		20,000	20,000	5,000	
GET	Manston to Haine Link	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston	17,434	250	500	8,345	5,771	2,568
GET	Thanet Way	Structural improvements to the Thanet Way A299	20,000	5,000	5,000	5,000	5,000	
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road	67,130	14,632	27,174	25,324		
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	243,017	3,205	3,431	11,664	103,494	89,574
CED	Future Assets	Asset review to include community services, office estate and specialist assets	9,000	4,500	4,500			
Total Potential Forthcoming Projects			1,915,629	143,969	211,068	241,584	278,237	229,197

POTENTIAL CAPITAL PROJECTS 2026-27 TO 2035-36 BY YEAR

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

Directorate	Potential Forthcoming Projects	Description of Project	2031-32	2032-33	2033-34	2034-35	2035-36
			Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£'000s	£000s
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State							
CED	Modernisation of Assets	Maintaining KCC's Office Estate	10,500	10,500	10,500	10,500	10,500
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	6,000	6,500	6,500	6,500	6,500
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	5,000	5,500	5,500	5,500	5,500
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	118,694	124,629	130,860	137,403	144,274
GET	Public Rights of Way	Structural improvements of public rights of way	2,513	2,513	2,513	2,513	2,513
Potential Forthcoming Projects							
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation					
CYPE	Increasing Fostering Capacity	Schemes to increase fostering capacity to reduce reliance on residential placements.					
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes					
GET	Kent Scientific Services (KSS) and Coroners	Renewal/Modernisation of laboratory facilities to combine KSS, digital autopsy and public mortuary					
GET	<u>Programme of Waste Site Infrastructure Requirements:</u>						
GET	Pepperhill Waste Transfer Station Annex (Phase 2)	Transfer Station annex					
GET	Sittingbourne - New Household Waste Recycle Centre and Waste Transfer Station Redevelopment	New Household Waste Recycle Centre and Waste Transfer Station Redevelopment					
GET	North Farm - Waste Transfer Station Relocation and Household Waste Recycling Centre Redevelopment	Transfer Station Relocation and Household Waste Recycling Centre Redevelopment					
GET	Dover - Waste Transfer Station and Household Waste Recycling Centre Expansion	Waste Transfer Station and Household Waste Recycling Centre Expansion					
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network					
GET	Manston to Haine Link	A package of new highway links and improved highway infrastructure linking strategic development in Westwood and Manston					
GET	Thanet Way	Structural improvements to the Thanet Way A299					
GET	North Thanet Link (formerly known as A28 Birchington)	Creation of a relief road					
GET	A229 Bluebell Hill M2 and M20 Interchange Upgrades	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	28,350	3,299			
CED	Future Assets	Asset review to include community services, office estate and specialist assets					
	Total Potential Forthcoming Projects		171,057	152,941	155,873	162,416	169,287

APPENDIX D - High Level 2026-29 Revenue Plan and Financing

						INDICATIVE FOR PLANNING PURPOSES						
2025-26 restated				2026-27			2027-28			2028-29		
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
1,429,506.8	0.0	1,429,506.8	Original base budget	1,531,279.8	0.0	1,531,279.8	1,647,791.4	0.0	1,647,791.4	1,701,689.9	0.0	1,701,689.9
-836.6	836.6	0.0	internal base adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
1,428,670.2	836.6	1,429,506.8	Revised Base	1,531,279.8	0.0	1,531,279.8	1,647,791.4	0.0	1,647,791.4	1,701,689.9	0.0	1,701,689.9
			SPENDING									
10,320.7	-744.1	9,576.6	Base Budget Changes	40,585.3	-317.2	40,268.1	4,000.0	0.0	4,000.0	0.0	0.0	0.0
3,234.7	11,276.2	14,510.9	Reduction in Grant Income	12,257.3	0.0	12,257.3	0.0	0.0	0.0	0.0	0.0	0.0
21,845.7	626.9	22,472.6	Pay	15,305.3	571.7	15,877.0	10,346.8	153.4	10,500.2	13,849.8	144.2	13,994.0
41,407.1	3,169.4	44,576.5	Prices	28,250.3	918.5	29,168.8	32,034.7	1,056.2	33,090.9	30,650.1	1,071.1	31,721.2
48,209.4	0.0	48,209.4	Demand & Cost Drivers - Cost	27,440.8	0.0	27,440.8	31,568.0	0.0	31,568.0	25,223.4	0.0	25,223.4
22,989.0	24,150.3	47,139.3	Demand & Cost Drivers - Demand	30,295.2	50,400.0	80,695.2	30,059.8	-26,000.0	4,059.8	29,233.7	-11,600.0	17,633.7
-14,666.5	10,875.0	-3,791.5	Government & Legislative	10,846.1	-58,428.1	-47,582.0	2,376.4	40,008.6	42,385.0	5,516.1	-16,684.7	-11,168.6
17,831.2	6,694.3	24,525.5	Service Strategies & Improvements	14,551.7	5,783.3	20,335.0	-4,407.3	-2,133.8	-6,541.1	9,492.7	-623.0	8,869.7
151,171.3	56,048.0	207,219.3	TOTAL SPENDING	179,532.0	-1,071.8	178,460.2	105,978.4	13,084.4	119,062.8	113,965.8	-27,692.4	86,273.4
			SAVINGS, INCOME & GRANT									
-23,888.1	0.0	-23,888.1	Transformation - Future Cost Increase Avoidance	-7,703.4	0.0	-7,703.4	-3,410.6	0.0	-3,410.6	-6,720.2	0.0	-6,720.2
-3,616.0	0.0	-3,616.0	Transformation - Service Transformation	-3,088.4	-406.8	-3,495.2	-1,489.3	0.0	-1,489.3	-2,113.2	0.0	-2,113.2
-6,371.8	-65.0	-6,436.8	Efficiency	-7,992.0	0.0	-7,992.0	-2,648.8	0.0	-2,648.8	-371.9	0.0	-371.9
-20,109.3	0.0	-20,109.3	Income	-12,942.8	243.3	-12,699.5	-7,848.9	0.0	-7,848.9	-6,989.8	0.0	-6,989.8
1,001.0	0.0	1,001.0	Financing	-7,041.8	0.0	-7,041.8	7,970.0	0.0	7,970.0	71.5	0.0	71.5
-7,971.4	0.0	-7,971.4	Policy	-9,862.5	0.0	-9,862.5	-5,769.8	0.0	-5,769.8	-983.1	0.0	-983.1
-60,955.6	-65.0	-61,020.6	TOTAL SAVINGS & INCOME	-48,630.9	-163.5	-48,794.4	-13,197.4	0.0	-13,197.4	-17,106.7	0.0	-17,106.7
	-34,956.1	-34,956.1	Increases in Grants and Contributions	274.9	-6,560.1	-6,285.2	10.6	-16,678.0	-16,667.4	-2,900.2	26,604.1	23,703.9
-60,955.6	-35,021.1	-95,976.7	TOTAL SAVINGS, INCOME & GRANT	-48,356.0	-6,723.6	-55,079.6	-13,186.8	-16,678.0	-29,864.8	-20,006.9	26,604.1	6,597.2
			MEMORANDUM:									
37,971.5	30.8	38,002.3	Removal of undelivered/temporary savings & grant	27,993.4	243.3	28,236.7	10,249.0	191.4	10,440.4	522.7	28,400.0	28,922.7
-75,417.8	-65.0	-75,482.8	New & FYE of existing Savings	-61,713.8	-406.8	-62,120.6	-15,236.9	0.0	-15,236.9	-10,638.4	0.0	-10,638.4
-23,509.3	0.0	-23,509.3	New & FYE of existing Income	-14,579.6	0.0	-14,579.6	-8,198.9	0.0	-8,198.9	-6,991.0	0.0	-6,991.0
0.0	-34,986.9	-34,986.9	New & FYE of existing Grants	-56.0	-6,560.1	-6,616.1	0.0	-16,869.4	-16,869.4	-2,900.2	-1,795.9	-4,696.1
-60,955.6	-35,021.1	-95,976.7		-48,356.0	-6,723.6	-55,079.6	-13,186.8	-16,678.0	-29,864.8	-20,006.9	26,604.1	6,597.2
-21,830.6	-9.2	-21,839.8	Prior Year savings rolling forward *	-11,991.2	0.0	-11,991.2						
-120,757.7	-35,061.1	-155,818.8	TOTAL Savings for delivery in year	-88,340.6	-6,966.9	-95,307.5						
			* the prior year savings rolled forward for delivery in 2026-27 are based on the Qtr 3 monitoring and will be updated as part of the outturn report, and those updated figures will be used for the 2026-27 savings monitoring process									

						INDICATIVE FOR PLANNING PURPOSES							
2025-26 restated				2026-27			2027-28			2028-29			
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	
43,240.9	14,200.0	57,440.9		Contributions to Reserves	46,479.7	0.0	46,479.7	23,800.0	0.0	23,800.0	25,000.0	0.0	25,000.0
-34,545.8	-10,640.0	-45,185.8		Removal of prior year Contributions	-43,640.9	-14,200.0	-57,840.9	-38,458.7	0.0	-38,458.7	-23,800.0	0.0	-23,800.0
-11,178.6	-26,695.4	-37,874.0		Drawdowns from Reserves	-28,681.8	-4,700.0	-33,381.8	-300.0	-1,106.4	-1,406.4	0.0	-18.1	-18.1
14,877.4	1,271.9	16,149.3		Removal of prior year Drawdowns	11,178.6	26,695.4	37,874.0	28,681.8	4,700.0	33,381.8	300.0	1,106.4	1,406.4
12,393.9	-21,863.5	-9,469.6		TOTAL RESERVES	-14,664.4	7,795.4	-6,869.0	13,723.1	3,593.6	17,316.7	1,500.0	1,088.3	2,588.3
102,609.6	-836.6	101,773.0		NET CHANGE	116,511.6	0.0	116,511.6	106,514.7	0.0	106,514.7	95,458.9	0.0	95,458.9
				UNRESOLVED BALANCE: Deficit (-ve) / Surplus (+ve)				-52,616.2	0.0	-52,616.2	-42,129.7	0.0	-42,129.7
1,531,279.8	0.0	1,531,279.8	NET BUDGET	1,647,791.4	0.0	1,647,791.4	1,701,689.9	0.0	1,701,689.9	1,755,019.1	0.0	1,755,019.1	
12,260.4		12,260.4	Grant adjustment (rolled into settlement in 2026-27)										
1,543,540.2	0.0	1,543,540.2	RESTATED NET BUDGET (FOR 2025-26 ONLY)										
			MEMORANDUM: The net impact on our reserves balances is:										
43,240.9	14,200.0	57,440.9	Contributions to Reserves	46,479.7	0.0	46,479.7	23,800.0	0.0	23,800.0	25,000.0	0.0	25,000.0	
-11,178.6	-26,695.4	-37,874.0	Drawdowns from Reserves	-28,681.8	-4,700.0	-33,381.8	-300.0	-1,106.4	-1,406.4	0.0	-18.1	-18.1	
32,062.3	-12,495.4	19,566.9	Net movement in Reserves	17,797.9	-4,700.0	13,097.9	23,500.0	-1,106.4	22,393.6	25,000.0	-18.1	24,981.9	
			RESERVES FOOTNOTES:										
The contributions to reserves in 2025-26 of £43,240.9k included an annual base contribution to Highways Renewals reserve of £400k, as this is a recurring annual contribution it is not included in the -£43,640.9k removal in 2026-27 of prior year contributions. In addition, the -£43,640.9k removal in 2026-27 includes the removal of an historic £800k annual contribution to major projects transformation reserve, which was not included in the 2025-26 contributions figure of £43,240.9k as it was already in the base budget. (-£43,240.9k +£400k -£800k = -£43,640.9k)													
The £44,055.6k contribution to reserves in 2026-27 includes the reinstatement of the annual £8021k corporate contributions to reserves following a one-year payment holiday in 2025-26 facilitated by funding Oracle Cloud expenditure from flexible use of capital receipts instead of reserves. As this is a recurring contribution it is not included in the 2027-28 removal of prior years contributions figure of -£36,034.6k. (-£44,055.6k + £8,021k = -£36,034.6k)													

2025-26 restated			Funding per the Provisional Local Government Finance Settlement & Local Taxation	2026-27			INDICATIVE FOR PLANNING PURPOSES					
Core £000s	External £000s	Total £000s		Core £000s	External £000s	Total £000s	2027-28			2028-29		
							Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s
		15,680.3				213,393.6			311,812.3			351,702.1
		137,143.6										
		26,969.4										
		6,759.8										
		149,107.7										
		61,701.3				61,701.3						
		50,978.6										
		1,926.7										
		10,072.7										
						294,565.1			301,321.9			307,400.6
						569,660.0			613,134.2			659,102.7
		4,031.2				4,031.2			4,031.2			4,031.2
						21,712.5			21,712.5			18,544.6
		64,847.1				0.0			0.0			0.0
		4,250.5				4,250.5			4,250.5			4,250.5
		313.3				0.0			0.0			0.0
		994,287.7				1,042,437.2			1,052,861.5			1,063,390.1
		3,209.9				5,700.0			5,700.0			5,700.0
		1,531,279.8				1,647,791.4			1,701,689.9			1,755,019.1
		6,247.7										
		6,012.7										
		1,543,540.2										

APPENDIX E - 2026-27 Budget by Directorate

	TOTAL			ASCH	Public Health	CYPE			GET			CED	DCED	NAC	CHB
	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Core £000s	External £000s	Total £000s	Core £000s	External £000s	Total £000s	Core £000s	Core £000s	Core £000s	Core £000s
MTFP Category															
Original base budget	1,531,279.8	0.0	1,531,279.8	708,723.3	0.0	396,668.7	0.0	396,668.7	204,945.3	0.0	204,945.3	26,809.1	82,624.7	109,871.9	1,636.8
internal base adjustments	0.0	0.0	0.0	439.4	0.0	-5,873.3	0.0	-5,873.3	0.0	0.0	0.0	32,047.0	-26,617.2	0.0	4.1
Revised Base	1,531,279.8	0.0	1,531,279.8	709,162.7	0.0	390,795.4	0.0	390,795.4	204,945.3	0.0	204,945.3	58,856.1	56,007.5	109,871.9	1,640.9
SPENDING															
Base Budget Changes	40,585.3	-317.2	40,268.1	37,666.6	-317.2	2,641.0	0.0	2,641.0	2,008.2	0.0	2,008.2	393.5	23.6	-6.7	-2,140.9
Reduction in Grant Income	12,257.3	0.0	12,257.3	756.1	0.0	11,474.1	0.0	11,474.1	27.1	0.0	27.1	0.0	0.0	0.0	0.0
Pay	15,305.3	571.7	15,877.0	15.6	571.7	634.2	0.0	634.2	53.4	0.0	53.4	0.0	0.0	102.1	14,500.0
Prices	28,250.3	918.5	29,168.8	9,917.3	918.5	11,093.9	0.0	11,093.9	6,048.7	0.0	6,048.7	723.2	424.8	42.4	0.0
Demand & Cost Drivers - Cost	27,440.8	0.0	27,440.8	15,778.7	0.0	11,662.1	0.0	11,662.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Demand & Cost Drivers - Demand	30,295.2	50,400.0	80,695.2	25,285.2	0.0	3,818.3	50,400.0	54,218.3	1,191.7	0.0	1,191.7	0.0	0.0	0.0	0.0
Government & Legislative	10,846.1	-58,428.1	-47,582.0	0.0	198.1	0.0	-58,967.7	-58,967.7	77.0	341.5	418.5	0.0	0.0	11,100.0	-330.9
Service Strategies & Improvements	14,551.7	5,783.3	20,335.0	385.0	3,050.3	8,939.9	0.0	8,939.9	12,304.7	2,733.0	15,037.7	888.5	-7,966.4	0.0	0.0
TOTAL SPENDING	179,532.0	-1,071.8	178,460.2	89,804.5	4,421.4	50,263.5	-8,567.7	41,695.8	21,710.8	3,074.5	24,785.3	2,005.2	-7,518.0	11,237.8	12,028.2
SAVINGS, INCOME & GRANT															
Transformation - Future Cost Increase Avoidance	-7,703.4	0.0	-7,703.4	-5,363.7	0.0	-1,947.6	0.0	-1,947.6	-392.1	0.0	-392.1	0.0	0.0	0.0	0.0
Transformation - Service Transformation	-3,088.4	-406.8	-3,495.2	-55.2	-406.8	-879.5	0.0	-879.5	-42.0	0.0	-42.0	-136.9	-6.8	0.0	-1,968.0
Efficiency	-7,992.0	0.0	-7,992.0	2,081.7	0.0	-7,277.6	0.0	-7,277.6	-973.2	0.0	-973.2	-1,257.9	-565.0	0.0	0.0
Income	-12,942.8	243.3	-12,699.5	-8,000.2	243.3	-3,024.9	0.0	-3,024.9	-417.7	0.0	-417.7	-1,000.0	0.0	-500.0	0.0
Financing	-7,041.8	0.0	-7,041.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8,021.0	-15,062.8	0.0
Policy	-9,862.5	0.0	-9,862.5	-612.9	0.0	-6,937.2	0.0	-6,937.2	-1,422.4	0.0	-1,422.4	-890.0	0.0	0.0	0.0
TOTAL SAVINGS & INCOME	-48,630.9	-163.5	-48,794.4	-11,950.3	-163.5	-20,066.8	0.0	-20,066.8	-3,247.4	0.0	-3,247.4	-3,284.8	7,449.2	-15,562.8	-1,968.0
Increases in Grants and Contributions	274.9	-6,560.1	-6,285.2	0.0	-2,353.3	0.0	-1,132.3	-1,132.3	-56.0	-3,074.5	-3,130.5	0.0	0.0	0.0	330.9
TOTAL SAVINGS, INCOME & GRANT	-48,356.0	-6,723.6	-55,079.6	-11,950.3	-2,516.8	-20,066.8	-1,132.3	-21,199.1	-3,303.4	-3,074.5	-6,377.9	-3,284.8	7,449.2	-15,562.8	-1,637.1
MEMORANDUM:															
Removal of undelivered/temporary savings & grant	27,993.4	243.3	28,236.7	18,004.7	243.3	0.0	0.0	0.0	1,636.8	0.0	1,636.8	0.0	8,021.0	0.0	330.9
New & FYE of existing Savings	-61,713.8	-406.8	-62,120.6	-21,954.8	-406.8	-17,041.9	0.0	-17,041.9	-2,829.7	0.0	-2,829.7	-2,284.8	-571.8	-15,062.8	-1,968.0
New & FYE of existing Income	-14,579.6	0.0	-14,579.6	-8,000.2	0.0	-3,024.9	0.0	-3,024.9	-2,054.5	0.0	-2,054.5	-1,000.0	0.0	-500.0	0.0
New & FYE of existing Grants	-56.0	-6,560.1	-6,616.1	0.0	-2,353.3	0.0	-1,132.3	-1,132.3	-56.0	-3,074.5	-3,130.5	0.0	0.0	0.0	0.0
	-48,356.0	-6,723.6	-55,079.6	-11,950.3	-2,516.8	-20,066.8	-1,132.3	-21,199.1	-3,303.4	-3,074.5	-6,377.9	-3,284.8	7,449.2	-15,562.8	-1,637.1
Prior Year savings rolling forward for delivery in 26-27 *	-11,991.2	0.0	-11,991.2	-10,019.9		-1,362.4		-1,362.4	0.0		0.0	0.0	-108.9	0.0	-500.0
TOTAL Savings for delivery in 2026-27	-88,340.6	-6,966.9	-95,307.5	-39,974.9	-2,760.1	-21,429.2	-1,132.3	-22,561.5	-4,940.2	-3,074.5	-8,014.7	-3,284.8	-680.7	-15,562.8	-2,468.0
* the prior year savings rolled forward for delivery in 2026-27 are based on the Qtr 3 monitoring and will be updated as part of the outturn report, and those updated figures will be used for the 2026-27 savings monitoring process															
RESERVES															
Contributions to Reserves	46,479.7	0.0	46,479.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	46,479.7	0.0
Removal of prior year Contributions	-43,640.9	-14,200.0	-57,840.9	0.0	0.0	0.0	-14,200.0	-14,200.0	0.0	0.0	0.0	-90.9	0.0	-43,550.0	0.0
Drawdowns from Reserves	-28,681.8	-4,700.0	-33,381.8	0.0	-4,700.0	0.0	0.0	0.0	-8,010.0	0.0	-8,010.0	0.0	0.0	-20,671.8	0.0
Removal of prior year Drawdowns	11,178.6	26,695.4	37,874.0	0.0	2,795.4	0.0	23,900.0	23,900.0	160.0	0.0	160.0	0.0	0.0	11,018.6	0.0
TOTAL RESERVES	-14,664.4	7,795.4	-6,869.0	0.0	-1,904.6	0.0	9,700.0	9,700.0	-7,850.0	0.0	-7,850.0	-90.9	0.0	-6,723.5	0.0
NET CHANGE (excl internal base adjustments)	116,511.6	0.0	116,511.6	77,854.2	0.0	30,196.7	0.0	30,196.7	10,557.4	0.0	10,557.4	-1,370.5	-68.8	-11,048.5	10,391.1
NET BUDGET	1,647,791.4	0.0	1,647,791.4	787,016.9	0.0	420,992.1	0.0	420,992.1	215,502.7	0.0	215,502.7	57,485.6	55,938.7	98,823.4	12,032.0

APPENDIX F: 2026-29 SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Base Budget Changes	ASCH	Diane Morton	Adult Social Care	Budget Realignment for the underlying pressure from 2025/26 within Adult Social Care	37,666.6	0.0	0.0	Adults and Older People	Core
Base Budget Changes	CYPE	Christine Palmer	Looked After Children	Realignment of the Children's Looked After placement budget to reflect the increase in cost of supporting children in 2025-26	6,455.0	0.0	0.0	Children's Social Care	Core
Base Budget Changes	CYPE	Christine Palmer	Looked After Children (Disability)	Realignment of the Children's Looked After budget to reflect the increase in cost of supporting children in 2025-26 (Children with a Disability)	4,186.0	0.0	0.0	Children's Social Care	Core
Base Budget Changes	CYPE	Christine Palmer	Children's Social Care - Care Leaver Service	Underlying underspend carried forward from 24-25 to 25-26 on care leavers services to reflect ongoing underspending since new practices were implemented in 2023	-500.0	0.0	0.0	Children's Social Care	Core
Base Budget Changes	CYPE	Beverley Fordham	Home to School Transport	Underlying underspend carried forward from 24-25 to 25-26 on Home to School Transport, along with further underspends in 25-26 from implementation of route planning software	-7,500.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Peter Osborne	English National Concessionary Transport Scheme (ENCTS) - current activity	To account for the cost of additional trips made under the English National Concessionary Travel Scheme (ENCTS) scheme, following build back of confidence in public transport following the pandemic and which local authorities have to fund despite this being a national scheme.	1,446.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Peter Osborne	Kent Travel Saver	An increase in the number of free and discounted passes	400.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	David Wimble	Waste	Rightsizing of budget for household waste recycling centres and waste transfer stations dues to added cost pressures	379.7	0.0	0.0	Waste	Core
Base Budget Changes	GET	David Wimble	Waste	Growth in housing in Thanet, has resulted in KCC being charged additional fees for tipping away. Tipping away is a statutory requirement if the waste disposal authority does not provide a facility within the administrative boundaries of the waste collection authority. An agreed payment, must be made to account for the extra costs incurred by the waste collection authority	138.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	David Wimble	Waste	Realignment of the budget in line with current tonnage levels following behaviour change initiatives being implemented	-355.5	0.0	0.0	Waste	Core
Base Budget Changes	CED	Brian Collins	Corporate Finance - Financial Assessment & Income	<p>The LGSCO investigation completed under section 26D of the Local Government act 1974 recommended that Kent County Council review its care and financial assessment processes to enable the financial assessment to be completed, prior to a care package starting and to ensure compliance with its policy and the Care Act.</p> <p>Kent County Council are clear that there is no legal requirement to complete a financial assessment in advance of care but recognise that to enable people to make informed choices about their care and to ensure that people are not faced with large, backdated charges it is good practice to complete the financial assessment as quickly as possible.</p> <p>FA&I changed their process to accommodate the outcome of the section 26D. This created additional demand in terms of the statutory services delivered by FA&I alongside managing the complexity of people's financial positions and the increased expectations of the public. This request of £373.4k is to fund 10 additional posts.</p>	373.4	0.0	0.0	Management, Support Services & Overheads	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Base Budget Changes	CED	Brian Collins	Corporate Finance - Financial Assessment & Income	Require £117.7k (shortfall on current budget) .This budget pays for the printing and delivery of in the region of 15,000 Kentcare invoices sent every four weeks (client billing). The budget also pays for the letters sent associated with the annual reassessment process and the prepaid envelopes required for documentary evidence associated with financial assessments to be returned. Any costs associated with inserts sent with the invoices i.e., Frequently Asked Questions, Direct Debit Flyers, Direct Debit mandates and Payment Methods, along with guides to the Kent Care Invoices. More recently the budget is paying for any charges incurred for the collection of income i.e. gov pay, direct debit portal, death certificates and probate checks. The spend is determined by the number of invoices produced and amount of income electronically collected. The budget has not been inflated for years despite postage costs increasing i.e., 2018 the cost of a 2nd class stamp was 58p. Currently the cost is 87p.	117.7	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	CED	Brian Collins	Corporate Finance - Financial Assessment & Income	Corporate Director of Finance agreed in 2023 to the introduction of a new telephony solution (Luware) to support the incoming calls received due to the delivery of in the region of 13,500 Kentcare Invoices every 4 weeks. License costs are £92.2k per year.	92.2	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	CED	Brian Collins	Finance	Annual increase of Public Health overhead recharge - funded by PH grant	-89.8	0.0	0.0	Public Health	Core
Base Budget Changes	CED	Brian Collins	Impact of Cap on Capitalisation of Property Disposal costs	Removal of short term funding for impact on the revenue budget of 4% cap on capitalisation of asset disposal costs pending improvement in market conditions and implementation of changes to asset disposal strategy	-100.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Brian Collins	Kent Commercial Services (KCS)	Increase to cover additional resource for services already delivered by HR Connect due to further requirements from KCC.	23.6	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	NAC	Brian Collins	Capital Financing Costs	Reinstate in 2027-28 the temporary reduction in debt charges in 2024-25 to 2026-27 due to decisions taken by Members to contain the capital programme; significant levels of re-phasing of the capital programme in 2022-23, 2023-24 and 2024-25; changes in interest rates and a review of asset lives in the modelling of debt charges.	0.0	4,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Brian Collins	Corporate Levies	Rightsize budget for the Environment Agency Levy as the increase in 2025-26 was lower than anticipated when the budget was set	-6.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	CHB	Brian Collins	Pay and Reward	Release of 2025-26 unallocated pay and reward allocation. The costs of the pay award were less than assumed when the 2025-26 budget was set based on actual staff in post	-236.9	0.0	0.0	Unallocated	Core
Base Budget Changes	CHB	Brian Collins	Pay and Reward - 2025-26 National Insurance increase	Release of 2025-26 unallocated employers national insurance increase. The allocations to directorates for the base funded costs of the 2025-26 employers national insurance increase were lower than the grant allocation.	-1,904.0	0.0	0.0	Unallocated	Core
TOTAL BASE BUDGET CHANGES					40,585.3	4,000.0	0.0		
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Social Care in Prisons grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £333.1k. (293.3k in Long Term Division)	293.3	0.0	0.0	Adults and Older People	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the War Pensions Disregard grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £290.8k.	290.8	0.0	0.0	Adults and Older People	Core
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Local Reform and Community Voices: Deprivation of Liberty Safeguards Funding following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £132.2k.	132.2	0.0	0.0	Adults and Older People	Core
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Social Care in Prisons grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £333.1k. (39.8k in Short Term Division)	39.8	0.0	0.0	Adults and Older People	Core
Reduction in Grant Income	CYPE	Christine Palmer	Children & Families Grant	Removal of the Children's & Families specific grant following Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	8,518.0	0.0	0.0	Children's Social Care	Core
Reduction in Grant Income	CYPE	Christine Palmer	Children & Families Grant	Removal of the Children's & Families specific grant following Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	2,758.2	0.0	0.0	Children's Social Care	Core
Reduction in Grant Income	CYPE	Christine Palmer	Children's Social Care	Removal of the Virtual School Heads for children with a social worker and children in kinship care specific grant following the Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	197.9	0.0	0.0	Children's Social Care	Core
Reduction in Grant Income	GET	David Wimble	Planning	Removal of the Biodiversity Net Gain Planning Requirement grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £27.1k.	27.1	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
TOTAL REDUCTION IN GRANT INCOME					12,257.3	0.0	0.0		
Pay	ASCH	Diane Morton	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - 18-25 Disabled Young People Services - long term support	15.6	15.6	15.6	Adults and Older People	Core
Pay	CYPE	Christine Palmer	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Integrated Children's Services Operations)	346.2	173.2	177.0	Children's Social Care	Core
Pay	CYPE	Beverley Fordham	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Special Educational Needs)	225.1	112.7	115.1	Children's Other Services	Core
Pay	CYPE	Christine Palmer	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Children's Disability Services)	62.9	31.5	32.2	Children's Social Care	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Pay	GET	Paul Webb	Community Protection (Kent Scientific Services)	Increase in staffing costs within Kent Scientific Services to deliver scientific testing which are offset by increased income	26.9	17.0	18.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Paul Webb	Coroners	Increase in pay for senior, area and assistant coroners. There is no longer a national Joint Negotiating Committee for Coroners. This figure is based on an increase in line with KCC staff pay increases eastimate based on likely inflation	26.5	17.9	16.6	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	NAC	Brian Collins	Apprenticeship Levy	Increase in the Apprenticeship Levy in line with the estimated increase in the pay bill	102.1	78.9	75.1	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Pay	CHB	Brian Collins	Pay and Reward	Contribution for annual pay award and impact on base budgets from the transition to and progression through the Council's new pay structure from 1 April 2025, as agreed at County Council on 23 May 2024. This includes an estimate for staff pay awards and ensuring that lower pay scales increase in line with the Foundation Living Wage. This is still subject to finalising the pay bargaining process with Trade Unions.	19,100.0	14,700.0	13,400.0	Unallocated	Core
Pay	CHB	Brian Collins	Pay and Reward	Employer Pension contribution reduction. 2% reduction in 26-27, with a further 1.9% in 27-28	-4,600.0	-4,800.0	0.0	Unallocated	Core
TOTAL PAY					15,305.3	10,346.8	13,849.8		
Prices	ASCH	Diane Morton	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	9,917.3	17,538.4	17,120.7	Adults and Older People	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Non-disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance (Integrated Children's Services Operations)	4,592.3	2,970.7	2,828.3	Children's Social Care	Core
Prices	CYPE	Beverley Fordham	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport	3,467.0	2,431.6	2,233.9	Transport	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance (Children with a Disability)	1,816.1	1,417.3	1,367.5	Children's Social Care	Core
Prices	CYPE	Christine Palmer	Children's Social Care	Provision for uplift to Special Guardianship and Adoption payments	595.6	374.2	332.8	Children's Social Care	Core
Prices	CYPE	Beverley Fordham	Schools' Services - Historic Pension Arrangements	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - Children, Young People & Education	223.2	140.2	124.8	Schools Services	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Care Leavers	Provision for price negotiations with external providers, and uplift to Kent Supported Homes payments (Care Leavers)	192.6	114.2	66.7	Children's Social Care	Core
Prices	CYPE	Beverley Fordham	Kent 16+ Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent 16+ Travel Saver	124.9	78.5	69.8	Transport	Core
Prices	CYPE	Beverley Fordham	Schools' Services - Facilities Management	Provision for price increase for Facilities Managements in line with contract indexation - schools	82.2	62.7	62.7	Schools Services	Core
Prices	GET	David Wimble	Waste	Provision for price inflation related to Waste contracts (based on contractual indices) - updated for Office for Budget Responsibility November 25 forecasts	2,983.0	2,636.0	2,678.0	Waste	Core
Prices	GET	Peter Osborne	Highways	Provision for price inflation related to Highways contracted services (based on contractual indices)	1,286.3	1,324.8	1,384.7	Highways	Core
Prices	GET	Peter Osborne	Supported Bus Services	Provision for price inflation, which results from the re-tendering of supported bus services, which reflects increases in operating costs over the life of a contract.	763.0	763.0	0.0	Transport	Core
Prices	GET	Peter Osborne	English National Concessionary Transport Scheme (ENCTS) - Inflation	Provision for price inflation, resulting from bus operator fare increases feeding into the ENCTS re-imbursement calculator. The re-imbursement calculator is used to calculate what a bus operator recieves in payment, for each pass presented per trip.	495.0	519.0	543.0	Transport	Core
Prices	GET	Peter Osborne	Kent Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent Travel Saver	479.7	479.7	479.7	Transport	Core

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Prices	GET	Paul Webb	Public Rights of Way	Provision for price inflation related to Public Rights of Way contracts	83.0	56.0	56.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	Provision for inflationary increase in specialist pathologist fees	31.0	19.5	21.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners - Funeral Directors Contract	Provision for price inflation related to contracted services (based on contractual indices)	25.9	16.4	17.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Libraries, Registration & Archives	Provision for price inflation related to contracted services (based on contractual indices) - annual uplift to the SLAs we have in place for - Amelia, Tunbridge Wells Borough Council , Sandgate Library, Sandgate Parish Council, Swanley Link, Swanley Town Council and contribution to Beaney, Canterbury City Council.	17.6	18.5	19.5	Community Services	Core
Prices	GET	David Wimble	Country Parks	Inflationary increases in the gross costs to supply catering goods, materials and stock used to generate income through resale in on-site cafes and shops.	14.8	9.4	10.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	Increase in budget for toxicology analysis due to increasing number and complexity of cases plus inflationary rises in salaries and consumables	14.3	10.6	11.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Community Protection (Kent Scientific Services)	Inflationary increases to public laboratory non-staffing costs including consumables, fuel etc.	12.0	7.5	8.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners - Post Mortem Contract	Provision for price inflation related to contracted services (based on contractual indices)	1.9	1.2	1.3	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	The Coroner Service is required by law to record inquests and provide limited secure access to streaming. AV Equipment to do this was installed at the new facilities at Oakwood House but requires ongoing maintenance.	1.2	0.7	0.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Mobile Libraries Fuel	Provision for price inflation related to other transport services	1.0	1.0	1.0	Community Services	Core
Prices	GET	Peter Osborne	Streetlight Energy	Provision for price changes related to Streetlight energy, as estimated by Commercial Services/LASER for 25/26 and 26/27 and same for 28/29 pending energy price information.	-161.0	0.0	0.0	Highways	Core
Prices	CED	Brian Collins	KCC Estate - Facilities Management including Compliance	Estimated future price uplift within the Corporate Landlord budget for Facilities Management contracts	578.2	410.0	405.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	KCC Estate - Rent	Provision for price inflation within the Corporate Landlord budget for rent of the KCC estate	142.3	118.4	122.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	KCC Estate - Rates	Provision for price inflation within the Corporate Landlord budget for rates for the office estate	41.9	-37.1	136.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	Local Democracy - Grants to District Councils	Annual uplift in grant covering contribution for Retriever (debt tracing) contract (CPI linked) and staff resources grant (pay linked) related to Council Tax collection to help increase levels of council tax raised via improving tax base/collection rates.	8.5	8.3	8.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	CED	Brian Collins	KCC Estate - Energy	Anticipated price change on energy contracts for the KCC estate as estimated by Commercial Services	-47.7	86.3	88.1	Costs of running our operational premises (CLL)	Core
Prices	DCED	Brian Collins	Cantium Business Solutions (CBS)	Inflationary uplift on the CBS ICT contract	225.0	186.8	192.9	Management, Support Services & Overheads	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Prices	DCED	Brian Collins	Technology	Provision for price inflation on Third Party ICT related contracts	123.8	110.8	103.3	Management, Support Services & Overheads	Core
Prices	DCED	Brian Collins	Kent Commercial Services (KCS)	Inflationary uplift on the KCS HR Connect contract	58.5	48.6	50.2	Management, Support Services & Overheads	Core
Prices	DCED	Linden Kemkaran	Contact Centre	Price inflation on Agilisys contract for provision of Contact Centre	17.5	67.2	58.8	Community Services	Core
Prices	NAC	Brian Collins	Non specific price provision - Inshore Sea Fisheries Conservation Area Levy	Non specific provision for inflation on other contracts without indexation clauses - increase in Inshore Sea Fisheries Conservation Area (IFCA) Levy	22.2	23.3	24.5	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Prices	NAC	Brian Collins	Environment Agency Levy	Estimated increase in Environment Agency Levy together with impact of estimated change in taxbase	20.2	21.0	21.9	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL PRICES					28,250.3	32,034.7	30,650.1		
Demand & Cost Drivers - Cost	ASCH	Diane Morton	Adult Social Care	Estimated cost pressures. Relates mainly to new people starting to receive services, being at higher cost than those who are continuing or leaving services.	15,778.7	15,778.7	15,778.7	Adults and Older People	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (increase in cost of packages)	9,285.8	8,779.5	9,061.6	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and disabled children's services (increase in cost of packages)	5,439.3	5,269.3	5,192.9	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Beverley Fordham	Mainstream Home to School Transport	The number of school days in a financial year will fluctuate depending on when the school holidays fall each year	-196.4	314.6	-157.5	Transport	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care	Assumed Actions by Government to manage Children's Market (Children with a disability)	-306.4	-663.9	-1,051.2	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care	Assumed Actions by Government to manage Children's Market (looked after children)	-559.5	-1,212.5	-1,919.8	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Beverley Fordham	SEN Home to School Transport	The number of schools days in a financial year fluctuations depending on when the school holidays fall during the academic year.	-2,000.7	3,302.3	-1,681.3	Transport	Core
TOTAL DEMAND & COST DRIVERS - COST					27,440.8	31,568.0	25,223.4		
Demand & Cost Drivers - Demand	ASCH	Diane Morton	Adult Social Care	Provision for the impact in Adult Social Care of the full year effect of all current costs of care during 2025-26 in addition to new financial demands that will placed on adult social care including those young people aged 18-25 (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2026 to 31st March 2027 (c) Individuals in receipt of a funded package of support on 31st March 2026, and require an increase in funded support following a review or reassessment (d) People no longer eligible for CHC and now require funded support from ASCH from (e) People who have previously funded their own care and support and now require funded support from ASCH	25,285.2	25,285.2	25,285.2	Adults and Older People	Core
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Home to School transport - SEN - Demand	Estimated impact of rising pupil population on SEN Home to School and College Transport	3,199.1	2,263.5	1,422.2	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Christine Palmer	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and disabled children's services (higher number of children requiring support)	321.6	490.2	630.5	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Christine Palmer	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (higher number of children requiring support)	182.2	630.3	451.7	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Home to School transport - Mainstream - Demand Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	115.4	118.0	121.4	Transport	Core
Demand & Cost Drivers - Demand	GET	David Wimble	Waste	This is an increase in spend, due to estimated impact of changes in waste tonnage as a result of increasing population and housing growth	984.2	1,063.1	1,111.2	Waste	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Demand & Cost Drivers - Demand	GET	Peter Osborne	English National Concessionary Transport Scheme (ENCTS) - future activity	Forecast build back of journey numbers for this English National Concessionary Travel Scheme (ENCTS) following reduced numbers during/after Covid-19 pandemic	180.0	182.0	184.0	Transport	Core
Demand & Cost Drivers - Demand	GET	Peter Osborne	Streetlight energy & maintenance	Adoption of new streetlights at new housing developments and associated increase in energy costs	27.5	27.5	27.5	Highways	Core
TOTAL DEMAND & COST DRIVERS - DEMAND					30,295.2	30,059.8	29,233.7		
Government & Legislative	GET	Paul Webb	Coroners	Revisions to staffing structure, primarily to adhere with Government guidance on caseload/complexity	65.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Paul Webb	Public Rights of Way	Adoption of new routes (e.g. King Charles III England Coast Path), including creation of new routes and recording of historic rights where they are publicly maintainable.	12.0	12.0	12.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	David Wimble	Waste - Waste to Energy Emissions	From January 2028, UK Energy for Waste (EFW) plants will be included within the existing UK Emissions Trading Scheme (ETS), and KCC will be subject to a pass through related to this cap and trade scheme. Please note that we are awaiting the response to the consultation on this so the intricacies of this scheme are unknown and therefore accurate estimations of cost are not possible.	0.0	3,375.0	12,703.9	Waste	Core
Government & Legislative	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement	11,100.0	-1,000.0	-10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Government & Legislative	CHB	Linden Kemkaran	Crisis & Resilience Fund (previously Household Support Fund)	Announced in the Spending Review 2025 was the first ever multi-year settlement to transform the Household Support Fund into a new Crisis and Resilience Fund incorporating Discretionary Housing Payments and funding councils to support some of the poorest households so that their children do not go hungry outside of term time. This fund enables local authorities to provide preventative support to communities, working with the voluntary and community sector, as well as to assist people when faced with a financial crisis, with the aim of ending mass dependence on emergency food parcels.	-330.9	-10.6	2,900.2	Unallocated	Core
TOTAL GOVERNMENT & LEGISLATIVE					10,846.1	2,376.4	5,516.1		
Service Strategies & Improvements	ASCH	Diane Morton	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	385.0	385.0	385.0	Adults and Older People	Core
Service Strategies & Improvements	CYPE	Christine Palmer	Children's Social Care - Families First Partnership	Increase in costs to match the increase in the Families First Partnership funding within the Children, Families & Youth Grant to support delivery of the Children's Wellbeing and Schools Bill reforms by strengthening local authority support for children & families in line with national reforms	8,939.9	0.0	-3,167.9	Children's Social Care	Core
Service Strategies & Improvements	GET	David Wimble	Waste infrastructure	Revenue contribution towards the development of the waste transfer station in Folkestone & Hythe	7,710.0	-7,710.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Mobilisation and increase contract costs for new HTMC contract	Mobilisation and commissioning costs associated with the new Highways Term Maintenance contract (April 2026), then increased cost of HTMC contract	2,833.5	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways	Repairing emergency road collapses due to underlying ground conditions such as sink holes and moving geology.	750.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	David Wimble	Waste - remediation works	A condition survey of all of the sites has been carried out, to assess the works required on the Household Waste Recycling Centres (HWRC's) and Waste Transfer Stations (WTS), between 2026 -2030 when the contract expires. This work, is necessary to ensure that the sites are brought up to a specification that ensures a contractor can operate them, post 2030.	541.0	-115.0	-40.0	Waste	Core
Service Strategies & Improvements	GET	David Wimble	Waste	The council has a number of inter authority agreements (IAAs), to improve levels of recycling across the county. As performance improves the payments also increase, but should result in savings to the residual budget.	472.0	0.0	0.0	Waste	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	GET	David Wimble	Waste	This is a spend to save initiative to avoid residual waste costs through increasing recycling rates and reduction of residual waste. This focuses on food waste capture and reduction, increasing recycling and decreasing contamination, as well as the introduction of flexible plastics to be recycled: This will be achieved through: - Communications and behaviour change initiatives - Improving waste systems, through supporting the districts to increase the performance of Kerbside recycling schemes - Infrastructure improvement and development to enable maximum opportunities to segregate recycling and comply with legislation.	300.0	0.0	-300.0	Waste	Core
Service Strategies & Improvements	GET	David Wimble	Waste Infrastructure	Replacement of 4x Landfill gas extractors and modification of 2x landfill flares	140.0	-40.0	-100.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways - Structures & Tunnels Team	A re-structure of the team has been undertaken and additional posts and re-grading of key posts completed.	125.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul Webb	Trading Standards	Contract extension required in order to complete a service-wide migration from an existing case management system to a more efficient and cost effective platform. Extension needed to retain access to old system until after staff 'onboarding' and full data migration has taken place.	93.2	-93.2	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways (capital inflation)	Capital budgets are not linked to annual price increases, only the revenue budgets. As capital funding levels remain static, level of highways works delivered via capital spend diminishes year on year. A revenue contribution to capital to mitigate this will ensure consistency with revenue inflation being funded and will ensure consistent levels of works delivered each year	0.0	2,008.5	2,068.8	Highways	Core
Service Strategies & Improvements	GET	David Wimble	Waste - infrastructure	Operating and haulage costs of a new waste transfer facility in the Folkestone & Hythe area which is required as currently this waste is either tipped via a subcontractor or outside of borough	0.0	937.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways Maintenance	To base fund an annual pothole programme should the Govt grant for Local Highways Maintenance Fund not continue	0.0	100.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul Webb	Sports & Physical Activity Development	Capital sports grant to contribute towards refurbishment or improvement of existing sports facilities, sites or buildings; development of new community sports facilities; and purchase of fixed sports equipment.	0.0	37.5	0.0	Community Services	Core
Service Strategies & Improvements	GET	Paul Webb	Village Halls & Community Centres	Change the funding of grants for improvements and adaptations to village halls and community centres from capital to revenue	0.0	37.5	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	David Wimble	Flood Risk Management	Revenue contributions to capital required to deliver Surface Water Flood Risk Management schemes	0.0	0.0	500.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways - Streetlighting	Removal of one-off costs of upgrade of the Streetlighting Control Management System from 3G connectivity due to the shutting down of the 3G network	-160.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	David Wimble	Waste - HWRC Contract	SPEND REVERSAL - Funds required to mobilise new contract and demobilise existing contract, including getting sites into a condition that new contractor will accept, following the decision to procure a new contract.	-500.0	0.0	0.0	Waste	Core
Service Strategies & Improvements	CED	Brian Collins	Corporate Landlord - Strategic Office Estate	Increased cost of staying in Sessions House per decision 25-00057. Offset by saving template re Invicta House	834.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Service Strategies & Improvements	CED	Brian Collins	Corporate Finance - Counter Fraud	Seeking additional staffing resources to support KCC in addressing fraud and error	54.5	0.0	0.0	Unallocated	Core
Service Strategies & Improvements	DCED	Linden Kemkaran	Member Allowances	Annual uplift to Member Allowances as agreed and approved by County Council	54.6	45.4	46.8	Management, Support Services & Overheads	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	DCED	Brian Collins	Technology	Oracle Cloud spend met by flexible use of capital receipts	-8,021.0	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Set aside our previous contribution to the Safety Valve Agreement as a provision towards the impact of removal of the statutory override arrangement	0.0	0.0	10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					14,551.7	-4,407.3	9,492.7		
Base Budget Changes	Public Health	Diane Morton	Public Health	Increased corporate overheads charge to Public Health	89.8	0.0	0.0	Public Health	External
Base Budget Changes	Public Health	Diane Morton	Public Health	Reduction of contingency from prior year grant	-407.0	0.0	0.0	Public Health	External
TOTAL BASE BUDGET CHANGES					89.8	0.0	0.0		
Pay	Public Health	Diane Morton	Public Health - Staffing	Pay adjustments including pay uplifts for Public Health staff	678.5	263.4	144.2	Public Health	External
Pay	Public Health	Diane Morton	Public Health - Staffing	Reduction in pension contribution required for staff in the pension scheme due to actuarial revaluation	-106.8	-110.0	0.0	Public Health	External
TOTAL PAY					571.7	153.4	144.2		
Prices	Public Health	Diane Morton	Public Health - Children's Health Programme	Increased cost of School Health contract	334.8	106.3	108.4	Public Health	External
Prices	Public Health	Diane Morton	Public Health - Sexual Health	Increased cost of Sexual Health contract	264.9	270.0	275.3	Public Health	External
Prices	Public Health	Diane Morton	Public Health Contracts	Contractually committed increases	141.0	679.9	687.4	Public Health	External
Prices	Public Health	Diane Morton	Public Health	Other smaller increases in expenditure across Public Health	113.2	0.0	0.0	Public Health	External
Prices	Public Health	Diane Morton	Public Health - Advice & Other staffing	Increased analytics staff recharges	64.6	0.0	0.0	Public Health	External
TOTAL PRICES					918.5	1,056.2	1,071.1		
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) anticipated in year deficit	Anticipated in year deficit of £74.3m in 2026-27 (compared to £23.9m budgeted for 2025-26) reducing to £48.3m in 2027-28 and £36.7m in 2028-29 against the Dedicated Schools Grant due to costs of High Needs Education expected to exceed the grant allocation	50,400.0	-26,000.0	-11,600.0	Schools & High Needs	External
TOTAL DEMAND & COST DRIVER - DEMAND					50,400.0	-26,000.0	-11,600.0		
Government & Legislative	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Apply the DfE contribution to the Safety Valve agreement to the in year DSG deficit in accordance with the Safety Valve Agreement	14,200.0	14,200.0	-28,400.0	Schools & High Needs	External
Government & Legislative	CYPE	Christine Palmer	Family Hubs	Provisional increase in our share of the rebranded DfE/DHSC Best Start Family Hubs grant following the Government announcement to continue this grant for a further 3 years	1,132.3	-191.4	115.3	Children's Other Services	External
Government & Legislative	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) transfer of in year deficit to DSG Adjustment Account	Transfer to DSG deficit adjustment account of the in year deficit on High Needs Education in accordance with the Safety Valve Agreement	-74,300.0	26,000.0	11,600.0	Schools & High Needs	External
Government & Legislative	GET	Peter Osborne	Transport	Increase in the Consolidated Active Travel Fund spending in accordance with the terms of the revenue grant allocation for 2026-27 to 2028-29	341.5	0.0	0.0	Transport	External
Government & Legislative	Public Health	Diane Morton	Public Health - Supervised Toothbrushing Programme	Continuation of Supervised Toothbrushing Programme for 3-5 year olds	198.1	0.0	0.0	Public Health	External
TOTAL GOVERNMENT & LEGISLATIVE					-58,428.1	40,008.6	-16,684.7		

APPENDIX F: 2026-29 SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	GET	Peter Osborne	DfT Bus Service Improvement Plan (BSIP) funded bus services.	Over Summer 22 and over 23, operators withdrew a number of bus services. The vast majority of these services were school focused, carrying those holding a Kent Travel Saver or were provided with a season ticket by KCC. At the time KCC were able to make use of BSIP funds, to either maintain the continued operation of the service or to fund a replacement. BSIP revenue funding for 26-29 is still to be confirmed so the spend/grant funding has been separately identified so that it can be reviewed in line with BSIP funding announcements	2,733.0	1,000.0	0.0	Transport	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Redundancy costs relating to the Healthy Lifestyle service transformation	1,400.0	-1,400.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Increased contribution from Public Health to Family Hubs	1,000.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Mental Health	Mental Health innovation projects funded from reserves	407.6	-11.8	-395.8	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Community Safety	Increased contribution from Public Health to Domestic Abuse	295.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Investment in Marmot Accelerator Projects	286.3	-286.3	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Investment in Mobile Sexual Health Clinic and Clinical Fellows	198.9	-141.1	-57.8	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Increased spend to reflect future grant uplift	142.2	459.8	465.3	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Community Safety	Investment in Community Safety innovation project - Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	140.2	5.1	-145.3	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Investment in pilot of Health Promotion support in Emergency Departments	105.0	-105.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Research & Intelligence	Investment in Research & Intelligence innovation project - System Impact Evaluation and System Modelling Function	103.5	-60.4	-43.1	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Prevention	Investment in Prevention innovation projects	100.0	25.0	-125.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Investment in Health and Nature Fund innovation project	80.0	-80.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Contribution to Big Conversations	75.0	-75.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Investment in Sexual Health Innovation projects	75.0	-75.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Investment in Healthy Lifestyles innovation project	50.0	-50.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Infant Feeding	Investment in innovation project to sustain breast pump loan scheme	34.1	0.0	-34.1	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Workforce Development	Investment in Making Every Contact Count (MECC) Trainer	28.7	-28.7	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Temporary expenditure for the Marmot Coastal Initiative	0.0	-90.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of additional one-off expenditure for children's hearing pilot to support more accurate testing	-10.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Removal of one off spend on capital works at Rowan Tree Clinic funded by Public Health revenue reserve	-41.3	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Temporary transitional funding for Postural Stability to move to new delivery model	-54.2	12.3	-25.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Health Visiting	Removal of one-off transitional costs for Infant feeding Service	-100.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Mental Health	Temporary additional funding for Live Well Mental Health contract	-250.0	-500.0	0.0	Public Health	External

APPENDIX F: 2026-29 SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Realignment of activity to staffing budget	-291.5	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Temporary investment in Public Health staff in 2026-27 and phased removal from 2027-28 onwards of temporary investments in staffing in prior years	-324.2	-732.7	-262.2	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of one off costs related to Therapeutic Services for Young People costs transitioning to a new delivery model	-400.0	0.0	0.0	Public Health	External
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					5,783.3	-2,133.8	-623.0		
CORE					179,532.0	105,978.4	113,965.8		
EXTERNAL					-664.8	13,084.4	-27,692.4		
TOTAL					178,867.2	119,062.8	86,273.4		

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Efficiencies through Enablement	-8,086.5	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Technology Enhanced Lives Service (TELS) uses a range of care technologies and data to help people stay safe and independent, both at home and in the community. Care technology achieves financial benefits through right shaping care and support.	-3,591.3	-123.8	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Occupational Therapists	-985.8	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Reduction in Residential and Nursing Placements	163.2	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	In-House Short Term Beds (Maximisation)	173.6	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care Service Redesign	Other Reviews	216.6	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Reviews: First Reviews (assumes 5% current rate is 2.7%)	747.4	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Initial Contact (Front Door) Adult Social Care Connect was established to support preventative, enablement-focused interventions at the point of contact. Our goal is to have meaningful conversations, use our enablement and technology offerings, assess and intervene early, identify emerging themes and gaps, and connect people with appropriate services to avoid unnecessary statutory intervention, in line with the principles of the Care Act: Prevent, Reduce, Delay.	1,435.9	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Reviews: Ongoing Reviews	2,041.7	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care Service Redesign	Realignment for the non delivery of the additional savings target included in the 2025-26 budget	2,521.5	0.0	0.0	Adults and Older People	Core
Transformation - Future Cost Increase Avoidance	CYPE	Christine Palmer	Children's Social Care - In-house fostering	Strategies to improve the recruitment and retention of in-house foster carers (Integrated Childrens Services)	-1,217.8	-1,300.2	-2,586.5	Children's Social Care	Core
Transformation - Future Cost Increase Avoidance	CYPE	Christine Palmer	Children's Social Care - In-house fostering (disability)	Strategies to improve the recruitment and retention of in-house foster carers (children with a disability)	-729.8	-1,274.9	-2,042.3	Children's Social Care	Core
Transformation - Future Cost Increase Avoidance	GET	David Wimble	Waste	Increased recycling rate as a result of behaviour change activities	-392.1	-480.1	-575.3	Waste	Core
Transformation - Future Cost Increase Avoidance	GET	David Wimble	Waste	Increased recycling rates will result in avoided spend with regards to Emissions Trading Scheme (ETS)	0.0	-231.6	-1,516.1	Waste	Core
TOTAL TRANSFORMATION - FUTURE COST INCREASE AVOIDANCE					-7,703.4	-3,410.6	-6,720.2		
Transformation - Service Transformation	ASCH	Diane Morton	Review of Embedded Staff	Review of embedded teams in ASCH Directorate, to establish opportunities for consolidation and/or centralisation of practice	-55.2	0.0	0.0	Management, Support services & Overheads	Core

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Transformation - Service Transformation	CYPE	Christine Palmer	Special School Estate	Development of residential special schools offer creating greater availability of 52-week looked after children placements	-704.4	-1,489.3	-2,113.2	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Christine Palmer	Review of Embedded Staff	Review of embedded teams in CYPE Directorate, to establish opportunities for consolidation and/or centralisation of practice	-175.1	0.0	0.0	Children's Other Services	Core
Transformation - Service Transformation	GET	David Wimble	Review of Embedded Staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Environment and Circular Economy Division	-21.0	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	GET	Peter Osborne	Review of Embedded Staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Highways and Transportation Division	-21.0	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in CED Directorate, to establish opportunities for consolidation and/or centralisation of practice	-128.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CED	Brian Collins	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Infrastructure Division	-8.5	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Marketing & Resident Experience Division	-2.6	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Brian Collins	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Technology	-2.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - SMDB Division	-1.8	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CHB	Brian Collins	Spans and layers	Review of structures across the Council to ensure adherence to the Council's organisation design policy	-1,500.0	0.0	0.0	Unallocated	Core
Transformation - Service Transformation	CHB	Brian Collins	Review of embedded staff	Review of embedded teams in Directorates, to establish opportunities for consolidation and/or centralisation of practice	-468.0	0.0	0.0	Unallocated	Core
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-3,088.4	-1,489.3	-2,113.2		
Efficiency	ASCH	Diane Morton	Adult Social Care - Mental Health	Under current arrangements we use the Camberwell Assessment of Need (CAN) Tool to determine the % funding split for services provided to people eligible for aftercare under section 117 of the Mental Health Act. The use of this tool typically ends up with a greater proportion of the care being funded by social care than by health (ICB). There is no nationally agreed mechanism to determine funding splits but other authorities have achieved a 50/50% split and move to 50/50% would be in line with neighbouring authorities.	-5,900.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Diane Morton	Adult Social Care	OPRN holding prices up to new retender top of band price	-2,000.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Diane Morton	Domestic Abuse	Public Health increased contribution for Domestic Abuse	-295.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Diane Morton	Adult Social Care	Commissioning of Residential Care for Learning Disability, Physical Disability & Mental Health clients	-178.1	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Diane Morton	Adult Social Care - equipment contract	Realignment of unachievable efficiency savings in relation to the purchasing of equipment contract	590.0	0.0	0.0	Adults and Older People	Core
Efficiency	ASCH	Diane Morton	Adult Social Care - Contract & Commissioning Care & Support in the Home	Realign for unachievable efficiency savings in relation to the purchasing of care and support in the home	3,818.8	0.0	0.0	Adults and Older People	Core

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Efficiency	ASCH	Diane Morton	Adult Social Care - Contract & Commissioning Supported Living	Realign for unachievable efficiency savings in relation to the purchasing and monitoring of delivery of supported living	6,046.0	0.0	0.0	Adults and Older People	Core
Efficiency	CYPE	Beverley Fordham	Home to School Transport - SEN	Implementation of a new system to support transport planning and explore route optimisation, along with wider review of existing processes, to deliver efficiencies across the school network.	-1,553.0	-1,170.5	-87.1	Transport	Core
Efficiency	CYPE	Christine Palmer	Children's Prevention Grant	Use of grant to fund the Social Connection Service	-1,500.0	0.0	0.0	Children's Social Care	Core
Efficiency	CYPE	Christine Palmer	Family Hubs	Use of grants to fund Family Hub Offer	-1,500.0	0.0	0.0	Children's Other Services	Core
Efficiency	CYPE	Christine Palmer	Family Hubs	Public Health contribution to Family Hub Offer	-1,000.0	0.0	0.0	Children's Other Services	Core
Efficiency	CYPE	Beverley Fordham	Special Educational Needs	Review to identify opportunities to consolidate and/or standardise practices through use of technology and modernisation of processes (SEN)	-403.6	-67.5	0.0	Children's Other Services	Core
Efficiency	CYPE	Christine Palmer	Children's Other Services	Review to identify opportunities to consolidate and/or standardise practices through use of technology and modernisation of processes (Countywide Children's Other Services)	-400.0	-60.0	0.0	Children's Other Services	Core
Efficiency	CYPE	Christine Palmer	Children's Social Care	Review to identify opportunities to consolidate and/or standardise practices, including through use of technology and modernisation of processes (Children Social Care)	-400.0	-60.0	0.0	Children's Social Care	Core
Efficiency	CYPE	Beverley Fordham	Schools' Services	Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-223.2	-140.2	-124.8	Schools Services	Core
Efficiency	CYPE	Christine Palmer	Virtual School Kent	Use of grant to partly fund Virtual Schools Kent offer	-200.0	0.0	0.0	Children's Social Care	Core
Efficiency	CYPE	Beverley Fordham	Community Learning & Skills	Community Learning & Skills general efficiencies to ensure service is fully funded from external grants and income	-97.8	-69.9	0.0	Community Services	Core
Efficiency	CYPE	Christine Palmer	Special Educational Needs Contract Review	Review of Together with Parents Contract	0.0	-200.0	0.0	Children's Other Services	Core
Efficiency	GET	Peter Osborne	Growth, Environment & Transport staffing	Review of staffing budgets across GET	-380.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Efficiency	GET	David Wimble	Waste	Reduced cost of mixed dry recycling and food waste disposal following Government legislation regarding Simpler Recycling, and work with Kent District Councils to deliver savings from improving kerbside recycling rates	-343.2	-1,029.6	0.0	Waste	Core
Efficiency	GET	David Wimble	Waste	A review and re-let of haulage contracts has identified a reduced cost	-250.0	0.0	0.0	Waste	Core
Efficiency	GET	David Wimble	Environmental Management	Reinstatement of a temporary reduction in annual maintenance/weatherproofing of windmills	0.0	50.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Efficiency	GET	Paul Webb	Libraries, Registration & Archives	Continuation of temporary reduction since 2023-24 in the Libraries Materials Fund and continuation of contribution holiday for the Mobile Libraries renewals reserve. The materials fund covers ur purchase of new/replacement books in physical, e-formats including audio, e-magazines, e-newspapers and our online support resources.	0.0	207.0	0.0	Community Services	Core
Efficiency	CED	Brian Collins	Legal Services	Recruitment of in-house solicitors to reduce utilisation of more expensive external law firms. Recruitment of 4 senior solicitors will lead to likely saving of c. £121k per solicitor; an in-house trial has already been accomplished which indicates that this is an achievable target.	-487.6	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Linden Kemkaran	Legal Services	Support Service targeted reductions - reduced contribution to pension fund in respect of staff who transferred to Invicta Law	-286.1	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Linden Kemkaran	Strategy, Policy, Relationships & Corporate Assurance	Staffing savings identified from the deletion of two currently vacant roles	-161.0	0.0	0.0	Management, Support services & Overheads	Core

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Efficiency	CED	Brian Collins	Finance	Staffing savings	-105.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	CED	Brian Collins	Corporate Landlord - rates	Greenbanks, Orchards, & Rainbow MASH sites currently seeking to remove from rating list. We believe they should be exempt.	-70.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	CED	Brian Collins	Corporate Landlord	Removal of payment for family hubs rates where appropriate	-52.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	CED	Brian Collins	Corporate Landlord - Removal of plants from office spaces	Current contract includes pruning, watering, pest control and replacement at no cost of any plants that die. It is not suitable for staff to replace these activities due to previous issues, therefore it is proposed to remove plants entirely.	-40.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	CED	Brian Collins	Corporate Landlord - provision of drinking water	Review service provision of plumbed water coolers and bottled water.	-30.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Efficiency	CED	Brian Collins	KCC Estate - Specialist Assets	Property savings from a Corporate Landlord (CLL) review of specialist assets	-26.2	-108.1	-160.0	Costs of running our operational premises (CLL)	Core
Efficiency	DCED	Linden Kemkaran	Contact Centre	Review of the use of technology to create efficiencies when the contract for the provision of the Contact Centre is renewed	-290.0	0.0	0.0	Community Services	Core
Efficiency	DCED	Brian Collins	Human Resources & Organisational Development	Senior reorganisation as approved by full council vote	-165.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Linden Kemkaran	Governance & Democracy	Full year saving from senior staff reorganisation	-75.0	0.0	0.0	Management, Support services & Overheads	Core
Efficiency	DCED	Brian Collins	Commercial & Procurement	Savings target - detail to follow	-35.0	0.0	0.0	Management, Support services & Overheads	Core
TOTAL EFFICIENCY					-7,992.0	-2,648.8	-371.9		
Income	ASCH	Diane Morton	Adult Social Care - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams	-5,808.0	-4,148.4	-3,254.9	Adults and Older People	Core
Income	ASCH	Diane Morton	Adult Social Care	Estimated annual increase in Better Care Fund (BCF)	-2,192.2	-2,422.5	-2,422.5	Adults and Older People	Core
Income	CYPE	Christine Palmer	Children's Social Care	Increase contributions from health towards the placement cost of looked after children	-1,150.0	-350.0	0.0	Children's Social Care	Core
Income	CYPE	Beverley Fordham	Home to School Transport	Increased income from other local authorities for transport following recent Government announcements	-1,000.0	0.0	0.0	Transport	Core
Income	CYPE	Christine Palmer	Looked after children	Increase contributions from health towards the placement cost of looked after children with a disability	-750.0	-250.0	0.0	Children's Social Care	Core
Income	CYPE	Beverley Fordham	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-124.9	-78.5	-69.8	Transport	Core
Income	GET	Peter Osborne	Highways Road Closures	Ensuring full cost recovery against these income lines and reflecting current and forecast activity	-950.0	0.0	0.0	Highways	Core
Income	GET	Peter Osborne	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-479.7	-479.7	-479.7	Transport	Core
Income	GET	Paul Webb	Libraries, Registration and Archives	Increased Libraries, Registration and Archives income due to forecast increase in uptake of services in Registration.	-200.0	0.0	0.0	Community Services	Core
Income	GET	Paul Webb	Trading Standards	Saving due to full government funding now being received for border control work	-200.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Peter Osborne	Highways	Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-65.0	-65.0	0.0	Highways	Core
Income	GET	Paul Webb	Libraries, Registration & Archives	Annual inflationary uplift to Library, Registration and Archives (LRA) income levels and fees and charges in relation to existing service income streams	-50.0	-50.0	-50.0	Community Services	Core
Income	GET	Paul Webb	Community Protection	Inflationary increase in income levels and pricing policy for Kent Scientific Services (KSS)	-36.1	-30.8	-21.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

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Income	GET	Paul Webb	Coroners	Changes to the contribution from Medway Council under Service Level Agreement (SLA) relating to increasing/decreasing costs for provision of Coroner service in Medway	-24.8	-9.9	-10.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Peter Osborne	Highways - on-street Electric Vehicle Charging	The income share from the roll out of the on-street charging (LEVI) infrastructure programme.	-18.0	-43.0	-61.0	Highways	Core
Income	GET	David Wimble	Country Parks	Increase to fees and charges for paid for products and services to offset contract inflation and pay award for Kent Country Parks staff and to move towards full cost recovery as part of Fees and Charges policy	-14.8	-9.3	-10.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Paul Webb	Community Protection	Increased income within Kent Scientific Services (KSS) for toxicology analysis for the Coroners Service	-14.3	-10.6	-11.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Paul Webb	Trading Standards	Trading Standards inflationary fee increases	-1.8	-1.2	1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Peter Osborne	Traffic Management	Surplus from Moving Traffic camera enforcement penalties including contravening certain specific traffic restrictions (including box junctions and bus lanes) under new Moving Traffic Enforcement powers, to offset operational costs and overheads - in compliance with published Highways and Transportation fees and charges policy. Construction of sites with cameras and associated civil engineering costs is significant, but can be offset in the long run and good opportunity exists for significant income and reinvestment in Highways and Transportation service.	0.0	-50.0	-50.0	Highways	Core
Income	GET	Paul Webb	Community Protection - Port Health	Income from increased port health work	0.0	0.0	-50.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	Paul King	Regeneration	Continuation of a one-off (2026-27) increase in the annual financial distribution to partners from East Kent Opportunities LLP. The remaining land parcels are currently anticipated to be disposed of by the end of 2026-27, at which point East Kent Opportunities LLP will be dissolved and the budget will need to be realigned in 2027-28.	0.0	350.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Income	GET	David Wimble	Waste	Review of income levels to offset part of the cost of disposal of packaging waste under Extended Producer Responsibility (EPR) legislation	1,636.8	0.0	0.0	Waste	Core
Income	CED	Brian Collins	Corporate Landlord - Car Parking	Review of car parking provision associated with office estate to ensure that it is aligned to the office estate. Review car parking models.	-1,000.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Income	NAC	Brian Collins	Income return from our companies	Estimated increase in income contribution from our limited companies	-500.0	-200.0	-500.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL INCOME					-12,942.8	-7,848.9	-6,989.8		

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Financing	DCED	Brian Collins	2025-26 Flexible Use of Capital Receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. We are applying this flexibility to eligible Oracle Cloud costs in 2025-26. This flexible use of capital receipts is partially compensating for the share of the £19,835.2k policy savings required to replace the one-off solutions in the 2024-25 budget that are planned to be delivered in 2026-27. £11,705.8k of the £19,835.2k policy savings is planned for 2026-27, which will be temporarily met in 2025-26 from this £8,021k flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus and £1,758.1k use of reserves, until the base budget savings are delivered in 2026-27.	8,021.0	0.0	0.0	Management, Support services & Overheads	Core
Financing	NAC	Brian Collins	2026-27 Flexible use of capital receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. This is part of a £25m package of one-off measures towards balancing the 2026-27 budget.	-9,000.0	9,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Impact on debt interest costs of £50m early debt redemption in 2025-26	-2,420.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Investment Income	Projected fluctuations in investment income due to predicted changes in base rate as forecast by our Treasury Management Advisor, and also movement in forecast available cash flows and balances including loss of investment income due to repaying £50m loan from cash balances	-1,300.1	-520.0	521.5	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Annual discount received for 10 years on £50m early debt redemption in September 2025 and £10m in March 2025	-682.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Impact on debt charges of changes made to the capital programme such as reduction in the Strategic Estate Programme, removal of Digital Autopsy and public mortuary project, use of grant instead of borrowing for Schools Basic Need Programme and Schools Modernisation/annual planned enhancement offset by an increase in the Modernisation of Assets and Highways Risks Category 1's.	-660.0	-510.0	-450.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL FINANCING					-7,041.8	7,970.0	71.5		
Policy	ASCH	Diane Morton	Community Based Preventative Services	Review of preventive services that prevent, reduce and delay care and support. Looking at where there is duplication within KCC's prevention approach and provision. Ensuring prevention services are more efficient, targeted and making best use of limited resources and focusing on the areas and people with greatest need.	-862.9	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Diane Morton	Mental Health	Temporary contribution from Public Health for Mental Health Live Well Kent contract (£1m in 2024-25 reducing to £0.75m in 2025-26, £0.5m in 26-27 and zero in 2027-28)	250.0	500.0	0.0	Adults and Older People	Core
Policy	CYPE	Beverley Fordham	Property Related Services to Schools	Review of services for maintained schools including facilities management costs, tree surveys and health and safety support (Infrastructure)	-2,048.1	0.0	0.0	Schools Services	Core
Policy	CYPE	Beverley Fordham	Home to School Transport – 16+ Home to College SEN Transport	Review of 16+ Special Educational Needs (SEN) transport offer (from September 2026)	-1,800.0	-1,350.0	0.0	Transport	Core

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Policy	CYPE	Beverley Fordham	Home to College Special Education Needs (SEN) Transport - Post 19	Review of ongoing discretionary offer for post 19 education transport (from September 2026)	-900.0	-650.0	0.0	Transport	Core
Policy	CYPE	Christine Palmer	Children's Residential Care	Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	-640.0	-890.0	0.0	Children's Social Care	Core
Policy	CYPE	Beverley Fordham	Services for Schools	Review of services for schools including contribution to The Education People (TEP), staff care services and any other services for maintained schools (CYPE).	-545.6	0.0	0.0	Schools Services	Core
Policy	CYPE	Beverley Fordham	The Education People (TEP)	Review of services provided by TEP to deliver efficiencies	-383.0	-250.0	0.0	Schools Services	Core
Policy	CYPE	Beverley Fordham	SEN Home to School Transport	Introduction of charging in September 2024 for post 16 Special Educational Needs (SEN) transport and reductions to the Post 19 transport offer	-300.0	0.0	0.0	Transport	Core
Policy	CYPE	Beverley Fordham	Home to School Transport - Kent 16+ Travel Saver	Review the Kent 16+ Travel Saver Scheme	-273.8	0.0	0.0	Transport	Core
Policy	CYPE	Beverley Fordham	Education	Review Kent Association of Leaders in Education (KALE) Funding	-46.7	-33.3	0.0	Schools Services	Core
Policy	GET	Peter Osborne	Highways	Efficiency review of on-street parking, which may involve districts working collaboratively to deliver efficiency savings and/or for them declaring their surpluses to KCC	-600.0	0.0	0.0	Highways	Core
Policy	GET	David Wimble	Waste - Inter Authority Agreement payments	Savings from reduced incentivisation payments to districts due to the proposed introduction of Extended Producer Responsibility (EPR) legislation and where Department for Environment, Food & Rural Affairs (DEFRA) will recompense the districts for their costs incurred in collection of packaging. These costs will be based on average payments with the districts being put into individual family grouping with average fees rather than actuals	-310.4	-1,626.1	0.0	Waste	Core
Policy	GET	Peter Osborne	Kent Travel Saver	Review of income assumptions regarding the direct debit option as well as the low income pass	-290.0	0.0	0.0	Transport	Core
Policy	GET	David Wimble	Country Parks	Country Parks Service Dimunition - to deliver this member decisions are required due to the impact on staff or visitors that are in contradiction to the current service strategy to include: Removal of concessions for blue badge car parking / season tickets Amendment to terms and conditions of employment for catering staff to remove bank holiday pay uplift and flexible contracts Closure of public spaces for private events and functions Private / non public sector investment arrangements for carbon offsetting, habitat banking or Biodiversity Net Gain (BNG) development that would restrict visitor access	-130.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	GET	Paul Webb	Kent Music School	Reduction in the level of grant funding awarded	-57.0	0.0	0.0	Community Services	Core
Policy	GET	Paul King	Regeneration & Economic Development	A reduction in the KCC contribution to the operational costs of the Cyclopark sports and community facility in Gravesend. The park is owned by KCC and operated on KCC's behalf by the Cyclopark charitable trust.	-35.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Policy	CED	Brian Collins	Corporate Landlord - Strategic Estate	Saving from exit and disposal of Invicta House, assuming sale after two years of holding costs.	-526.4	131.4	-607.0	Costs of running our operational premises (CLL)	Core
Policy	CED	Brian Collins	Libraries, Registration & Archives – Corporate Landlord	Review of Library estate to match the Library Service requirements	-250.0	-200.0	0.0	Costs of running our operational premises (CLL)	Core
Policy	CED	Brian Collins	KCC Estate - Community Assets	Corporate Landlord review of Community Delivery including Assets	-91.5	0.0	0.0	Costs of running our operational premises (CLL)	Core
Policy	CED	Brian Collins	KCC Estate - office assets	Corporate Landlord review of Office Assets. 2025-26 includes the re-phasing of savings into future years due to programme timeline changes	-22.1	-127.0	-68.1	Costs of running our operational premises (CLL)	Core
Policy	TBC	TBC	Future Savings under Development	Future Savings under Development	0.0	-1,274.8	-308.0	TBC	Core
TOTAL POLICY					-9,862.5	-5,769.8	-983.1		

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Increases in Grants and Contributions	GET	Peter Osborne	Highways - on-street Electric Vehicle Charging	Grant funding to cover part of project cost for a further 3 years of the roll out of the on-street charging (LEVI) infrastructure programme.	-56.0	0.0	0.0	Highways	Core
Increases in Grants and Contributions	CHB	Linden Kemkaran	Crisis and Resilience Fund (formerly Household Support Fund)	The Chancellor announced in the Spending Review 2025 the first ever multi-year settlement to transform the Household Support Fund into a new Crisis and Resilience Fund. Our allocation announced at the time of the Provisional Local Government Finance Settlement shows a reduction in 2026-27 and 2027-28 followed by an increase in 2028-29.	330.9	10.6	-2,900.2	Unallocated	Core
TOTAL INCREASES IN GRANTS AND CONTRIBUTIONS					274.9	10.6	-2,900.2		
Transformation - Service Transformation	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Healthy Lifestyles transformation saving	-406.8	0.0	0.0	Public Health	External
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-406.8	0.0	0.0		
Income	Public Health	Diane Morton	Public Health	Reduction in Public Health External Income	243.3	0.0	0.0	Public Health	External
TOTAL INCOME					243.3	0.0	0.0		
Increases in Grants and Contributions	CYPE	Christine Palmer	Family Hubs	Provisional increase in our share of the rebranded DfE/DHSC Best Start Family Hubs grant following the Government announcement to continue this grant for a further 3 years	-1,132.3	191.4	-115.3	Children's Other Services	External
Increases in Grants and Contributions	CYPE	Beverley Fordham	High Needs Education - Safety Valve Agreement	Contribution from the Department for Education towards the Safety Valve agreement to reduce the Dedicated Schools Grant deficit on high needs education	0.0	-14,200.0	28,400.0	Schools & High Needs	External
Increases in Grants and Contributions	GET	Peter Osborne	Subsidised Bus Services (BSIP routes)	Govt confirmed that BSIP will continue for 25/26 so this represents the grant to fund the 62 routes that operators ceased to provide/fund in 2022. KCC took the decision to only continue the routes whilst Govt grant or other income was available to fund it.	-2,733.0	-1,000.0	0.0	Transport	External
Increases in Grants and Contributions	GET	Peter Osborne	Transport	Increase in Consolidated Active Travel Fund to reflect 2026-29 revenue grant allocation	-341.5	0.0	0.0	Transport	External
Increases in Grants and Contributions	Public Health	Diane Morton	Public Health	Increase in Public Health Grant	-2,353.3	-1,669.4	-1,680.6	Public Health	External
TOTAL INCREASES IN GRANTS AND CONTRIBUTIONS					-6,560.1	-16,678.0	26,604.1		
CORE					-48,356.0	-13,186.8	-20,006.9		
EXTERNAL					-6,723.6	-16,678.0	26,604.1		
TOTAL					-55,079.6	-29,864.8	6,597.2		

APPENDIX F: 2026-29 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Contributions to reserves	NAC	Brian Collins	General Reserves repayment	Repay the General Reserve for the drawdown required in 2024-25 to fund the overspend	20,205.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	General Reserves	Contribution to general reserves to rebuild financial resilience and provide for future risks, with a reserve balance of between 5% and 10% of net revenue budget considered minimal to acceptable	15,924.1	23,800.0	25,000.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	Corporate Reserves contribution holiday	Reinstate corporate contributions to reserves following one year payment holiday in 2025-26 facilitated by funding 2025-26 Oracle Cloud expenditure from flexible use of capital receipts instead of reserves.	8,021.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	General reserve - timing of policy savings	Repayment of the one-off use of general reserves in 2025-26 to compensate for the timing of delivering all of the £19.8m policy savings required to replace the use of one-off solutions in the 2024-25 budget.	2,329.6	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL CONTRIBUTIONS TO RESERVES					46,479.7	23,800.0	25,000.0		
Removal of prior year Contributions	CED	Brian Collins	Corporate Landlord - Facilities Management	Removal of prior year contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	-90.9	0.0	0.0	Costs of running our operational premises (CLL)	Core
Removal of prior year Contributions	NAC	Brian Collins	Local Taxation Equalisation - Business Rates Collection Fund	Removal of prior year contribution to the Local Taxation Equalisation smoothing reserve of the Business Rates Collection Fund surplus	-313.3	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Removal of corporate contribution to reserves	Removal of annual contribution to the major projects reserve for transformation	-800.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves	Removal of prior year one-off contribution to general reserve	-4,798.7	-15,924.1	-23,800.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2022-23 to fund the overspend	-11,050.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Corporate Unspent grant and external funds reserve	Removal of prior year contribution to reserves of the balance of the Extended Producer Responsibility income, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste.	-11,988.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Removal of prior year contribution to the DSG deficit in accordance with the Safety Valve Agreement with DfE	-14,600.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General reserve - timing of policy savings	Removal of repayment of temporary loan from General reserves needed to compensate for the timing of delivering all of the policy savings required to offset one-off solutions in the 2024-25 budget	0.0	-2,329.6	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2024-25 to fund the overspend	0.0	-20,205.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-43,640.9	-38,458.7	-23,800.0		
Drawdowns from reserves	GET	David Wimble	Corporate unspent grant and external funds reserve	Behaviour change initiatives to reduce the existing base budget and/or reduce the future Emissions Trading Scheme levy by increasing recycling rates	-300.0	-300.0	0.0	Waste	Core

APPENDIX F: 2026-29 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Drawdowns from reserves	GET	David Wimble	Drawdown from the corporate unspent grant and external funds reserve	Use of reserves to fund revenue contribution to capital (RCCO) towards the development of the waste transfer station at Folkstone & Hythe	-7,710.0	0.0	0.0	Waste	Core
Drawdowns from reserves	NAC	Brian Collins	Drawdown corporate smoothing reserve for taxbase	One-off use of corporate smoothing reserves in 2026-27 to offset the lower taxbase increase than assumed in the budget modelling	-4,671.8	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Drawdowns from reserves	NAC	Brian Collins	Drawdown Earmarked Reserves	Drawdown of earmarked reserves identified as having no ongoing consequences and not requiring repayment as they are no longer required for their original purpose. This is part of a £25m package of one-off measures towards balancing the 2026-27 budget.	-16,000.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL DRAWDOWNS FROM RESERVES					-28,681.8	-300.0	0.0		
Removal of prior year Drawdowns	GET	Peter Osborne	ICT Reserve	Removal of the drawdown in 2024-25 and 2025-26 from the ICT reserve to fund the one-off cost of the streetlighting Control Management System upgrade from 3G connectivity	160.0	0.0	0.0	Highways	Core
Removal of prior year Drawdowns	GET	David Wimble	Corporate unspent grant and external funds reserve	Removal of the prior year drawdown from reserves required to fund the revenue contribution to capital outlay (RCCO) towards the development costs of the Folkestone & Hythe waste transfer station	0.0	7,710.0	0.0	Waste	Core
Removal of prior year Drawdowns	GET	David Wimble	Corporate unspent grant and external funds reserve	Removal of drawdown from reserves to fund the waste behaviour change initiatives to increase recycling rates	0.0	300.0	300.0	Waste	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Drawdown Reserves for tax base	Removal of use of reserves in 2025-26 and 2026-27 to offset the lower taxbase increase than assumed in the initial draft budgets	4,898.9	4,671.8	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year drawdown from the Local Taxation Equalisation smoothing reserve of the shortfall in the Council Tax Collection Fund surplus compared to the budgeted assumption	3,790.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	General reserve - timing of policy savings	Removal of prior year drawdown from General reserve for budget stabilisation due to timing of policy savings	2,329.6	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Drawdown Earmarked Reserves	Removal of use of earmarked reserves in 2026-27 identified as part of the £25m package of corporate one-off measures to balance the budget	0.0	16,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					11,178.6	28,681.8	300.0		
Removal of prior year Contributions	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	Removal of prior year DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	-14,200.0	0.0	0.0	Schools & High Needs	External
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-14,200.0	0.0	0.0		
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Workforce Development	Drawdown from reserves to fund costs of Making Every Contact Count (MECC) Trainer	-28.7	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Postural Stability Transition Costs for new delivery model	-30.8	-43.1	-18.1	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Infant Feeding	Drawdown of reserves to fund sustainability of the Kent breast pump loan scheme	-34.1	-34.1	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Healthy Lifestyles Innovation Project	-50.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Sexual Health	Drawdown from reserves to fund Sexual Health innovation projects	-75.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - PH Director Budget	Drawdown of reserves for contribution to the Big Conversations work	-75.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Drawdown from reserves to fund investment in Health & Nature Fund innovation project	-80.0	0.0	0.0	Public Health	External

APPENDIX F: 2026-29 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Drawdowns from reserves	Public Health	Diane Morton	Public Health	Drawdown from Reserves for temporary spending for Marmot Initiative	-90.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Prevention	Drawdown from reserves to fund Prevention innovation projects	-100.0	-125.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Research & Intelligence	Drawdown from reserves to fund Research & Intelligence Innovation Project - System Impact Evaluation and System Modelling Function	-103.5	-43.1	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Costed ++ Pilot project	Drawdown of reserves to fund costs of undertaking pilot of Health Promotion support in Emergency Departments	-105.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Community Safety - Innovation project	Drawdown of reserves funding for Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	-140.2	-145.3	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health- Sexual Health	Drawdown of reserves for NHS improvement projects	-198.9	-57.8	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Tackling Health Inequalities	Drawdown from reserves to fund investment in Marmot Accelerator Projects	-286.3	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Mental Health	Reserves drawdown to fund Mental Health innovation projects	-407.6	-395.8	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Mental Health	Temporary funding for Live Well Kent Mental Health contract	-500.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Drawdown of Reserves to fund temporary expenditure to cover staffing costs	-994.9	-262.2	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown of reserves to fund redundancy costs relating to Healthy Lifestyles transformation	-1,400.0	0.0	0.0	Public Health	External
TOTAL DRAWDOWNS FROM RESERVES					-4,700.0	-1,106.4	-18.1		
Removal of prior year Drawdowns	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) - Safety Valve (DfE)	Removal of prior year drawdown of Safety Valve reserve (DfE contributions)	14,200.0	0.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) - Safety Valve (KCC)	Removal of prior year drawdown of Safety Valve reserve (KCC contributions)	9,700.0	0.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Removal of prior year drawdown of reserves for temporary staffing costs	1,319.1	994.9	262.2	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Mental Health	Removal of temporary contribution from Public Health reserve for Live Well Kent Mental Health contract	750.0	500.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of use of reserve for one-off expenditure on Children's Health Programme in prior year	410.0	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Health Visiting	Removal of one-off use of reserves in prior year for Infant Feeding Service	100.0	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health	Removal of use of reserves for temporary expenditure in prior year for Marmot Initiative	90.0	90.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of prior year use of reserves to fund Postural Stability Transition Costs for new delivery model	85.0	30.8	43.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of prior year drawdown from reserves to fund capital works at Rowan Tree Clinic	41.3	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of reserves drawdowns relating to Healthy Lifestyles transformation costs	0.0	1,400.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Mental Health	Removal of reserves drawdowns for Mental Health innovation projects	0.0	407.6	395.8	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Tackling Health Inequalities	Removal of drawdown to fund investment in Marmot Accelerator Projects	0.0	286.3	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of reserves drawdowns for Sexual Health NHS service improvements	0.0	198.9	57.8	Public Health	External

APPENDIX F: 2026-29 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Community Safety - Innovation project	Removal of drawdown to fund Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	0.0	140.2	145.3	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Costed ++ Pilot	Removal of reserves drawdown to fund pilot of Health Promotion support in Emergency Departments	0.0	105.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Research & Intelligence	Removal of reserves funding for Research & Intelligence innovation project	0.0	103.5	43.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Prevention	Removal of drawdown from reserves to fund Prevention innovation projects	0.0	100.0	125.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Removal of drawdown from reserves to fund Health & Nature Fund innovation project	0.0	80.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - PH Director Budget	Removal of drawdown from reserves to fund contribution to Big Conversations work	0.0	75.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of reserves drawdowns for Sexual Health innovation projects	0.0	75.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of drawdown from reserves to fund Healthy Lifestyles Innovation Project	0.0	50.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Infant Feeding	Removal of drawdown from reserves to fund investment in sustaining Kent breast pump scheme	0.0	34.1	34.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Workforce Development	Removal of reserves drawdown for Making Every Contact Count (MECC) Trainer	0.0	28.7	0.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					26,695.4	4,700.0	1,106.4		
CORE					-14,664.4	13,723.1	1,500.0		
EXTERNAL					7,795.4	3,593.6	1,088.3		
TOTAL					-6,869.0	17,316.7	2,588.3		

Provisional Local Government Finance Settlement

The provisional local government finance settlement, herein referred to as the settlement, was published on 17th December 2025. The settlement is the first multi-year announcement since 2016. The settlement includes reforms to the methodology for, and updating of the data used to redistribute retained business rates and allocate additional central government grants according to relative needs and resources. The settlement includes transitional floor protection for authorities losing funding within the settlement and from assumed council tax increases compared to legacy settlement and council tax. The settlement includes some changes to the distribution of resources since the Fair Funding 2.0 consultation in the summer. These changes are aimed at targeting additional resources to the more deprived areas and tackling inequalities in council tax household charges. The settlement is subject to a four-week consultation which closes on 14th January 2026.

The settlement includes the first major reset to the business rate retention arrangements since these were introduced in 2013-14. This reset includes redistribution of 50% of the estimated business rates for 2026-27 including previously locally retained growth, compensations for caps on the multiplier, and business rate pooling. The redistribution continues to be based on tariffs and top-ups to the local share compared to business rate funding baseline using the new spending needs formula. The reset takes full effect from 2026-27 with authorities able to retain future local growth (subject to revised safety net and levy arrangements) and inflationary uplifts to the multiplier.

The core settlement is now called the Fair Funding allocation (FFA) and includes revised business rate baseline and Revenue Support Grant (RSG). Local authorities can decide how the FFA is to be spent according to local priorities. The RSG includes the consolidation of 18 separate grant streams including some that were previously included within the core settlement and some that were paid as separate departmental grants. The majority of these are allocated according to the new relative needs and resources formula with changes phased in over the three-year multi year period. Details of the grants consolidated into RSG are set out in table 1 below. The Local Authority Better Care Grant (LABCG) is included as part of FFA but will continue to be paid as a standalone ring-fenced Section 31 grant recognising the role played by the grant in NHS pooling. The LABCG allocations for 2027-28 and 2028-29 have not yet been announced although the total funding available for social care authorities will not be impacted (with the minimum levels already assumed within the 2027-28 and 2028-29 FFA).

The settlement includes 4 new consolidated grants (see table 2 below), some of which are included within the core spending power calculation along with the FFA and assumed council tax levels. The settlement includes three-year allocations for these consolidated grants and draft conditions. The newly consolidated grants are (with the details of the previous grants set out below):

- The Children, Families and Youth Grant
- The Crisis and Resilience Fund
- The Homelessness, Rough Sleeping and Domestic Abuse Grant
- The Public Health Grant

SEND Deficit

The government has recognised that local authorities continue to face significant pressure from Dedicated Schools Grant (DSG) deficits. There is currently a statutory override in place until March 2028 that prevents DSG deficits being funded from the general fund. The government has announced that a Schools White Paper will be published in the new year setting out substantial plans to reform special educational needs provision to deliver a system which supports children and families and is financially sustainable.

In the Autumn Budget it was announced that when the override ends funding for SEND will be managed within the overall government departmental spending envelope. Limited information has been published on how this will work. The provisional local government finance settlement indicates local authorities should not expect to have to top-up future SEN costs from their general fund as long as they can demonstrate they are taking steps to manage the system effectively (presumably within reformed grant funding). The settlement also acknowledged that some of the deficits accruing while the override is in place may not be manageable within local resources alone and assistance arrangements during this period will be included within the White Paper reforms. Local authorities have been advised that they do not need to plan on having to meet deficits in full but future support will not be unlimited. In the meantime, councils have been advised to continue to work to keep deficits as low as possible.

KCC's DSG accumulated deficit at the end of 2025-26 is forecast to be in excess of £130m after including all of the Department for Education (DfE) and local authority contributions. Currently the council is not on target to eliminate the in year deficit by the end of 2027-28 or to have cleared the accumulated deficit from previous years as per the Safety Valve agreement. In accordance with the expectations set out in the provisional settlement the council will continue to identify further measures to reduce the deficit.

Under the planned reforms the government continues to expect local authorities to manage the SEND system effectively ensuring money is spent in line with best practice. The government expects this to be a joint effort between themselves, local authorities, health partners and schools. All partners are expected to work together families, teachers, experts and representative bodies to deliver better experiences and outcomes for children.

Consolidated Grants - Revenue Support Grant (RSG)

Table 1 provides details of the specific grants which have transferred into the RSG in 2026-26 along with the basis of allocation, which is either the new Fair Funding Allocation (FFA) or existing distribution (ED).

Table 1 - Specific Grants transferred into the Revenue Support Grant from 1 April 2026	2025-26 KCC Allocation £000s	2026-27 basis of allocation
Specific Ring Fenced Grants transferred into RSG		
Virtual School Heads for children with a social worker and children in kinship care	197.943	FFA
Biodiversity Net Gain Planning requirement	27.142	FFA
Local Reform and Community Voices: Deprivation of Liberty Safeguards Funding	132.208	FFA
War Pensions Disregard grant	290.840	ED
Social Care in Prisons grant	333.073	ED
Existing Settlement Funding transferred into RSG		
Social Care Grant	137,143.646	FFA
Market Sustainability & Improvement Fund	26,969.400	FFA
Employer National Insurance Contributions	10,072.664	FFA
New Homes Bonus	1,926.665	FFA
Part of Children's and Families Grant transferred into RSG		
Supported Accommodation Reforms new burdens	3,070.614	FFA
Staying Put	913.975	FFA
Leaving Care Allowance uplift	720.224	FFA
Personal Advisors Extended Duty	438.061	FFA
Virtual Schools Heads (VSH) – extension of the VSH role to previously looked after children	120.572	FFA

New Consolidated Grants

Table 2 provides details of the specific grants which have been transferred into one of the new consolidated grants (indicated in bold text within the table).

Table 2 - Specific Grants transferred into one of the new consolidated grants	2025-26 Allocation £000s	Within Core Spending Power	2026-27 £000s	2027-28 £000s	2028-29 £000s
Children, Families and Youth Grant					
Children's Social Care Prevention Grant	6,760	Yes	21,712	21,712	18,545
Supported Families	6,013				
<i>Sub Total (Families First Partnership)</i>	<i>12,773</i>				
Holiday Activities and Food Programme	5,828	No	6,130	5,874	5,874
Post 16 Pupil Premium Plus Programme	445	No	445	445	445
Total Children, Families and Youth Grant	19,046		28,287	28,031	24,863
Crisis and Resilience Fund					
Household Support Fund	19,502	No	19,172	19,161	22,061
Homelessness, Rough Sleeping and Domestic Abuse Grant					
Domestic Abuse	4,031	Yes	4,031	4,031	4,031
Public Health Grant					
Public Health Grant	82,040	No	91,287	92,956	94,637
Drug and Alcohol Treatment and Recovery Improvement Grant	5,301				
Local Stop Smoking Services and Support Grant	1,892				
Individual Placement and Support Grant	284				
Total Public Health Grant	89,517				

Multi-Year Settlement

The multi-year settlement provides authorities with increased certainty for medium term financial planning. Although the allocations for years 2 and 3 will be subject to annual recalculation, it is assumed that any changes from the amounts included in this settlement will only be increases with the existing allocations representing the minimum levels of funding for subsequent years. The recovery grant introduced in 2025-26 as a transitional arrangement continues to be available to all qualifying authorities over the 3-year period 2026-27 to 2028-29 based on deprivation and low council tax base. The recovery grant allocations have not been updated for the revised Fair Funding methodology or data updates.

The funding floor is determined on four levels:

- Guaranteed growth of 5% (2026-27), 6% (2027-28) and 7% (2027-28) for upper tier and single tier authorities in receipt of recovery grant
- 100% cash protection for authorities whose legacy funding is less than 15% higher than the new settlement and assumed council tax
- 95% protection for authorities whose legacy funding is more than 15% higher than new settlement and assumed council tax
- Real terms protection for standalone Fire and Rescue authorities

The assumed council tax in the floor calculation is based on increases up to the maximum pre-referendum levels and assumed increases in the council tax base. There are special arrangements for the upper tier and single tier authorities subject to 95% protection with a flat £150 increase applied for the floor calculation, these authorities have additional flexibility to increase council tax (these councils have the lowest band D rates in the country).

Table 3 below shows the multi-year settlement for KCC as shown in the core spending power calculation published by Government.

CORE SPENDING POWER

Please select authority

Kent

Illustrative Core Spending Power of Local Government:

	2024-25	2025-26	2026-27	2027-28	2028-29
	£ millions	£ millions	£ millions	£ millions	£ millions
Fair Funding Allocation¹	0.0	0.000	569.660	613.134	659.103
of which: Baseline Funding Level	0.0	0.000	294.565	301.322	307.401
of which: Revenue Support Grant ²	0.0	0.000	213.394	311.812	351.702
of which: Local Authority Better Care Grant ³	0.0	0.000	61.701	-	-
Legacy Funding Assessment	483.7	512.889	0.000	0.000	0.000
of which: Legacy Business Rates ⁴	256.1	259.395	0.000	0.000	0.000
of which: Legacy Grant Funding ⁵	177.7	191.793	0.000	0.000	0.000
of which: Local Authority Better Care Grant	50.0	61.701	0.000	0.000	0.000
Council tax requirement^{6,7}	935.7	994.288	1,062.166	1,134.711	1,212.245
Homelessness, Rough Sleeping and Domestic Abuse^{8,9}	3.2	4.031	4.031	4.031	4.031
Families First Partnership¹⁰	6.0	12.773	21.712	21.712	18.545
Total Transitional Protections¹¹	0.0	0.000	0.000	0.000	0.000
of which: 95% income protection	0.0	0.000	0.000	0.000	0.000
of which: 100% income protection	0.0	0.000	0.000	0.000	0.000
of which: Fire and Rescue Real-terms floor	0.0	0.000	0.000	0.000	0.000
Grants rolled in to Revenue Support Grant¹²	6.3	6.248	0.000	0.000	0.000
Recovery Grant	0.0	0.000	0.000	0.000	0.000
Recovery Grant Guarantee¹³	0.0	0.000	0.000	0.000	0.000
Mayoral Capacity Fund	0.0	0.000	0.000	0.000	0.000
Core Spending Power	1,434.9	1,530.228	1,657.570	1,773.589	1,893.923
Core Spending Power year-on-year change (£ millions)		95.3	127.3	116.0	120.3
Core Spending Power year-on-year change (%)		6.6%	8.3%	7.0%	6.8%
Core Spending Power change since 2024 (£ millions)		95.3	222.6	338.7	459.0
Core Spending Power change since 2024 (%)		6.6%	15.5%	23.6%	32.0%
Core Spending Power change since 2025 (%)			8.3%	15.9%	23.8%
			595.404	638.878	681.679

Further information on the settlement consultation can be found via the following link:

[Provisional local government finance settlement 2026 to 2027 - GOV.UK](#)

Council Tax

1. This appendix provides detailed information on the Council Tax charges for 2026–27 for the County Council share of council tax and precepts necessary to finance the 2026-27 draft budget, provisional tax base estimates notified by billing authorities (district and borough councils), and estimated collection fund balances. These figures underpin the summary presented in Section 5 of the draft budget report.

2. The County Council's share of the total council tax bill typically accounts for around 70% of the overall charge for a Band D household in Kent. This proportion reflects the scale of services delivered by the County Council compared to other precepting authorities. While the County Council charge is consistent across the county, the total bill paid by households varies depending on the decisions of district, borough, and parish councils, as well as the Police and Crime Commissioner and Fire and Rescue Authority. This means that although the County Council element is the largest component, local variations in other precepts will influence the final amount payable by residents.

3. The draft referendum principles for 2026–27, published alongside the provisional Local Government Finance Settlement, allow county councils with adult social care responsibilities to increase their council tax by up to 5% in total without triggering a referendum. This comprises a core principle of 3% for general expenditure (the maximum for non-social care authorities i.e. districts and boroughs) and an additional 2% flexibility for the Adult Social Care Precept. Any increase of 5% or more in the relevant basic amount of council tax would require approval through a local referendum. These principles apply to the combined increase and not separately to each of the general and adult social care components. The Government has confirmed that no referendum principles are proposed for local precepting authorities (parish and town councils) in 2026–27, and the thresholds for other classes of authority remain unchanged (e.g., £15 for Police and Crime Commissioners and £5 for Fire and Rescue Authorities). The final principles will be subject to Parliamentary approval in early 2026.

4. The proposed Council Tax increase for 2026–27 is 3.99%. This results in a Band D charge of £1,758.60 for the County Council's share of Council Tax.

Table 1 – Proposed Council Tax Increases by Band

Band	Proportion of Band D Tax Rate	2025-26 (incl. ASCL) £p	2026-27 (incl. increase in ASCL) £p	Increase £p
A	6/9	1,127.46	1,172.40	44.94
B	7/9	1,315.37	1,367.80	52.43
C	8/9	1,503.28	1,563.20	59.92
D	9/9	1,691.19	1,758.60	67.41
E	11/9	2,067.01	2,149.40	82.39
F	13/9	2,442.83	2,540.20	97.37
G	15/9	2,818.65	2,931.00	112.35
H	18/9	3,382.38	3,517.20	134.82

ASCL = Adult Social Care Levy

5. The provisional tax base for 2026–27 is 592,765.34 Band D equivalent properties, an increase of 0.82% compared to 2025–26. This combined with the proposed council tax increases results in a total precept of £1,042.4m.

Table 2 – Provisional Tax base changes and 2026-27 Precept

District	2025-26 Final Band D Equivalent Taxbase	2026-27 Latest Band D Equivalent Taxbase	2026-27 Precept @ £1,758.60 (incl. ASCL) £000s	% change
Ashford	49,332.00	49,222.00	86,561.8	-0.22%
Canterbury	55,053.98	55,692.52	97,940.9	1.16%
Dartford	41,702.34	42,313.73	74,412.9	1.47%
Dover	42,119.72	42,551.70	74,831.4	1.03%
Folkestone & Hythe	41,413.64	42,266.65	74,330.1	2.06%
Gravesham	35,442.89	35,356.20	62,177.4	-0.24%
Maidstone	68,085.50	68,207.10	119,949.0	0.18%
Sevenoaks	53,008.33	53,104.84	93,390.2	0.18%
Swale	50,518.20	51,023.68	89,730.2	1.00%
Thanet	48,260.89	48,699.16	85,642.3	0.91%
Tonbridge & Malling	53,849.82	54,672.16	96,146.5	1.53%
Tunbridge Wells	49,134.60	49,655.60	87,324.3	1.06%
Total	587,921.91	592,765.34	1,042,437.13	0.82%

ASCL = Adult Social Care Levy

6. Some district and borough councils have also notified estimated collection fund balances for 2026–27. The draft budget includes an estimated surplus of £5.7m, compared to a £3.2m surplus in 2025–26. This surplus will be applied in accordance with established policy and practice.

7. Table 3 provides a comparison of County Council Tax Charges in 2025–26 (South East authorities are highlighted). Kent's Band D council tax charge for 2025–26, including the Adult Social Care precept, was £1,691.19. However, a valid comparison needs to also include the charge for the Fire and Rescue where there is a separate authority as for those counties which still have responsibility for fire services there is no separate charge. KCC's and K&MFRS combined charge is £1,786.05 which is the 4th highest out of seven South East areas and just above the overall (including Fire) median.

Table 3 - Comparison Council Tax Charges (2025–26)

Authority	2025-26 Local Authority Charge (Band D) £	Fire & Rescue charge where applicable (Band D) £	Combined for Comparison (Band D) £
Nottinghamshire	£1,894.54	£97.21	£1,991.75
East Sussex	£1,867.05	£112.49	£1,979.54
Oxfordshire	£1,911.40		£1,911.40
Devon	£1,801.26	£104.68	£1,905.94
Surrey	£1,846.35		£1,846.35
Lancashire	£1,735.79	£89.73	£1,825.52
Warwickshire	£1,822.95		£1,822.95
West Sussex	£1,800.54		£1,800.54
Cambridgeshire	£1,700.64	£87.21	£1,787.85
Kent	£1,691.19	£94.86	£1,786.05
Hertfordshire	£1,769.87		£1,769.87
Leicestershire	£1,681.50	£86.65	£1,768.15
Norfolk	£1,755.63		£1,755.63
Derbyshire	£1,629.16	£93.41	£1,722.57
Worcestershire	£1,615.71	£102.22	£1,717.93
Staffordshire	£1,621.71	£91.77	£1,713.48
Hampshire	£1,609.83	£87.84	£1,697.67
Gloucestershire	£1,679.65		£1,679.65
Essex	£1,579.59	£87.57	£1,667.16
Suffolk	£1,649.43		£1,649.43
Lincolnshire	£1,625.85		£1,625.85
Median			£1,769.87

Sensitivity Analysis

1. This sensitivity analysis assesses how changes in external and internal factors could affect Kent County Council's 2026–27 revenue budget. It sets out a clear view of current performance, key “what-if” scenarios, and the potential consequences for financial planning and risk management. External factors include interest rates, inflation, demographic demand and market sustainability. Internal factors include forecast accuracy, delivery of savings and service policy choices.

Baseline and current performance

2. The Council is forecasting a substantial overspend against its revenue budget for 2025-26, which poses a serious risk to financial resilience. Any residual overspend after corrective action will need to be funded from reserves, reducing the Council's ability to respond to future challenges.

3. The most significant pressure is within adult social care, driven by rising demand, increasing complexity of needs, higher cost of placements for new clients and inflationary costs in provider contracts. Residential and community-based services for older people are particularly affected, alongside pressures in learning disability and physical disability services. Where these clients are placed and the cost of these placements is critical to maintaining financial control of social care budgets. Ensuring new clients are placed within framework contracts wherever possible is essential to managing these pressures effectively. These challenges reflect national trends but remain acute for Kent, and continued growth in demand or ability to place new clients within framework contracts could result in further overspends if not managed.

4. Children's services are also under strain, mainly due to the high cost of placements for looked after children, although this is partly offset by savings in areas such as home-to-school transport. Growth, Environment and Transport faces pressures from increased passenger journeys on concessionary travel schemes and unplanned highways works, adding to the overall financial challenge.

5. While some underspends in corporate budgets provide limited mitigation, the scale of the overspend means urgent action is being taken. Measures include a Council-wide restriction on non-essential spending, tighter recruitment controls and targeted interventions in adult social care to manage demand and renegotiate provider contracts. Despite these efforts, the position remains highly sensitive to future demand and cost trends.

Spending Estimates

6. Total spending growth for 2026–27 is £179.5 million, an increase of £28.3 million (19%) compared to 2025–26. This also represents a significant increase compared to the £113.0m forecast for 2026-27 in the original 2025-28 MTFP. Table 1 shows a comparison of spending growth in the 2025-26 & 2026-27 in the original MTFP with the updated draft plan for 2026-27

Table 1 spending growth in the 2025-27 MTFP vs updated draft plan for 2026-27

	Original MTFP		Updated Draft
	2025-26	2026-27	2026-27
Cost Driver (forecast)	£48.2m	£46.6m	£27.4m
Demand Driver (forecast)	£23.0m	£23.0m	£30.3m
Prices (contractual)	£41.4m	£31.4m	£28.3m
Base budget Changes (FYE of current)	£10.3m	£0.1m	£40.6m
Other	£28.3m	£12.1m	£53.0m
Total	£151.2m	£113.0m	£179.5m

7. While the overall scale of growth has risen, the drivers have shifted. Table 2, 3 and 4 below show comparisons between demand (Table 2) cost drivers (Table 3) and Prices (Table 4) in 2025-28 and 2026-29 MTFP by main service/directorates.

Table 2 Demand Drivers

	2026-29 Draft MTFP £m			2025-28 Final MTFP £m		
	26-27	27-28	28-29	25-26	26-27	27-28
Adults & Older Persons	25.3	25.3	25.3	11.3	11.3	11.3
Children's Social Care	0.5	1.1	1.1	6.0	5.2	5.2
Home to School Transport	3.3	2.4	1.5	4.7	5.5	5.5
Waste Disposal & Recycling	1.0	1.1	1.1	1.1	1.1	1.0
Other	0.2	0.2	0.2	-0.0	0.0	0.0
Total	30.3	30.1	29.2	23.0	23.0	23.0
% of Core Funded Growth	16.9%	28.4%	25.7%	15.2%	20.4%	19.9%

Table 3 Cost Drivers

	2026-29 Draft MTFP £m			2025-28 Final MTFP £m		
	26-27	27-28	28-29	25-26	26-27	27-28
Adults & Older Persons	15.8	15.8	15.8	33.4	33.4	33.4
Children's Social Care	13.9	12.2	11.3	4.4	5.1	5.1
Home to School Transport	-2.2	3.6	-1.8	10.5	8.2	8.2
Total	27.4	31.6	25.2	48.2	46.6	46.6
% of Core Funded Growth	15.3%	29.8%	22.1%	31.9%	41.3%	40.4%

Table 4 Prices

	2026-29 Draft MTFP £m			2025-28 Final MTFP £m		
	26-27	27-28	28-29	25-26	26-27	27-28
Adults & Older Persons	9.9	17.5	17.1	28.4	18.3	15.8
Children's Social Care	7.2	4.9	4.6	3.0	3.0	2.4
Home to School Transport	3.5	2.4	2.2	3.9	2.6	2.1
Waste Disposal & Recycling	3.0	2.6	2.7	2.9	2.7	2.7
Other	4.7	4.6	4.0	3.3	4.7	4.6
Total	28.3	32.0	30.7	41.4	31.4	27.6
% of Core Funded Growth	15.7%	30.2%	26.9%	27.4%	27.7%	23.9%

8. Demand-related growth pressures, which dominated in 2025–26, have eased but remain significant at £30.3 million (16.9% of core funded growth) in 2026–27, compared to £23.0 million (15.2%) last year. Adults and Older Persons represent the largest contributor at £25.3 million, reflecting demographic trends and the need to manage new demand effectively. Children's Social Care adds £0.5 million, a reduction from £6.0 million in 2025–26, while Home to School Transport contributes £3.3 million, down from £4.7 million last year, primarily due to fewer school days in 2026-27 compared to 2025-26. Waste Disposal and Recycling remains broadly stable at around £1.0 million. Demand forecasts for later years currently mirror the current year as they are based on recent performance and activity data; as forecasts are refined, alternative variables will be introduced to model different scenarios.

9. Cost-related growth pressures, which were significant in 2025–26, have reduced markedly in 2026–27 to £27.4 million (15.3% of core funded growth), compared to £48.2 million (31.9%) last year. Adults and Older Persons account for the largest share at £15.8 million and reflect the strategy for 2026-27 to place as many clients as possible into placements within framework. Children's Social Care rises to £13.9 million, driven predominantly by market conditions. Home to School Transport shows a net reduction of £2.2 million driven by other costs outside of market inflation.

10. Price-related pressures account for £28.3 million (15.7% of core funded growth) in 2026–27, down from £41.4 million (27.4%) in 2025–26. Adults and Older Persons again dominate at £9.9 million, although this is a significant reduction from £28.4 million last year, reflecting tighter control over provider contract inflation. Children’s Social Care increases to £7.2 million from £3.0 million, driven by higher placement costs linked to inflation. Home to School Transport adds £3.5 million, slightly down from £3.9 million, while Waste Disposal and Recycling contributes £3.0 million, broadly in line with previous years. Other services account for £4.7 million, up from £3.3 million. Price pressures are expected to rise in later years, with totals increasing to £32.0 million in 2027–28, underlining the importance of continued focus on contract management and cost containment.

11. The significant in-year variances in 2025–26 (quarter two forecast overspend of £46.5 million, £50.9m of which is within Adult Social Care) will have a direct impact on the 2026–27 budget. Where spending exceeds the current year’s assumptions, the full-year effect of these pressures must be reflected in the MTFP to avoid structural deficits. This is especially critical in Adult Social Care, where higher placement volumes and costs, combined with undelivered savings, create a baseline that cannot simply be rolled forward without adjustment. The MTFP incorporates these revised baselines to ensure that ongoing commitments are funded, but the strategy depends largely upon actions that contain demand and manage placement costs in Adult Social Care within framework arrangements.

Key budget elements for 2026–27 sensitivity

12. The analysis focuses on the following budget areas:

- Adult social care costs and demand
- Children’s social care demand (and costs where material)
- Waste volumes and contract retender prices
- Home to school transport demand and market capacity
- Investment income (interest rate sensitivity)
- Council tax base growth and collection risks

Table 5 What-if scenarios (better / baseline / worse)

Area	Baseline (built into 2026–27 draft)	Better case (downside risk reduced / upside realised)	Worse case (adverse variation)	Explanation
Adult Social Care – Demand	Assumes demand growth is lower than recent historical trends, reflecting an expectation that demographic pressures will stabilise and that the Council will manage new demand more effectively through preventative measures and timely reviews.	Demand growth slows further, with fewer older people requiring long-term care and greater success in supporting independence at home.	Demand rises faster than forecast, driven by higher numbers of older people assessed as needing care and/or increased complexity of needs	Demand is highly sensitive to demographic trends and health system pressures. A surge in hospital discharges or delayed preventative interventions could increase demand significantly.
Adult Social Care – Cost.	Assumes successful retendering of major service contracts, with most new client placements made within framework providers and at costs aligned to the price bands set out in revised tenders. This represents a shift from previous patterns where spot placements were more common and often at higher cost.	All new placements secured within framework providers, with a greater proportion at the lower end of the price range than assumed in the budget.	Provider fees exceed planned uplifts due to wage inflation and workforce shortages Risk that not all major providers join the framework, forcing spot placements at significantly higher cost. The 2026–27 strategy is built on controlling placement costs through framework compliance rather than relying on additional savings, so any	Placement costs are highly sensitive to market conditions and provider participation in frameworks. Failure to secure framework compliance or manage inflationary pressures could lead to substantial overspends.

Area	Baseline (built into 2026–27 draft)	Better case (downside risk reduced / upside realised)	Worse case (adverse variation)	Explanation
			failure to achieve this will significantly increase financial risk.	
Children's social care: demand	Growth reflects current placement mix and health contributions.	Demand stabilises; more children placed with in-house foster carers or independent fostering agencies rather than costly residential care.	Increased numbers of looked-after children and higher reliance on residential placements with rising fees.	Placement costs vary significantly: residential care can cost several times more than fostering. Demand is influenced by safeguarding pressures and court decisions.
Waste: volumes & retender prices	Assumes household waste volumes grow by 1.5% and contract inflation adds £4m.	Lower household waste volume growth and improved recycling reducing overall waste costs. Tender prices come in below forecast.	Higher waste volumes (e.g., from population growth) and adverse tender outcomes increase costs.	Waste costs depend on tonnage and market prices for recycling. Contract retenders can swing costs significantly.
Home to school transport (HTST)	Assumes most pupils attend local placements and route optimisation continues.	Greater uptake of Personal Transport Budgets (PTBs) and route optimisation reduce costs. Local placements remain available, limiting long-distance travel.	Lack of suitable local education placements for children with Special Educational Needs forces parents to seek schools outside their locality. This results in longer journeys,	Home to school transport costs are highly sensitive to placement patterns. When local provision cannot meet needs, the Council must fund longer-distance transport, increasing costs significantly.

Area	Baseline (built into 2026–27 draft)	Better case (downside risk reduced / upside realised)	Worse case (adverse variation)	Explanation
			additional routes, and higher contractor rates.	This risk can create recurring budget pressures and may require compensating savings or use of reserves.
Debt Management	Assumes borrowing costs remain stable with no significant changes to debt profile.	Interest rates decrease, enabling early repayment or refinancing of debt at lower cost, potentially with discounts or no penalties.	Additional borrowing required to finance capital spend or manage short-term cash flow, increasing overall interest costs.	Debt management risk relates primarily to the cost of borrowing and opportunities for early repayment. Most KCC borrowing is at fixed interest rates, meaning it is largely insulated from short-term rate fluctuations. However, active treasury strategies such as refinancing, re-profiling, or early repayment where permitted, can still reduce exposure and deliver savings.
Investment income: interest rates	Assumes investment returns broadly in line with current interest rates and cash balances, with sensitivity of around $\pm£2.8$ m for each $\pm 1\%$	Interest rates remain higher for longer, boosting returns on cash balances and pooled funds.	Rates fall faster than expected, reducing investment income.	Investment income depends on interest rates and cash balances. Higher rates improve returns, while lower

Area	Baseline (built into 2026–27 draft)	Better case (downside risk reduced / upside realised)	Worse case (adverse variation)	Explanation
	movement in rates (per Q2 Treasury report).			rates reduce income.
Council tax base & collection	Growth assumed at 0.82% p.a.	Improved collection rates (towards 100%) and steady taxbase growth increase income.	Lower growth and policy changes (e.g., reinstating discounts) reduce income.	Council tax is a major funding source with each 1% increase equating to an additional £10m of funding for the Council. Risks include economic downturns, policy changes, and collection performance.

Cross-cutting external factors

13. External economic factors such as interest rates and inflation continue to influence the Council's financial position, but to a much lesser extent on borrowing costs as most debt is held at fixed rates. The main opportunity lies in the ability to renegotiate rates or repay debt early, securing discounts or avoiding penalties. Inflationary pressures remain the more significant risk, feeding directly into provider contract costs across social care, transport, and waste services. Even modest changes in inflation can lead to substantial contractual uplifts, particularly in sectors where workforce costs and market fragility are high. These factors introduce uncertainty into budget planning and require close monitoring to maintain resilience against potential fluctuations.

Savings and Income Estimates

14. Savings and income delivery plans for 2025–26 continue to be subject to enhanced scrutiny and governance. The most significant savings, which represent a substantial proportion of the total planned savings for the year, are monitored through the Strategic Reset Programme (SRP) with regular updates to the SRP Board. Delivery plans are categorised using the established traffic light system:

- Blue – delivered
- Green – key milestones on track
- Amber – milestones not on track but remedial strategies identified
- Dark Amber – milestones not on track and remedial strategies yet to be confirmed
- Red – savings now considered unachievable in the current year

15. The total savings requirement for the current year is £121.5 million, which includes the roll-forward of undelivered savings from previous years. As at Quarter 2, £97.7 million is forecast to be delivered against that requirement in 2025–26 with an additional £2.6m to be delivered against alternative savings. This leaves a net variance of £21.1m of which £18.4m is considered undeliverable. £9.2 million is planned for delivery in future financial years.

16. Adult Social Care and Health present the greatest challenge: of £63.2m planned savings, only £42.4m is forecast to be achieved, leaving £20.8m at risk. Persistent difficulties in controlling costs for residential and home care commissioning, supported living, and review programmes have compounded these risks, alongside rising provider costs. Children's services savings of £22.2m are largely on track, with only £0.2m slipping. Growth, Environment and Transport savings of £17.2m remain broadly on track.

17. Failure to achieve these savings in 2025–26 will have a direct and severe impact on the Council's financial resilience. Any shortfall must be met

through drawdowns from reserves, weakening the Council's ability to manage future risks. Irrecoverable savings creates additional budget pressures in 2026–27, requiring adjustments to remove undelivered targets and increasing the risk of structural gaps in the MTFP.

18. The draft 2026–27 budget reflects the latest monitoring position. While the Strategic Reset Programme (SRP) continues to oversee the most significant savings, the emphasis for 2026–27 shifts towards controlling costs rather than relying on large-scale savings delivery, particularly in Adult Social Care. The strategy assumes that demand growth will be lower than recent trends and that new client placements can be secured within framework providers at costs aligned to revised tender price bands. This represents a fundamental change from previous patterns and is critical to maintaining financial control.

19. Continued focus on remedial strategies and identification of alternative efficiencies remains essential to avoid further erosion of reserves and protect service delivery. Persistent overspends would otherwise require even higher savings targets in subsequent years or unplanned service reductions, undermining the sustainability of the MTFP

Key Risks and Mitigations

20. The Council continues to face significant financial risks in 2025–26 arising from demand pressures, cost increases, market sustainability, and inflation remaining above forecast in the short term. These risks have driven the current overspend position and require immediate mitigation. Strict financial discipline remains essential: all services are operating under a “no non-essential spend” approach, with budget managers held accountable for delivery. Recruitment is restricted to roles critical for statutory compliance, and opportunities to maximise grant funding are being pursued wherever possible.

21. These same risks are also reflected in the 2026–27 budget, where spending growth is forecast to continue at a level well above available funding from central government and local taxation. The draft budget assumes a fundamental shift in strategy, focusing on controlling costs in Adult Social Care rather than relying on large-scale savings delivery. This includes placing new clients within framework providers at agreed price bands and reducing reliance on high-cost spot placements. Sustainable recurring efficiencies and income generation remain critical to closing the structural gap and protecting financial resilience.

22. Directorates are implementing targeted actions to mitigate these risks. In Adult Social Care and Health, the focus is on resetting provider relationships through re-commissioning, strengthening Care Act-compliant

practice, and reducing reliance on short-term beds. The directorate is accelerating the use of technology-enabled care and increasing throughput of first reviews to ensure packages remain proportionate to assessed needs. In Children, Young People and Education, efficiencies in home-to-school transport will continue through route optimisation and greater uptake of personal transport budgets, while work progresses to expand in-house residential capacity and secure appropriate health contributions for high-cost placements. Treasury management remains a key mitigation strategy throughout, with active management of cash balances, internal borrowing options, and careful profiling of debt maturities to balance risk and return in a volatile economic environment.

Assessment of Financial Resilience

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

This appendix sets out the key 'symptoms' of financial stress identified by CIPFA and assesses the current position of the County Council against each indicator. This assessment includes a score out of 10, where with a score of 1 indicates a low level of financial resilience and 10 indicates a high level of financial resilience. In addition, a scope for improvement assessment is provided.

Overall, the prognosis is that there has been a recent deterioration in resilience which needs to be reversed in particular on the delivery of savings and managing spending within approved budgets.

Symptom	KCC Assessment
Running down reserves / a rapid decline in reserves Score = 5/10 Scope for Improvement = Moderate	<p><u>Evidence</u></p> <p>In the years leading up to and including 2021-22, the Council's level of revenue reserves (as indicated in the table at the end of this appendix) had initially been stable and then increased more rapidly, largely as a result of additional funding for / underspends arising from Covid.</p> <p>In 2022-23 there was an overall reduction in usable revenue reserves to £391m (£37m general, £271m earmarked, £47m Covid-19 and £36m in new partnership reserve from the excess safety valve contributions). The reductions included £47m draw down from general reserves and earmarked reserves to balance 2022-23 outturn.</p> <p>In 2023-24 there was a further reduction in total usable reserves to £358m (£43m general, £268m earmarked, £10m Covid-19 and £36m Safety Valve partnership reserve). The small increase in the general reserve reflected the overall increase in 2023-24 budget to maintain the reserve as % of net revenue but did not include any movement to restore the reserve to 5% of net revenue following the draw down in 2022-23. 2023-24 included a review of reserves to ensure balances in individual categories remained appropriate. This included transfer of £48m from other earmarked reserves into the smoothing category which was partially drawn on by £12m to balance the 2023-24 outturn.</p> <p>In 2024-25 there was a further reduction in the total useable reserves to £334m (£79m general, £219m earmarked (inc Public Health), £36m Safety Valve partnership reserve). The general reserve increased significantly through a combination of budgeted contributions (£16m), the transfer of some earmarked reserves now deemed useable (£39m) less the drawdown of £20m to balance the 2024-25 outturn. The draft 2026-27 includes provision for replenishment of this drawdown.</p> <p>The quarter 2 revenue budget monitoring for 2025-26 shows further forecast overspends (£47m), primarily in adult social care. In response, firmer spending controls have been introduced across the Council for the remainder of this financial year to try and reduce the amount of overspend.</p>

	<p>If the overspend cannot be eliminated, it would require a draw down from reserves at year end which would further reduce the Council's financial resilience. The draft 2026-29 plan does not include any replenishment at this stage although will need to be updated once 2025-26 outturn is confirmed.</p> <p><u>Conclusions</u></p> <p>Three successive years of drawdowns from reserves to balance overspends (with a fourth year likely) represents a significant cause for concern, with its impact on financial resilience.</p> <p>The Council's reserves were previously deemed as adequate in the short term by the S151 officer pending those restoration plans being delivered in future budgets. In particular, the general reserve needs to be restored to 5% of net revenue within the 2026-29 MTFP. The section 25 assurance report to accompany the draft 2026-27 budget will include an updated assessment on the adequacy of reserves</p> <p>A small amount of smoothing within the annual revenue budget to reflect timing differences between spending and savings plans has been considered acceptable provided these are replaced (and where appropriate replenished in future years) through a balanced MTFP. The draft 2026-27 budget does not include any such smoothing but does include £16m use of earmarked reserves which are no longer needed for their original purpose (these need to be replaced in subsequent years but not replenished).</p>
<p>A failure to plan and deliver savings in service provision to ensure the council lives within its resources</p> <p>Score = 5/10</p> <p>Scope for Improvement = High</p>	<p><u>Evidence</u></p> <p>The council has planned (and largely delivered/is forecast to deliver) just over £1bn of savings and income since 2011-12 (up to 2025-26). The council has delivered a balanced outturn with a small surplus each year since 2000-01 up to 2021-22 (22 years) including throughout the years when government funding was reducing and spending demands were still increasing. This demonstrated that in the past savings were sustainable.</p> <p>The 2022-23 outturn was the first year in 23 years that the authority ended the year with a significant overspend (£44.4m before rollover). This overspend was partly due to under delivery of savings and partly due to unbudgeted costs.</p> <p>The approved budget for 2023-24 included £54.8m of savings and income (4.6% of net budget) to balance spending growth (£178.9m) and increase in funding (£124.1m).</p> <p>The 2023-24 outturn showed an overspend of £9.6m before rollovers. This was significantly lower than had been forecast earlier in the year. As in 2022-23 the 2023-24 overspend arose from a combination of unbudgeted costs and under delivery/rephasing of savings.</p> <p>The approved budget for 2024-25 included £88.9m of savings and income (6.8% of 2023-24 net budget) to balance spending growth (£209.6m), a net change in use of reserves (-£6.8m) and increased funding (£113.9m).</p>

	<p>The 2024-25 outturn showed an overspend of £19.6m before rollovers, which was broadly in line with earlier forecasts. Spending controls first introduced in 2023-24 have remained in place throughout 2024-25 and these have contributed to mitigating the level of the overspend. Adult Social Care accounts for the most significant overspend, of which approximately 40% relates to the non-delivery of agreed savings, however some of these have been identified as achievable in future years.</p> <p>The approved budget for 2025-26 includes £98.9m of savings and income (6.9% of 2024-25 net budget) to balance spending growth (£150.4m), removal of undelivered/temporary savings from 2024-25 (£38.0m), net change in use of reserves (£12.4m) and increased funding (£101.8m). The increased spending growth included demand (activity) and cost drivers as well as price uplifts (linked to inflation forecasts) and full year effect of 2024-25.</p> <p>Savings planning and monitoring continues to be enhanced with greater emphasis on more detailed monitoring of progress on the most significant savings. Enhanced monitoring will not in itself ensure improved delivery performance, especially in the short-term.</p> <p><u>Conclusions</u></p> <p>The significant increase in the savings requirement over the last four years is cause for serious concern and is unsustainable. This savings requirement is driven by ever increasing gap between forecast spending growth and increase in available resources from core government grants and local taxation. This gap needs to be resolved either from reducing spending expectations and / or increased funding if resilience is to be improved.</p> <p>The q2 budget monitoring report for 2025-26 shows just over 80% of budgeted savings are forecast to be achieved this year, which represents an improvement on 2024-25 where 64% of budgeted savings were achieved. Whilst this improvement is in the right direction, there is still some concern over capacity within the organisation and that savings are put forward with over optimistic timescales (or inadequate resources to ensure delivery) and in some instances were not sustainable. This combination is weakening financial resilience. We have provided training to all managers setting out the planning and governance requirements for approval of savings in budget plans and the likely timescales with need for adequate planning lead times.</p>
Shortening medium term financial planning horizons perhaps from three or four	<p><u>Evidence</u></p> <p>The council has traditionally produced a three-year medium term financial plan (MTFP). This plan sets out forecast resources from central government and local taxation with spending forecasts balanced by savings, income generation and use of smoothing reserves. Generally funding forecasts have</p>

<p>years to two or even one</p> <p>Score = 7/10</p> <p>Scope for Improvement = Moderate</p>	<p>been robust and tax yields have remained buoyant. Spending forecasts for later years of the plan have tended to be underestimated.</p> <p>High-level three-year plans were produced in recent years although experience has proved that these have been less robust and susceptible to the un-forecast spending trends experienced in these years. Funding forecasts have continued to be speculative in the absence of multiyear settlements. Council tax base estimates have proved to be extremely reliable although business rates have been more volatile.</p> <p>The provisional settlement for 2026-27, published on 17th December 2025, included indicative grant allocations for 2027-28 and 2028-29, and marked a welcome return to a multi-year funding announcement. This information has enabled us to plan our grant funding with more certainty over the medium term.</p> <p><u>Conclusions</u> Medium term financial plans are still considered to be reasonable even if spending forecasts for the later years are less reliable, as a broad indicator of direction of travel rather than a detailed plan. Plans should be less speculative now that multi-year settlements have been re-introduced.</p> <p>Draft budget proposals need to be made available for scrutiny and savings planning earlier (even if these have to be based on less up to date forecasts). The preplanning of savings needs to recognise leading times of 6 to 9 months from initial concept to final approval.</p>
<p>A lack of firm objectives for savings – greater “still to be found” gaps in savings plans</p> <p>Score = 5/10</p> <p>Scope for Improvement = Good</p>	<p>It has been common that in later years of the plan there have been balancing “savings still to be found” and those savings that were identified have often lacked detailed plans, especially in later years and plans were held and maintained locally within directorates and services.</p> <p>Even where plans are detailed there have been evidence that some savings have subsequently not been implemented following further scrutiny. Greater emphasis needs to be placed on identifying consequences, risks, sensitivities, opportunities and actions in the early planning stages before plans are presented for scrutiny.</p> <p>In a change from previous practice the plans for 2027-28 and 2028-29 do not include assumed council tax increases. This results in a larger “budget gap” i.e. the difference between planned spending and the indicative local government finance settlement. This difference would need to be resolved when plans are updated from either additional savings/income or council tax.</p> <p><u>Conclusions</u> Changes have been introduced to maintain a comprehensive central database of all savings plans over the three years which contain information about impacts, risks, dependencies, sensitivities as well as forecast financials, timescales and staffing. This database is backed up with detailed delivery plans where appropriate.</p>

<p>A growing tendency for directorates to have unplanned overspends and/or carry forward undelivered savings into the following year</p> <p>Score = 4/10</p> <p>Scope for Improvement = High</p>	<p><u>Evidence</u></p> <p>In recent history the Council have had to manage its budget through periods of significant uncertainty, from the Covid-19 pandemic which commenced in 2020-21, with further instability in 2022-23 arising from global and national economic turbulence. 2022-23 was the first year the Council had an unplanned overspend in its revenue budget in over 20 years.</p> <p>The 2023-24 budget included unprecedented levels of growth including the full year impact of 2022-23 overspends, historically high levels of inflation and other cost driver growth as best could be forecast at the time. This still proved insufficient and further unplanned overspends were reported in 2023-24 due to a combination of unbudgeted growth and under delivery of savings.</p> <p>The 2024-25 budget had even higher levels of growth compared to 2023-24. This included the full year impact of overspending in 2023-24, historically high levels of inflation and other cost driver growth. Like 2023-24 this still proved insufficient and further unplanned overspends were reported in 2024-25 due to a combination of unbudgeted growth and under delivery of savings.</p> <p>The 2025-26 budget is similar to 2024-25 in that it continues to have higher levels of spending growth. This included the full year impact of overspending in 2024-25, continuation of higher levels of inflation, demand and cost drivers.</p> <p>The quarter 2 forecast for 2025-26 shows further unplanned overspend arising primarily in Adult Social Care. Again these arise from a combination of unbudgeted growth (both in costs of services and demand) and under delivery or rephasing of savings, albeit at a lower percentage than 2024-25. Budget plans did not include alternative mitigations or any contingency to allow for variations from the original plan.</p> <p><u>Conclusions</u></p> <p>Failure to deliver to budgets is becoming a significant concern. Failure to deliver budget has multiple impacts in that it either requires “right-sizing” in future budgets (increasing spending growth), roll forward of savings (increasing the in-year savings requirement in future years to an extent that there may be inadequate capacity) and is a drain on reserves which need to be replenished if medium to longer term financial resilience for the Council is to be retained.</p>
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Table: Useable Revenue Reserves Balances 2015-16 to 2024-25

	2015-16 £000s	2016-17 £000s	2017-18 £000s	2018-19 £000s	2019-20 £000s	2020-21 £000s	2021-22 £000s	2022-23 £000s	2023-24 £000s	2024-25 £000s
General	-36,404	-36,671	-36,903	-37,054	-37,183	-37,075	-56,188	-36,918	-43,030	-78,562
Earmarked	-163,914	-159,357	-155,319	-180,424	-190,656	-261,165	-259,933	-254,219	-251,339	-202,631
Covid	0	0	0	0	-37,307	-88,209	-75,122	-47,100	-10,000	0
Public Health	-1,988	-3,825	-3,634	-6,036	-5,877	-11,126	-16,817	-16,899	-16,984	-16,720
Safety Valve	0	0	0	0	0	0	0	-36,263	-36,263	-36,263
Totals	-202,306	-199,852	-195,856	-223,514	-271,023	-397,575	-408,060	-391,398	-357,616	-334,176

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Significant Risks (over £10m)							
CYPE	High Needs Spending	The Dedicated Schools Grant (DSG) High Needs Block does not meet the cost of demand for placements in schools, academies, colleges and independent providers. Whilst the Government have indicated Local Authorities will not be expected to top-up future SEN cost from the General Fund from 2028-29. This is contingent on Local Authorities being able to demonstrate they are taking steps to move to a financially sustainable position (presumably within reformed grant funding). The Council is currently part of Safety Valve programme, the Government's previous initiative to support Local Authorities to manage the system more effectively in return for additional funding to support paying off accumulated deficits.	The Council's actions fail to deliver the planned reduction in the in-year deficit for supporting children with high needs, resulting in a higher accumulated deficit, outside of the Government's future expectations. While progress in 2022–23 and 2023–24 was positive and ahead of target, 2024–25 and 2025-26 has been more challenging. The Council is no longer on target to eliminate the in-year deficit, or to clear the accumulated deficit from previous years, by the end of current Safety Valve Agreement in 2027-28. The DSG accumulated deficit at the end of 2025-26 is forecast to be around £135m with an in-year deficit of over £65m.	The Department for Education may withhold its contribution towards the accumulated deficit and/or the increased overspend may leave a residual deficit. Current government policy requires the total deficit on the schools' budget to be carried forward and does not permit authorities to offset amounts above those included in the Safety Valve agreement from general funds without explicit approval from the Secretary of State. Whilst Government have indicated they intend to provide additional assistance for those local authorities that cannot manage within their local resources, this is not a guarantee, therefore continues to pose a significant risk to the Council.	4		238.5
			This shortfall is due to a combination of rising prices, continual demand for more specialist provision and increased demand for financial support in mainstream schools. The Government have not confirmed whether future Safety Valve payments will continue in line with the original agreement or the value of any future financial assistance to cover either historic or future overspends. Therefore, if satisfactory plans to deliver compensating savings cannot be achieved and/or these pressures persist in future years, the Council is still at risk that when the statutory override ends in March 2028 the Government could deem the Council's plans as insufficient. This could mean any future funding from central government may not be sufficient to clear any outstanding balances, with the outstanding deficit needing to be reflected in the Council's accounts in 2028–29.	If the statutory override is removed and no additional funding is provided to clear the residual deficit, the accumulated deficit will form part of the Council's accounts, potentially preventing the Council from setting a balanced budget.			
ASCH	Adult Social Care and Health (ASCH) Financial Sustainability and Strategy Risks	ASCH remains the single largest financial risk to the Council, with historic overspends exceeding £45m in 2024–25 and £50.9m forecast for 2025–26 (Q2 forecast). Pressures arise from rising demand and complexity, market fragility, workforce shortages, and inflationary cost drivers. To address the budget gap for 2026–27, ASCH has adopted a new strategy focused on reducing growth through measures such as limiting provider price uplifts (0–3.6%), resisting demand growth, and securing additional income. While this approach aims to stabilise finances, it introduces risks around provider sustainability, service capacity, and delivery of statutory duties.	The strategy may not deliver the planned savings if demand continues to rise, providers exit the market, or legal challenges occur. Reduced fee uplifts could exacerbate recruitment and retention issues, leading to contract hand backs and higher-cost placements. Failure to achieve savings or manage demand will result in significant overspends and increased reliance on reserves, which are already insufficient.	Persistent overspends in ASCH will severely constrain the Council's ability to set a balanced budget, requiring reductions in other services or emergency measures. Market instability could increase costs and reduce service quality, while failure to meet statutory duties risks legal challenge and reputational damage. Overall, this represents one of the most critical threats to the Council's financial resilience in 2026–27.	4	68.0	

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Non-Delivery of Agreed Savings and Income	Delays or failure in delivering agreed savings and income targets due to changes in circumstances, operational challenges, or external factors. This includes slippage on planned savings programmes and inability to implement cost reduction measures at the expected pace.	Inability to progress with plans to generate savings or additional income as scheduled, resulting in shortfalls against the Medium-Term Financial Plan.	Overspend on the revenue budget, requiring alternative compensating in-year savings or temporary unbudgeted funding from reserves. Persistent under-delivery creates recurring budget pressures for future years.	4	57.3	
ASCH	2025-26 potential overspend impact on reserves	Significant in-year overspend in Adult Social Care for 2025–26, currently forecast at £50.9m (Q2), driven by undelivered savings, higher-than-forecast demand and complexity, and market fragility.	If the recovery plan does not succeed in reducing the overspend by year-end, the shortfall will need to be met from reserves, significantly reducing financial resilience.	Insufficient reserves will remain to manage risks in 2026–27 and beyond, increasing the likelihood of emergency measures or statutory intervention. Persistent overspends will also create structural budget gaps for future years.	4	50.9	
ALL Page 144	Future Financial Sustainability and Reserves Resilience	The Council's financial resilience is under pressure due to repeated overspends, rising demand-led costs, and uncertainty over future funding settlements. Current forecasts indicate that general reserves could fall below the Council's preferred minimum of 5%. This position reflects the cumulative impact of prior year overspends met from the General Reserve, in-year overspends, slippage on savings, and reliance on one-off measures.	If reserves continue to be drawn down to cover budget gaps without required replenishment, the Council will have insufficient capacity to manage future financial shocks or unforeseen pressures.	Reduced reserves weaken the Council's ability to absorb risk, fund transformation, and maintain financial stability. This increases vulnerability to external funding changes and demand growth, and may require significant corrective action in future years.	4	50.0	
GET	Ageing Waste Infrastructure and Insufficient Capacity to Meet Growth Demands	Several of KCC's Household Waste Recycling Centres (HWRCs) and Waste Transfer Stations (WTSs) are life-expired (35–40 years old) and require major repair, replacement, or reconfiguration. District Local Plan housing targets and population growth will increase waste volumes, creating capacity pressures. While Council Tax income covers inflation, demographic tonnage increases, and legislative changes, it does not provide for upgrading or building new or enlarged facilities. Additional investment would require significant capital borrowing.	KCC may fail to secure sufficient Section 106 developer contributions and be forced to fund the replacement or upgrade of existing facilities, as well as construct new sites to accommodate increased housing and population. If funding is not secured, more waste will need to be processed at the Allington Energy from Waste plant, which has among the highest gate fees in Kent. This approach conflicts with the waste hierarchy, which prioritises recycling, processing, and diversion to more efficient disposal methods.	The Council may need to provide full or match funding for new or reconfigured sites, resulting in additional borrowing and associated financing costs, which would place further pressure on the revenue budget.	4		50.0

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET/DCED	Impact of Policy Change and Reduced Government Funding for Net Zero Initiatives	KCC has formally withdrawn its commitment to deliver Net Zero targets for 2030 and 2050 and no longer recognises a Climate Change Emergency. This coincides with a shift in Government policy on Net Zero funding: previously, the Public Sector Decarbonisation Scheme (PSDS) funded up to 100% of costs with minimal (0–20%) match funding. Current requirements now demand at least 50% match funding, which would require significant KCC resources.	Government may introduce punitive measures or financial penalties for failing to meet national Net Zero targets. Alternatively, KCC may need to provide substantial match funding to deliver these targets, despite the absence of budget provision.	The Council could face significant unbudgeted costs either through penalties or by having to allocate match funding for capital projects. This would require borrowing or use of reserves, increasing revenue costs and adding to the financing budget, which is currently unaffordable. If funding cannot be secured, KCC may need to seek alternative compliance measures, which could also incur costs.	4		30.0
ALL	Local Government Reform – Pre-Implementation Costs	Local Government Reform is expected to require significant preparatory work before implementation. At this stage, no budget provision has been made for pre-implementation costs, which are likely to be incurred over several years and could be substantial.	If pre-implementation costs arise without allocated funding, the Council will need to identify unplanned resources or divert funds from other priorities, creating additional financial pressure.	Unbudgeted expenditure could weaken financial resilience and increase the risk of overspends or the need for emergency measures. This may also delay preparatory work, impacting the Council's ability to meet statutory deadlines for reform.	4	30.0	
ALL	Failure to Replace One-Off Measures with Sustainable Alternatives	Reliance on one-off measures, such as use of reserves or temporary funding solutions, without identifying and implementing permanent alternatives. This risk is heightened by the scale of one-off solutions used in recent budgets to balance the position.	Inability to replace one-off measures with sustainable base budget savings or income streams, leaving a structural gap in the budget.	Future years' budget planning start with an underlying deficit, increasing the risk of significant savings requirements, service reductions, and potential failure to set a balanced budget.	4	25.0	
ALL	Demand & Cost Drivers	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Non inflationary cost increases (cost drivers) continue on recent upward trends particularly but not exclusively in adult social care, children in care and home to school transport above the current MTFP assumptions and the Council is not able to suppress these	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	10.0	
CYPE	Market Sustainability	Availability of suitable placements for looked after children.	Continued use of more expensive placements, where it is difficult to find suitable placements as no suitable alternative is available.	Unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4	10.0	
CYPE	Home to School Transport	Lack of suitable local education placements for children with Special Education Needs	Parents seek alternative placements outside of their locality requiring additional transport support	Additional transport costs incurred resulting in an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves and potential recurring budget pressure for future years; or seek to demonstrate that the available local placements are suitable for the child's needs	3	10.0	

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
Other Risks (under £10m - individual amounts not included)						100.0	35.0
DCED Page 146	Oracle Cloud Programme – Cost and Timescale Overruns	The implementation phase of the Oracle Cloud Programme (formerly Enterprise Business Capabilities) is experiencing cost pressures and potential timescale overruns. Current forecasts indicate an overspend of £4.9m, with the total estimated overspend at risk of increasing should there be further slippage to the programme schedule. Approximately £2.5m of this is expected in 2026–27.	Unforeseen or higher-than-budgeted costs continue to arise due to delayed go-live or during implementation, exceeding the reserve set aside for the project.	<p>Additional unfunded costs beyond the allocated reserve could lead to financial pressure. However, mitigating actions are in place:</p> <p>Current overspends are being funded from reserves and underspends within IT base budgets.</p> <p>Additional costs not reported to the Oracle Cloud Programme Board are expected to be funded from the IT reserve and therefore have not been included in the MTFP for 2026–27.</p> <p>The programme team is actively monitoring costs and implementing controls to minimise further overruns.</p>	5		
	ALL Increasing Development Appeals and Associated Cost Pressures	There is a growing number of viability challenges to both strategic and smaller developments, leading to an increase in planning appeals.	Appeals create significant cost pressures due to additional legal fees and the diversion of staff resources for preparation and response. This includes time for case preparation, drafting, court attendance, reviewing determinations, and responding to outcomes, alongside further legal costs. Currently, there is no agreed process for allocating these additional legal fees, although GET is developing a proposal for Corporate Management Team (CMT) approval. No service has budget provision for these escalating costs, which are increasing in line with viability challenges.	Additional unfunded costs could lead to overspends on the revenue budget, requiring compensating in-year savings or temporary, unbudgeted funding from reserves. This may also create a recurring budget pressure in future years if the trend continues. Mitigation includes continuing to defend appeals robustly to protect the Council's position, funding unavoidable costs from reserves in the short term, and considering the inclusion of ongoing pressures in the MTFP for future years.	5		
DCED	Aborted Property Strategy Costs	The Council's Property Accommodation Strategy requires significant upfront investment in feasibility studies, design work, compliance upgrades, and enabling works for both temporary and permanent office solutions. There is currently no dedicated funding for abortive costs, and the Council does not hold sufficient reserves to absorb them, meaning any write-off would directly impact the revenue budget.	The accommodation strategy has been revised, and abortive costs for professional fees, compliance works, and preparatory activities will need to be paid. These costs are no longer speculative and will be charged to revenue.	Abortive costs will create an unplanned pressure on the General Fund, reducing financial resilience and potentially requiring compensatory savings or temporary funding from reserves. However, costs will be funded from the abortive costs reserve, reducing the immediate impact on the revenue budget.	5		

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
DCED	Sessions House Decant and Building Reliability	Following the decant from Invicta House, staff are now accommodated in Sessions House, a listed building with ageing infrastructure and life-expired systems. While compliance works have enabled temporary occupation, critical elements such as lifts, heating, and hot water systems remain vulnerable to failure. The building's listed status limits modernisation options, and alternative evacuation procedures are in place due to non-fire-rated lifts.	Failure of essential building systems or compliance issues could require urgent remedial works or temporary relocation of staff. Amber-rated risks, if realised, would create significant unbudgeted costs and operational disruption.	A major failure could result in service disruption, health and safety risks, and additional expenditure beyond the approved capital allocation. This may require drawing on reserves or diverting funds from other priorities. However, mitigating actions are in place to manage exposure.	4		
		The cost of restoring Sessions House has been RAG-rated:					
		Red risks (£4m) – essential works that will happen and are included in the Capital Plan. Amber risks (£16m) – not currently budgeted; include potential critical failures (e.g., boiler system) that could become urgent if machinery expires. Green risks – not included in the risk register.					
		Amber risks could escalate to red over time.					
ALL	Capital - Developer Contributions	Developer contributions built into funding assumptions for capital projects are not all banked.	Developer contributions are delayed or insufficient to fund projects at the assumed budget level.	Additional unbudgeted forward funding requirement and potential unfunded gaps in the capital programme	4		
ALL	Council Taxbase & Collection Fund assumptions	Collection authorities assume lower collection rates (increased bad debts) and/or change local discretionary discounts/premiums	Reduced council tax funding continues into 2027-28 and beyond	The existing smoothing reserve earmarked for this is insufficient to cover the ongoing base shortfall beyond 2026-27	4		
ALL	Full year effect of current overspends	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Increases in forecast current year overspends on recurring activities resulting in higher full year impact on following year's budget than included in current plan meaning services would start the year with an existing deficit (converse would apply to underspends). This risk is less significant than in previous year budget risk register due to a lower amount of base budget changes required in 2025-26 draft budget compared to 2024-25 budget	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Capital	Capital project costs are subject to higher than budgeted inflation.	Increase in building inflation above that built into business cases.	Capital projects cost more than budgeted, resulting in an overspend on the capital programme, or having to re-prioritise projects to keep within the overall budget. For rolling programmes (on which there is no annual inflationary increase), the level of asset management preventative works will reduce, leading to increased revenue pressures and maintenance backlogs.	4		
GET	Financial Pressure from Increased ENCTS and Kent Travel Saver Journey Levels	ENCTS journeys declined significantly during the pandemic, leading to budget reductions of £3.4m in 2022–23 and £1.9m in 2023–24. If patronage returns to pre-COVID levels, this would create a £5.3m budget shortfall. As this is a national scheme, KCC must reimburse operators.	Journey levels exceed revised budget assumptions, creating financial pressure. Towards the end of 2024–25 and into 2025–26, patronage increased, resulting in an unbudgeted overspend of £1.3m, which is being realigned in the 2026–27 budget. If pre-COVID activity resumes, this could lead to an annual pressure of around £4m, compounded by operator appeals over reimbursement factors and rising fare costs. Current Medium-Term Financial Plan (MTFP) provisions may be insufficient.	Additional unfunded costs could lead to overspends on the revenue budget, requiring compensating in-year savings or temporary, unbudgeted funding from reserves. If current activity and pricing trends persist, this may create a recurring budget pressure in future years.	4		
GET	Absence of a Fully Funded Highways Asset Management Plan – Growing Maintenance Backlog and Risk of Critical Failures	KCC has a costed highways asset management plan, but funding remains static and does not keep pace with inflation, reducing purchasing power year on year. This underinvestment creates a 'managed decline' scenario, adding to the maintenance backlog and preventing proactive works. Steady-state principles require annual inflationary uplifts of around £3.5m to maintain current levels of activity, yet these are unfunded. In addition, the lack of sufficient capital investment is driving revenue pressures from reactive works and urgent Category 1 defects, including sinkholes, road collapses, and structural failures. While some bids for additional capital funding have been partially met, significant risks remain unfunded, accelerating deterioration across the network.	Without adequate funding and a comprehensive plan, preventative maintenance will continue to reduce, increasing the likelihood of major defects and failures. Reactive repairs will escalate as assets fail well before their expected life, creating operational and financial strain.	The highways maintenance backlog will grow significantly, increasing revenue pressures and reliance on emergency repairs. This approach is less cost-effective than proactive asset management and risks service disruption, safety concerns, and reputational damage. Failure to address this gap will undermine the Council's ability to maintain a safe and reliable network.	4		

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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Waste income, tonnage and gate fee prices	The current market has seen a considerable volatility in the income received for certain waste streams (potentially due to other supply shortages), as well as increased gate fees due to the double digit inflation seen in 2023 (majority of Waste contracts are RPI which was 12% during the year). The proposed budget includes significant price pressures for contract inflation, gate fees, HWRC management costs as well as provision for additional tonnages/demography due to significant housing targets within District Local Plans and which generate additional waste with population of Kent increasing year on year.	Projected levels of income fall, or gate fees/contractual price uplifts are above budgeted levels which leave an unfunded pressure.	This will result in an unfunded pressure that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4		
GET	Insufficient Revenue and Capital Funding for Drainage in Adverse Weather Conditions	Persistent heavy rainfall and increasingly frequent storm events are placing significant pressure on drainage services. Current revenue and capital budgets are insufficient to meet both reactive and proactive demands.	If adverse weather patterns continue, additional unbudgeted funding will be required to address drainage issues and maintain service levels.	Unfunded costs could lead to overspends on the revenue budget, requiring compensating in-year savings or temporary, unbudgeted funding from reserves.	4		
GET	Insufficient Investment in the Public Rights of Way (PROW) Network	Funding for the PROW network is inadequate to maintain assets to a steady-state standard. The estimated shortfall compared to asset management principles is approximately £2.5m per annum.	The condition of the PROW network continues to deteriorate due to under-investment, a situation worsened by the significant increase in usage during the COVID-19 restrictions and national lockdowns.	There is an increased risk of claims against the Council for injury and from landowners, as well as the need for urgent, unplanned works. This could lead to overspends on the revenue budget, requiring compensating in-year savings or temporary, unbudgeted funding from reserves.	4		
ALL	Contract retender	Contracts coming up for retender are more expensive due to prevailing market conditions and recruitment difficulties	This risk could result in a shortage of potential suppliers and/or increases in tender prices over and above inflation	Higher than budgeted capital/revenue costs resulting in overspends unless that can be offset by specification changes	4		
CYPE	Use of Grants	Grants have been used to support spend on existing services rather than investment in new or extended services. Detailed grant conditions have yet to be confirmed.	The Grant conditions may require a higher level of investment in new services than budgeted.	Insufficient funding for existing services. Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
ALL	Capital Receipts	Capital receipts not yet banked are built into the budget to fund projects/revenue transformation costs.	Capital receipts are not achieved as expected in terms of timing and/or quantum.	Funding gap on capital projects which would require additional forward funding, or would lead to a pressure on the revenue budget.	3		

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	Revenue Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Inflation rises above the current forecasts leading to price increases on commissioned goods and services rising above the current MTFP assumptions and we are unsuccessful at suppressing these increases.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
ALL	Business Rates Growth and Safety Net Exposure	Under the new settlement from April 2026, the Business Rates retention system and pool have been reset, removing historic growth benefits. The risk now relates to future levels of Business Rates growth. If growth slows significantly, Kent could fall towards the safety net threshold, reducing retained income. Conversely, if growth exceeds certain limits, the Council could face levy payments, reducing the benefit of any additional growth.	Future Business Rates growth is lower than forecast, or volatility in the tax base results in Kent tipping into the safety net. This would trigger a government top-up but at a much lower level of retained income than historically achieved. Alternatively, strong growth could lead to levy payments, reducing the net benefit to the Council.	Reduced retained income would increase reliance on council tax and government grants, exacerbate budget gaps, and require further savings or service reductions. The loss of historic growth advantage means the Council is more exposed to fluctuations in the local economy.	3		
CYPE Page 150	Central Services for Schools - Historic Commitments Grant	The Department of Education are planning to reduce the grant for Historic Commitments by 20% per year. This is used to contribute towards historic school related pension costs. The Local Authority has successfully applied for an exemption to this reduction however, the criteria continues to be tightened each year. Awaiting confirmation for 26-27.	The DfE do not agree to protect this historic grant at the same rate as previous years. The total spend on historic pension costs does not reduce in line with the reduction in the historic pension costs.	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
ALL (except ASCH)	2025-26 Overspend in Other Directorates (excluding ASCH) Impact on Reserves	Under delivery of recovery plan to bring 2025-26 revenue budget into a balanced position by 31-3-26.	If these overspends are not mitigated, they will require additional use of reserves alongside the Adults position.	Further depletion of reserves reduces flexibility to manage unforeseen risks and increases vulnerability in future years, though the financial impact is lower than the Adults risk.	3		
Non Attributable Costs	Volatility on Investment Income	The budget for investment income relies on assumptions about short-term interest rates, the amount of cash available for investment, and the performance of investments. While the budget already factors in a reduction in interest rates, a faster or more significant decline than anticipated could result in actual returns falling short of expectations.	Performance of our investments falls below predicted levels as a result of volatility in the economy	Reduction in investment income leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		

Appendix K: Budget Risks Register 2026-27

TOTAL £m	411.2	353.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
GET	Capital - Galley Hill Cliff Collapse – Uncertainty Over Ownership and Remedial Costs	A privately owned cliff face at Galley Hill, Swanscombe collapsed, causing significant damage to the road above, which is KCC's responsibility. The road has been closed and diversions implemented. Discussions are ongoing with businesses at the base of the cliff to establish site ownership and determine liability for remedial works.	Costs incurred to date total £1.162m (since 2023–24), funded through a mix of reserves and forecast overspend within the GET directorate for 2024–25. These costs were not met from reserves in full and required offsetting through one-off savings within the directorate. The full cost of reinstating the cliff, repairing the road, and implementing other necessary measures has not yet been quantified, nor has liability been established.	There is a risk that costs to date will not be recovered and that KCC may be liable for future capital works to restore and reopen the road. At this stage, the likelihood and total cost remain uncertain, as estimates cannot be provided until quotes are obtained and liability is clarified. The damage occurred due to the cliff collapse rather than a surface defect, making it too early to determine cost, timing, or likelihood with certainty.	3		
CYPE	Unaccompanied Asylum Seeking (UAS) Children	Home Office Grant for Unaccompanied Asylum Seeking Children and (former UAS Children) Care Leavers permanently residing in Kent has not increased for inflation for several years	The Grant no longer covers the full cost of supporting UAS Children and Care Leavers permanently residing in Kent. The Home Office does not increase the rates with inflation.	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
ASCH (PH)	Uplift in Public Health Grant	The 'real' increase in the Public Health grant is insufficient to meet additional costs due to i) price increases (particularly those services commissioned from NHS staff where pay has increased) and/or increased demand; and/or ii) costs of new responsibilities.	The increase in the Public Health grant is less than the increases in costs to Public Health.	(i) Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. (ii) Public Health Reserves could be exhausted	3		
DCED	Cyber Security	Malicious attacks on KCC systems.	Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.	Financial loss from damages and potential capital/revenue costs as a result of lost/damaged data and need to restore systems	3		
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates.	Income is less than that assumed in the MTFP.	Loss of income or reduced collection of income that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3		
DCED	Capital Investment in Modernisation of Assets	Unless the Council estate asset base is reduced sufficiently, there is risk of insufficient funding to adequately address the backlog maintenance of the Corporate Landlord estate and address statutory responsibilities such as Health & Safety requirements	Condition of the Corporate Landlord estate suffering from under-investment. Recent conditions surveys estimate an annual spend requirement of £12.7m per annum required for each of the next 10 years. Statutory Health & Safety responsibilities not met.	The estate will continue to deteriorate; buildings may have to close due to becoming unsafe; the future value of any capital receipts will be diminished. Potential for increased revenue costs for patch up repairs. Risk of legal challenge.	2		

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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Annual Financial Exposure £m	Estimated Lifetime Financial Exposure £m
ALL	IFRS 9 – Impact of Statutory Override Expiry on Pooled Fund Investments	Local authorities are currently protected by a statutory override that allows unrealised gains or losses on pooled investment funds to be transferred to an unusable reserve until the asset matures. This override, in place since 2018, is scheduled to end in 2029–30. If it ceases as planned, councils will be required to recognise these gains or losses in the General Fund under IFRS 9. Any new investments made after 1 April 2024 must already comply with IFRS 9.	If the override ends, any unrealised losses caused by adverse stock market performance will directly impact the General Fund. This represents a significant financial risk, as gains would be beneficial but losses would create budget pressures.	A substantial unrealised loss would reduce the General Fund, weaken financial resilience, and potentially affect the Council's ability to set a balanced budget. This could lead to service reductions, increased reliance on reserves, and reputational risk regarding financial management.	2		
CYPE	Recruitment, retention & cover for social workers	Higher use of agency staff to meet demand and ensure caseloads remain at a safe level in children's social work. The Service has relied on recruitment of newly qualified staff however this is being expanded to include a more focused campaign on attracting experienced social workers. There are higher levels of sickness and maternity leave across children's social work	Inability to recruit and retain sufficient newly qualified and experienced social workers resulting in continued reliance on agency staff, at additional cost. Higher levels of sickness and maternity leave resulting in need for further use of agency staff.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	2		
ALL	VAT Partial Exemption	The Council VAT Partial Exemption Limit is almost exceeded.	Additional capital schemes which are hosted by the Council result in partial exemption limit being exceeded.	Loss of ability to recovery VAT that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	1		
DCED	Highways unadopted land	Maintenance costs for residual pieces of land bought by Highways for schemes and subsequently tiny pieces not required or adopted.	Work becomes necessary on these pieces of land and neither Highways or Corporate Landlord have budget to pay for it.	Work needs to be completed whilst estates work to return the land to the original landowner	1		
DCED	Backlog of maintenance for properties transferring to Corporate Landlord	Maintenance backlog historically funded by services from reserves or time limited resources which have been exhausted. Properties that have been transferred to the corporate landlord require investment.	Urgent repairs required which cannot be met from the Modernisation of Assets planned programme within the capital budget	Unavoidable urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	1		

Likelihood Rating

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

Work Programme - Scrutiny Committee January 2026

Items identified for upcoming meetings

Date requested	Item
September 2025	VAT & Business Rates on private school fees
December 2025	Family Hubs. Issue details - 23/00092 - Kent Family Hub Model - Implementation Agenda for Scrutiny Committee on Tuesday, 19th December, 2023, 10.00 am
January 2026	Winter flu pressures – vaccine roll out. (following ASC&PH Cabinet Committee report in July/Sept)
January 2026	Follow up and review of previous Short Focused Inquiry recommendations

Work Programme

1 April 2026	
Item	Item background
What does it cost to support a successful sustainable SEND system?	Finance & CYPE. Following the release of the White Paper.
Winter Road Maintenance	Request from Chair and Spokespeople. Winter Service policy – ETCC Cabinet Committee September 2025

13 May 2026	
Item	Item background
Is the Health Service in Kent supporting a successful sustainable SEND system?	
How are Kent Schools supporting a sustainable SEND system?	

18 June 2026	
Item	Item background
One year on	Leader Report one year on.
Budget Monitoring year end	
What must KCC do to support a successful sustainable SEND system?	

1 July 2026	
Item	Item background
Scrutiny Committee meeting as Crime and Disorder Committee	Statutory requirement

Provisional Future Items

November 2026 – Kent Flood Risk Management Committee Annual Report

January 2027 – Final Draft Budget & Budget Monitoring half yearly

June 2027 – Budget Monitoring year end

July 2027 – Scrutiny Committee meeting as Crime and Disorder Committee

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