

From: Deputy Leader, Brian Collins
Interim Corporate Director Finance, John Betts

To: Cabinet, 22 July 2025

Subject: Revenue and Capital Budget Monitoring Report – Outturn 2024-25

Classification: Unrestricted

Summary:

The attached report sets out the revenue and capital budget monitoring outturn position in 2024-25, savings delivery in 2024-25 and the reserves and prudential indicators position as at 31 March 2025.

Recommendation(s):

Cabinet is asked to:

- a) NOTE the capital and revenue outturn position for 2024-25
- b) AGREE that £0.6m is rolled forward to fund existing criteria (see [Roll forward requests](#))
- c) AGREE the drawing down from General Fund Reserves to fund the 2024-25 overspend
- d) AGREE the capital slippage/re-phasing from 2024-25 will be added to the 2025-26 and later years capital budgets (as per [Section 4](#))
- e) NOTE the review of the capital programme (as per [Section 4](#))
- f) AGREE the proposed capital cash limit changes (as per [Section 4](#))
- g) AGREE the changes made as a result of the Reserves Review (see [Reserves](#))

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About this report

This report updates on the monitoring of the in-year revenue and capital budget position to Cabinet on a quarterly basis. This report presents the outturn position for the financial year 2024-25.

From a revenue perspective, there are detailed sections covering the revenue outturn position and variance against the net budget for each Directorate and a summary of the delivery of savings and additional income against targets set in the Medium Term Financial Plan (MTFP). Delivery of savings is a crucial component of the Council's outturn position. The Strategic Reset Programme (SRP) has monitored key savings, working alongside the Directorates, Finance Business Partners and performance and analytics. Also included within the revenue section is the outturn position for Schools' Delegated Budgets.

Similar information is provided for the capital outturn position. Variances are shown either as a real or rephasing variance. A real variance affects the total cost of a capital project and a rephasing is because of a change in timescale for the delivery of a project, often due to slippage in the capital programme where spending is delayed until future years and reprofiled accordingly.

The report also contains more detailed information on the reserves position at 31 March 2025 and the monitoring of prudential indicators.

There are a series of recommendations for the Cabinet committee to consider and approve covering reserves, rolling forward committed spend into the 2025-26 budget, and agreeing the rephasing of the capital programme.

The revenue position

The 2024-25 budget included resources to fund significant growth in the approved budget that went mainly into funding adult social care, children's social care and home to school transport. Adults received their share of targeted grants and Council Tax plus a share of general Council Tax

grants. Home to school transport and all other services are funded from general Council Tax and grants with no targeted funding.

The total budget for 2024-25 was £1,432.3m. The outturn variance against this budget is an overspend of £20.2m, which represents just 1.4% of the overall budget.

When the Council overspends, it must fund that overspend from reserves.

Any overspend is a concern for the authority and presents a risk to the Council's future financial sustainability and it is essential that the need to drawdown from reserves is reduced as far as possible, as this weakens the Council's financial resilience and increases the requirement to replenish reserves in future years.

Each of the Quarterly financial monitoring reports in 2024-25 indicated that the Council would overspend. Throughout the organisation, spending controls have been in place. For example, levels of approval are required for any recruitment activity. Requisitions are reviewed for appropriateness and compliance with spending control requirements. Any manager wanting to hire agency staff for more than three months, or to extend a current worker's assignment beyond three months, must submit a business case for review.

The work throughout the organisation on spending controls during the year has contributed to mitigating the level of the overspend, and the outturn position shows an improvement of just over £3m compared to the Quarter 3 report.

The most significant overspend is in Adult Social Care & Health (ASCH), totalling £46.4m. The financial challenges facing the social care are similar to many upper-tier local authorities. The annual survey conducted by the Association of Directors of Adult Social Services (ADASS) indicated that 81% of councils were on course to overspend their adult social care budget in 2024-25.

Approximately 40% of the ASCH overspend relates to non-delivery of savings, however much of this has been identified as achievable in future

years. The remainder is largely driven by increases in costs (both complexity and inflationary) to deliver social care placements from providers. This continues to be the case despite the increase in the number of clients remaining relatively modest.

There is also an overspend in Growth, Environment & Transport (GET) of £5.7m. This overspend is largely due to external factors relating to the national English Heritage Concessionary Travel Scheme (ENCTS). In addition, there are overspends relating to Household Waste Facilities & Recycling Centres (HWRC) and Highway Assets Management.

The rest of the Council is generally underspending.

Within Children, Young People & Education (CYPE), there is an underspend of £10.9m in Home to School & College Transport, where although the number of specialist educational needs (SEN) children being transported is in line with the budget assumption, the average cost has been lower. This is primarily due to a combination of more children receiving Personal Transport Budgets (PTB) and lower costs of hired transport.

Non Attributable Costs (NAC) has delivered a net underspend of £14.0m. £4.2m of this is the net impact of a higher than budgeted return on investments, lower interest costs due to no borrowing taken in 2024-25 and savings achieved from early redemption of debt.

A table by directorate is shown at the beginning of [Section 1](#).

Each directorate is broken down into Divisions and Key Services. Each directorate has its own set of section within the report presenting the outturn position by Division and providing explanation of the significant variances. A Key Service statement is available in [Appendix 1](#). Information on what each Key Service is responsible for can be found in the [2024-25 Budget Book](#).

Savings and additional income

The 2024-25 budget included the requirement to deliver savings and additional income of £81.9m. A further £17.4m of undelivered savings from the previous year were included in the overall target, increasing the total requirement to £99.3m.

In-year savings monitoring excludes changes to grant income (£7.2m) and the removal of one-off or undelivered savings in previous years (£4.6m) bringing the total savings target for 2024-25 to £111.2m.

The outturn position on savings is a delivery of £73.2m, including £1.7m of alternative savings identified and delivered compared to the original planned saving. £22.2m of the undelivered savings are expected to be achieved in future years and have been rolled into the 2025-26 budget.

Roll forward requests

Roll forward requests carry unspent budget allocations from one financial year to the next, typically because funds are still needed for committed or planned activities. The requests received from Directorates at the end of 2024-25 meet our predefined criteria and are in line with previous years. These roll forwards will ensure that funding for ongoing projects or contractual obligations continues.

The total of all of the roll forward requests is £0.6m and are recommended to be approved by Cabinet. Details of the roll forwards in [Section 1g](#) of the report. The £0.6m is included in the total overspend figure of £20.2m.

Reserves and funding the revenue overspend

The '[Revenue by directorate](#)' summary table sets out the position at the end of 2024-25 and how the overspend is funded from General Fund reserves, which needs to be approved by Cabinet.

During 2024-25, a reserves review was implemented to realign some of our reserve balances to the most appropriate reserve categories. As at 31

March 2025, after funding the overspend, the General Fund reserve balance is £39.2m and the earmarked reserves balance is £291.3m.

[Section 3](#) provides a table of reserves, including some narrative outlining movements during the year.

Schools' Delegated Budgets

Schools' Delegated Budgets' position is an overspend of £30.3m. This reflects the impact of high demand for additional special educational needs (SEN) support and greater demand for specialist provision. In 2022-23, the Council entered into the Department for Education's (DfE) Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery. This includes annual funding from the DfE totalling £140m by 2027-28 to pay off part of the deficit, but only if the Council can demonstrate and deliver a credible plan. Over the same period, the Council is also expected to contribute towards the residual deficit estimated to total over £80m.

In 2024-25, the Council received the scheduled funding from DfE of £9.0m and the authority contributed £15.1m.

Due to the in-year deficit on Schools' Delegated Budget, the Council's net DSG Deficit has increased to £97.5m.

The capital position

The total approved General Fund capital programme including roll forwards for 2024-25 was £429.4m.

The capital programme spend for the year is £252.7m, which represents 59% of the approved budget. In addition to this, schools spend totalled £13.1m and spend on Private Finance Initiatives (PFI) which are on the council's balance sheet totalled £3.9m.

The £176.7m underspend against the budget is split between a +£7.9m real variance and -£184.6m rephasing variance. Of the rephasing, £55.0m is

prudential borrowing funding and the remainder of the rephasing relates to grant or externally funded projects. £3.0m of prudential borrowing has been released from the Children, Young People & Education (CYPE) directorate due to additional developer contributions received and available to use for the relevant projects.

The real variance of £7.9m is predominantly the capitalisation of IT equipment costs, which is a project in Adult Social Care & Health (ASCH) and relates to the capitalisation of IT equipment transformation costs funded legitimately from capital receipts.

The rephasing variances are across multiple projects, but significant areas are in the Modernisation Programme (in CYPE) of £9.4m, Basic Need KCP 2019 of £29.7m, various projects in Growth Environment & Transport (in GET) totalling £87.7m and the Strategic Estate Programme (in DCED) of £7.1m.

The '[Capital by directorate](#)' table sets out the position at the end of 2024-25. The major in-year variances (real variances of over £0.1m and rephasing variances of over £1.0m) are also described by directorate within this section.

Summary

The 2024-25 outturn highlights a challenging financial year, with a revenue overspend of £20.2m (excluding schools) and a £30.4m overspend in Schools' Delegated Budgets. While Children, Young People & Education the Chief Executive's Department, the Deputy Chief Executive's Department and Non Attributable Costs delivered significant underspends, Adult Social Care & Health has faced substantial pressures due to rising demand, complexity and unachieved savings.

The capital programme saw a large underspend of £111.6 million, mainly due to project rephasing.

Despite these pressures, the council has maintained a resilient reserves position, drawing down £20.2m to fund the in-year overspend. The

growing Dedicated Schools Grant deficit, now at £97.5 million, remains the council's most significant financial risk.

Section 1 | Revenue by directorate

The table below shows the outturn position before and after the impact of roll forwards, split by directorate. The final row shows the use of the General Fund reserve to fund the £20.2m overspend.

Each of the directorates has a colour theme which is used consistently in Finance reporting in the monitoring report and budget book.

All figures in £m

Directorate	Budget	Outturn	Variance	Variance % before roll forwards	Roll forwards	Revised variance after roll forwards
Adult Social Care & Health	569.4	615.8	+46.4	+8%	0.0	+46.4
Children, Young People & Education	413.6	397.4	-16.2	-4%	0.4	-15.8
Growth, Environment & Transport	202.9	208.6	+5.7	+3%	0.2	+5.9
Chief Executive's Department	30.6	28.4	-2.2	-7%	0.0	-2.2
Deputy Chief Executive's Department	82.2	79.5	-2.7	-3%	0.0	-2.7
Non Attributable Costs	136.2	122.2	-14.0	-10%	0.0	-14.0
Corporately Held Budgets	-2.6	0.0	+2.6	-100%	0.0	+2.6
Total revenue position	1,432.3	1,451.9	+19.6	+1%	0.6	+20.2
Drawdown from the General Fund Reserve						-20.2
Schools' Delegated Budgets	0.0	30.3	+30.3			

1a | Adult Social Care & Health including Public Health

The table below shows the Adult Social Care & Health position by each of the four divisions.

All figures in £m

Division	Budget	Outturn	Variance
Adult Social Care & Health Operations	510.4	588.0	+77.6
Strategic Management & Directorate Budgets	36.9	4.9	-32.0
Strategic Commissioning (Integrated & Adults)	22.0	22.9	+0.9
Public Health	0.0	0.0	0.0
Total before roll forwards	569.4	615.8	+46.4
Roll forwards			0.0
Total including roll forwards			+46.4

As highlighted in section 2, Kent's position in relation to adults social care is consistent with many other upper-tier authorities. The outturn position for ASCH demonstrates the continued intense and significant financial pressure facing the Council, driven by rising demand, complexity, inflation and challenges in delivery planned savings.

Of the £46.4m outturn pressure, £32.8m relates to savings unable to be delivered in this year, leaving £13.8m of other service related pressures. The outturn position assumes that £22.2m of savings have been delivered.

The most significant variances are in the following Key Services:

- **Older People – Residential Care Services: +39.0m**
Driven by higher-than-budgeted activity and weekly care costs, plus slippage in savings delivery

- **Adult Mental Health – Community Services: +8.6m**
More people are receiving supported living care, with increased complexity of needs
- **Older People – Community Services: +7.1m**
Homecare services higher than budgeted and slippage in savings delivery
- **Adult Physical Disability – Community Based Services: +5.4m**
More people receiving supported living services and slippage in savings delivery
- **Adult Learning Disability – Community Based Services & Support for Carers: +3.9m**
Increased activity in terms of hours being supported in supporting living services
- **Adult Physical Disability – Residential Care Services: +5.1m**
Activity pressures relating to people accessing nursing and residential care services
- **Adult Mental Health – Residential Care Services: +3.2m**
Activity pressures relating to people accessing nursing and residential care services and backdated client activity above the level accrued for

A breakdown by Key Service is available in [Appendix 1](#).

1b | Children, Young People & Education

The table below shows the Children, Young People & Education position by each of the three divisions.

All figures in £m

Division	Budget	Outturn	Variance
Education & Special Educational Needs	108.5	103.3	-5.2
Integrated Children's Services (Operations and County Wide)	300.7	289.8	-11.0
Strategic Management & Directorate Budgets	4.3	4.3	-0.1
Total before roll forwards	413.6	397.4	-16.2
Roll forwards			0.4
Total including roll forwards			-15.8

Children, Young People & Education have delivered a significant underspend (15.8m), helping to offset pressures elsewhere in the council. The key driver of the underspend was in Home to School and College Transport.

The most significant underspends are in the following Key Services:

- **Home to School & College Transport: -10.9m**
Whilst the number of special educational needs (SEN) children is in line with budget assumption, average costs have been lower. The successful retendering of contracts and more use of Personal Transport Budgets (PTB) has also contributed to the underspend
- **Adult Learning & Physical Disability – Community Services: -4.5m**
Mainly due to lower costs in supported living and home care where costs have been lower than anticipated

- **Family Hubs: -2.0m**
Faster than expected savings from restructuring and staffing vacancies
- **Children's Social Work Services – Assessment & Safeguarding Service: -2.3m**
General vacancies and delays in recruitment across social work, linked management and business support

There are still areas of pressure within Children, Young People & Education and these are in the following Key Services:

- **Looked After Children (with Disability) – Care & Support: +3.1m**
Rising number of children placed in residential and semi-independent placements is continuing to grow. There are higher costs due to a lack of suitable alternatives and adverse market conditions.
- **Other School Services: +2.3m**
Temporary accommodation to ensure sufficient school places are available, school related redundancies and legal costs

A breakdown by Key Service is available in [Appendix 1](#).

1c | Growth, Environment & Transport

The table below shows the Growth, Environment & Transport position by each of the four divisions.

Division	Budget	Outturn	Variance
Environment & Circular Economy	97.3	100.7	+3.4
Growth & Communities	31.3	28.8	-2.5
Highways & Transportation	72.9	77.8	+4.9
Strategic Management & Directorate Budgets	1.4	1.3	-0.1
Total before roll forwards	202.9	208.6	+5.7
Roll forwards			0.2
Total including roll forwards			+5.9

Growth, Environment & Transport faced operational and financial pressures in 2024-25 particularly in transport (due to national policy changes) and waste services. Despite these challenges, the directorate managed to offset some pressures through income generation and underspends in other areas.

There were overspends in the following Key Services:

- **English National Concessionary Travel Scheme (ENCTS): +3.7m**
Due to Department for Transport changes in reimbursement calculations and higher than expected volume of journeys
- **Waste Facilities & Recycling Centres: +2.5m**
Delays in Household Waste Recycling Centre (HWRC) consultation, undeliverable green waste contract savings, and reduced income from reuse and trade waste
- **Residual Waste: +1.0m**
Increased tonnage, partially offset by lower disposal prices

There were underspends in the following Key Services:

- **Community Protection: -1.3m**
Additional income in Trading Standards and staff vacancies due to high turnover of Coroners staff
- **Libraries, Registration & Archives: -1.2m**
Higher than expected income from registration and certificate income services

A breakdown by Key Service is available in [Appendix 1](#).

1d | Chief Executive's Department

The table below shows the Chief Executive's Department position by each of the five divisions.

Division	Budget	Outturn	Variance
Commercial & Procurement	3.1	2.9	-0.2
Finance	14.2	13.6	-0.6
Governance, Law & Democracy	8.4	7.9	-0.5
Strategy, Policy, Relationships & Corporate Assurance	5.6	5.2	-0.3
Strategic Management & Departmental Budgets	-0.7	-1.2	0.5
Total before roll forwards	30.6	28.4	-2.2
Roll forwards			0.0
Total including roll forwards			-2.1

The Chief Executive's Department delivered underspends across all service areas, achieved through positive vacancy management, tight control of discretionary spending, internal recharges and an effective response to corporate savings targets. These underspends contributed to the council-wide effort to manage financial pressures.

A breakdown by Key Service is available in [Appendix 1](#).

1e | Deputy Chief Executive's Department

The table below shows the Chief Executive's Department position by each of the six divisions.

Division	Budget	Outturn	Variance
Corporate Landlord	29.0	26.9	-2.1
Human Resources & Organisational Development	5.4	5.2	-0.2
Infrastructure	8.8	8.9	0.0
Marketing & Resident Experience	6.9	6.8	-0.1
Technology	26.1	26.1	-0.0
Strategic Management & Departmental Budgets	5.9	5.5	-0.4
Total before roll forwards	82.2	79.5	-2.7
Roll forwards			0.0
Total including roll forwards			-2.7

Similarly to the Chief Executive's Department, the Deputy Chief Executive's Department delivered an overall underspend, with strong performance in property and facilities management, effective vacancy and cost control, and delivery of savings.

A breakdown by Key Service is available in [Appendix 1](#).

1f | Non Attributable Costs including Corporately Held Budgets

The table below shows the Non Attributable Costs position, including Corporately Held Budgets:

Division	Budget	Outturn	Variance
Non Attributable Costs	136.2	122.2	-14.0
Corporately Held Budgets	-2.6	0.0	+2.6
Total before roll forwards	133.6	122.2	-11.4
Roll forwards			0.0
Total including roll forwards			-11.4

Non Attributable Costs including Corporately Held Budgets' net underspend of £14.0m played a significant role in reducing the overall overspend in 2024-25.

The key variances are summarised below:

- Non Attributable Costs: -14.0m**
 Net impact of higher than budgeted return on investments, lower than budgeted interest costs due to no new borrowing taken in 2024-25 and savings from early redemption of debt (-4.2m)
 Additional share of retained business rates levies for 2022-23 to 2024-25 through the business rates pool (-3.3m)
 Additional business rates and business rates compensation grants (-2.2m)
- Corporately Held Budgets: +2.6m**
 The 2024-25 included a £2.3m saving from further discretionary policy decisions and deep dive into contract renewals. Any savings achieved from contract renewals are contained within the directorate positions and therefore to avoid double counting this is shown as not delivered in Corporately Held Budgets (CHB).

A breakdown by Key Service is available in [Appendix 1](#).

1g | Roll forwards by directorate

The table on the following page summarises the roll forwards requests. There are 6 in total across the Children, Young People & Education, Growth Environment & Transport and the Chief Executive's Department, totalling £0.6m.

As the amounts are small, the table shows the requests round thousands (£000s) rather than millions.

All the roll forwards relate to committed projects.

Roll forward	Description of roll forward	Amount (£000s)
South East Sector Led Improvement Programme (SESLIP)	SESLIP is a programme which KCC host from 24-25. KCC's contribution into this programme needs rolled forward to 2025-26 for continuation of committed spend.	5
Regional Adoption Agency (RAA)	RAA is a joint venture between KCC, Medway County Council and the London Borough of Bexley, which KCC hosts. Unspent funds contributed by the partners will be used to pay for interagency fees in 2025-26.	222
Section 31 Leaving Care Allowance	Section 31 Leaving Care Allowance grant is not ring fenced and will be used to assist future care leavers.	161
Total in Children, Young People & Education		388
Kent Resource Partnership	KCC's share of the Kent Resource Partnership underspend.	93
Kent & Medway Recover, Pivot and Scale-up Programme	Residual SELEP project funding contractually committed with the Kent Invicta Chamber of Commerce for the supply of Recover, Pivot and Scale services. Contract runs from June 2024 to December 2025. As SELEP no longer exists, transfer of accountable body status for continuation of these legacy schemes has passed to KCC.	83
Total in Growth, Environment & Transport		176
Kent Safeguarding Children Board	KCC's element of underspend on Kent Safeguarding Children Board (KSCB) project	34
Total in the Chief Executive's Department		34
Total		599

1h | Schools' Delegated Budgets

The Schools' Budget reserves as at 31st March 2025 is a surplus of £58.5m on individual maintained school balances, and a deficit on the central schools' reserve of £97.5m. The total Dedicated Schools' Grant for 2024-25 is £1,778m and is overspent by £54.5m.

The balances of individual schools cannot be used to offset the overspend on the central schools' reserve and therefore should be viewed separately.

The Central Schools' Reserve holds the balance of any over or underspend relating to the Dedicated Schools Grant (DSG). This is a specific ring-fenced grant payable to local authorities to support the schools' budget. It is split into four main funding blocks: schools, early years, high needs and central, each with a different purpose and specific rules attached. The Council is required to hold the net under or overspend relating to the whole dedicated schools grant in a specific reserve and is expected to deal with any surplus or deficits through future years' spending plans. The tables below provide the overall position for the DSG in 2024-25 (table 1) and an overview of the movements on both the central schools' reserve and individual schools' reserves (table 2).

Table 1: Dedicated Schools' Grant (DSG) 2024-25 Forecast Summary:

DSG Block	2024-25 Budget*	2024-25 Outturn	2024-25 Variance
Schools' Block	1,260.5	1259.7	-0.7
High Needs Block	337.9	396.2	+58.3
Early Years Block	167.3	164.2	-3.1
Central Services to Schools' Block	12.3	12.3	0.0
Total DSG 2024-25	1,778.0	1,832.4	54.5

*Before recoupment and other DFE adjustments including additional funding from the Safety Valve Programme. Budgets include the impact of moving £15.2m from the Schools' block to the High Needs Block as agreed by the Secretary of State.

Table 2: Overall Forecast Position for the Schools' Budget Reserves:

	Individual Maintained School Reserves	Central Schools' (DSG) Reserve
Reserve Balance as at 1st April 2024*	58.6	-67.2
Forecast contribution to/(from) reserves:		
Academy Conversions	-1.2	
Change in School Reserve Balances	1.1	
Overspend on DSG 2024-25		-54.5
Safety Valve: Local Authority Contribution		15.1
Safety Valve: Payment from DfE		9.0
Reserve Balance as at 31st March 2025*	58.5	-97.5

*Positive figure is a surplus balance & negative balance is a deficit balance

In accordance with the statutory override implemented by the Department of Levelling Up, Housing and Communities (DLUHC), and in line with the Department for Education (DfE) and external auditors advice that local authorities cannot repay deficits on the DSG from the General Fund: any in-year central schools' (DSG) surpluses continue to form part of the main council reserves, whilst any in-year deficit balances are held in a separate unusable reserve from the main council reserves (see appendix 3). DLUHC have confirmed this statutory override will be in place until March 2026 whilst Council's implement recovery plans.

In 2022-23, the Council entered the DfE's Safety Valve Programme for those Councils with the highest deficits to support the development of a sustainable plan for recovery; 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. Over the same period the Council is also expected to contribute towards the residual deficit estimated to total over £80m. This has avoided having to identify £220m 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.

In 2024-25, the Council has received a further £9m from the DfE, the third tranche of the £140m safety valve commitment, with the Council required to contribute a further £15.1m from reserves. This additional funding, along with the extra funding from the DfE and the Council in 2022-23 will have reduced the accumulated deficit from an estimated £227m to £97.5m as at 31st March 2025.

Key Issues

Key Issues	Details
Individual Maintained Schools Reserves	As at 31st March 2025, there were 288 maintained schools with a surplus reserve balance and 3 schools with a deficit reserve balance. The Council commissions The Education People to support Schools with their recovery plans. Of the remaining schools, 107 of the 288 maintained schools had reserves of less than 5% of total income.
Schools' Block: general underspend on growth & falling rolls	The Schools' Block funds primary and secondary core schools' budgets including funding for additional school places to meet basic need or to support schools with significant falling rolls which underspent by a combined total of -£0.8m.
Early Years Block: underspend on new entitlements	The Early Years Block is used to fund early years' providers the free entitlement for eligible two, three and four-year olds, including the newly expanded offer for working parents for children from 9 months to 2 years, along with the funding of some council led services for early years.

High Needs Block: Higher demand and higher cost for high needs placements.

Safety Valve Payment & Local Authority Contribution.

The High Needs Block (HNB) is intended to support the educational attainment of children and young people with special educational needs and disabilities (SEND) and pupils attending alternative education provision. The HNB funds payments to maintained schools and academies (both mainstream and special), independent schools, further education colleges, specialist independent providers and pupil referral units. Some of the HNB is also retained by KCC to support some SEND services (staffing/centrally commissioned services) and overheads. Costs associated with the EHCP assessment and annual review process are met from the General Fund and are not included in this section of the report.

The in-year funding shortfall for High Needs placements and support in 2024-25 is £58.3m due to a combination of continual higher demand for additional SEN support and higher cost per child resulting from continual demand for more specialist provision. The level of growth in spend has showed some initial indicators that it is starting to slow down this year (in comparison to recent years, see table 3 & 4) as actions to support future financial sustainability are starting to be implemented. However, the impact of SEN transformation with greater proportion of children being supported in mainstream/post 16 settings, is being offset by higher placements costs, driven by inflation and greater demand by schools for additional funding, along with delays in DfE lead special school builds.

Many other councils are also reporting deficits on their high needs block, despite extra monies from the Government in recent years, resulting from significant increases in their numbers of EHCPs and demand for SEN services. However, historically Kent has seen this demand rising at a significantly faster rate than other comparative councils resulting in the council now educating a greater proportion of children in both special and independent schools compared to other councils, and a smaller proportion of children with SEND in mainstream

schools. The impact of this is highlighted in national benchmarking data on the placement of children with SEN in Kent and our spend on High Needs Block. The tables below detail the trend in both spend and number of HNB funded places or additional support across the main placement types.

Table 3: Total Spend on High Needs Block by main spend type

Spend in £m	20-21	21-22	22-23	23-24	24-25
Maintained Special School	106	123	137	151	164
Independent Schools	49	60	68	76	83
Mainstream Individual Support & SRP* **	46	54	61	65	75
Post 16 institutions***	17	19	21	24	27
Other SEN Support Services	49	43	48	49	46
Total Spend	264	299	334	365	396
Rate of increase in spend	-	13%	10%	11%	8%

Table 4: Average number of HNB funded pupils receiving individualised SEN Support/placements. This is not the total number of children with SEN or number of EHCPs

	20-21	21-22	22-23	23-24	24-25
Maintained Special School	5,118	5,591	6,019	6,382	6,639
Independent Schools	1,126	1,348	1,485	1,620	1,690
Mainstream Individual Support & SRP*	4,510	5,258	5,772	6,496	7,057
Post 16 institutions***	1,281	1,453	1,569	1,665	1,823
Total Number of Pupils	12,035	13,650	14,845	16,163	17,209

Table 5: Average cost of pupils funded from the HNB and receiving individualised SEN Support or placement cost.

£ per pupil	20-21	21-22	22-23	23-24	24-25
Maintained Special School	20,629	21,648	22,640	23,587	24,367
Independent Schools	43,734	44,799	44,911	46,894	50,731
Mainstream Individual Support & SRP* **	10,294	10,245	10,578	10,051	10,633
Post 16 institutions***	13,309	13,090	12,927	14,565	15,072

*Specialist Resource Provision

** Please note this data excludes any costs incurred by primary & secondary schools from their own school budget.

***Individual support for students at FE College and Specialist Provision Institutions (SPIs)

The Safety Valve agreement sets out the key actions the Council intends to take to achieve a positive in-year balance on its central schools' DSG reserve by the end of 2027-28 and in each subsequent year. The actions are aligned with our strategy to support improvements across the SEN system in response to the SEN Improvement Notice through the delivery of the Accelerated Progress Plan. The impact of these actions will not be immediate and will take several years to be fully embedded.

Section 2 | Savings and additional income by directorate

The 2024-25 budget included the requirement to deliver savings and additional income of £81.9m. A further £17.4m of undelivered savings from the previous year are included in the 2024-25 Savings Target, increasing the total requirement to £99.3m. The savings monitoring does not include changes to Grant Income of £7.2m or the removal of one-off or undelivered savings in previous years of £4.6m bringing the total savings target for 2024-25 to £111.2m. In total, £73.2m of savings and additional income was achieved in 2024-25, including £1.7m of alternative savings identified and delivered compared to the original planned saving. £22.2m of the undelivered savings are expected to be achieved in future years and have been rolled into the 2025-26. Subject to these savings being achieved, this will increase the percentage delivery from 66% to 86% of the 2024-25 target. The table below summarises the delivery of savings against the original target. The full breakdown by saving is available in [Appendix 2](#).

Figures in £m

Directorate	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Adult Social Care & Health	-66.877	-34.076	0.000	-0.009	-34.085	32.792	17.519	-18.655
Children, Young People & Education	-16.730	-14.916	-0.250	-0.490	-15.655	1.175	0.000	-1.814
Growth, Environment & Transport	-8.713	-6.480	0.000	-0.387	-6.867	1.846	1.406	-0.827
Chief Executive's Department	-0.358	-0.255	0.000	-0.103	-0.358	0.000	0.000	-0.103
Deputy Chief Executive's Department	-0.970	-0.836	-0.401	-0.060	-1.297	-0.327	0.222	-0.238
Non Attributable Costs	-14.468	-15.042	0.000	0.000	-15.042	-0.574	0.000	0.000
Corporately Held Budgets	-3.050	0.000	0.000	0.000	0.000	3.050	2.300	-0.750
Total	-111.165	-71.604	-0.651	-1.048	-73.303	37.862	21.447	-22.387

The table below is a memorandum of the adjustments to roll forward saving to be achieved in 2025-26.

Figures in £m	ASCH	CYPE	GET	CED	DCED	NAC	CHB	Total
Savings to be achieved in Future years -above	-18.655	-1.814	-0.827	-0.103	-0.238	0.000	-0.750	-22.387
18-25 Adult Social Care Services moved from ASCH to CYPE	-0.250	0.250						0.000
Total to be rolled into 2025-26	-18.905	-1.564	-0.827	-0.103	-0.238	0.000	-0.750	-22.387

Section 3 | Reserves monitoring

The council holds general fund reserves as a consequence of income exceeding expenditure, budgeted contributions to reserves or where money has been earmarked for a specific purpose. Earmarked reserves are categorised across several headings.

Reserves balances are held as negative balances. All reserves are a negative balance except the DSG Adjustment Account, which is an unusable reserve held to manage the deficit on schools. The table below provides a summary of each of the reserve categories and highlights the main movements in 2024-25.

Figures in £m

Reserve	Opening Balance (01/04/24)	Movement in-year	Closing Balance (31/03/25)	Details
General Reserves				
General Fund	-43.2	-35.2	-78.5	The movement is made up of three separate items. There was a £16.1m budgeted contribution to General Reserves towards the 5% target of Net Revenue Budget, £39.3m recategorisation of Smoothing reserves to General Reserves as part of the reserves review and -£20.2m to fund the 2024-25 in-year overspend.
Earmarked Reserves				
Vehicles, Plant & Equipment (VPE)	-22.6	-0.6	-23.1	Reserve is held for the replacement and acquisition of vehicles, plant, and equipment and helps to reduce fluctuations in spend.
Smoothing	-148.7	36.8	-111.8	-£39.3m recategorisation of Smoothing reserves to General Reserves as part of the reserves review. Balance is held to manage large fluctuations in spend or income across years.
Major Projects	-41.0	6.5	-34.5	Balance is held for future spending on projects. Includes drawdown for expenditure for the implementation programme for Oracle Cloud.
Partnerships	-51.5	7.0	-44.5	-£4.3m budgeted repayment of reserves used to support the 2023-24 budget The Partnerships balance includes £36.2m set up at the end of 2022-23 for the Safety Valve agreement with the Department for Education (DfE) and remains unchanged. This reserve is set up as any in-year surplus on the DSG Deficit are not permitted to be transferred to the DSG Adjustment Account.
Grant & External Funds	-16.2	8.4	-7.7	Reserve is held to manage fluctuations in spend funded externally or by grant. These reserves are for unspent grants which we are not required to repay, but which have restrictions on what they may be used for.

Figures in £m

Reserve	Opening Balance (01/04/24)	Movement in-year	Closing Balance (31/03/25)	Details
Departmental Over / Underspend	-2.8	2.2	-0.6	£2.8m drawdown to fund roll forwards from 2023-24 and 0.6m contribution to fund roll forwards in 2025-26.
Insurance	-12.4	0.2	-12.2	£0.2m drawdown from reserves because of the in-year overspend against the Insurance Fund in line with usual policy.
Public Health	-17.0	0.3	-16.7	Small movements to manage the Public Health budget.
Special Funds	-0.8	0.0	-0.8	Reserve is held primarily to facilitate the implementation of economic development and tourism initiatives and policy and regeneration expenditure. Small movement in year (-0.02m).
Total Earmarked Reserves	-312.9	+60.8	- 252.0	
Total General Fund & Earmarked Reserves	-356.1	+25.6	-330.5	
Schools Reserves	-58.6	+0.1	-58.5	
DSG Adjustment Account	103.4	+30.3	133.7	The DSG Adjustment Account has increased due to pressures in schools funding. The movement represents the overspend in 2024-25. This reserve should be considered in combination with the £32.6m which is held in Partnerships (Earmarked Reserves). The true DSG deficit is therefore £97.5m.

Section 4 | Capital by directorate

Figures in £m

Directorate	Budget	Total Variance	Real Variance	Rephasing Variance
Adult Social Care & Health	1.341	+7.151	+7.654	-0.503
Children, Young People & Education	138.698	-79.449	-7.410	-72.039
Growth, Environment & Transport	234.273	-87.685	+4.430	-92.114
Chief Executive's Department	0.205	-0.225	0.000	-0.225
Deputy Chief Executive's Department	54.840	-16.489	+3.267	-19.756
Total capital position	429.357	-176.697	7.941	-184.637

4a | Adult Social Care & Health

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Capitalisation of IT Equipment Costs	+7.688	0.0	The real overspend relates to capitalisation of Information Technology equipment transformation costs to be funded legitimately from Capital Receipts

4b | Children, Young People & Education

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Modernisation Programme		-9.381	Rephasing variance is due to: -£1.2m Dover Grammar School for Girls – due to site constraints a two-storey block is now being built to replace mobiles. Discussions with the school and planning has meant rephasing of costs. -£1.4m Blean Primary – revision to the original design has delayed the project start.

Project	Real Variance	Rephasing Variance	Detail
			There is rephasing on five other projects, all of which are under £1m. The following projects have shown underspends, and these underspends will be rolled forwards to enable allocation of funds against future projects: -£1m Otford Primary – reduced works carried out, -£0.4m Meadowfield School – change of scope, -£0.4m Slade Primary – now only replacing one mobile classroom not two, -£0.3m Boughton-Under-Blean and Dunkirk Primary – tenders lower than forecast, -£0.2m Dover Grammar School for Girls – change of scope, -£0.2m Langdon Primary – project completed under budget.
Annual Planned Enhancement	-0.200	-4.681	Real variance is due to the transfer of grant to the Basic Need KCP19 budget line towards modernisation works. Rephasing is across a number of projects, all under £1m, which have started in 2024-25 and are due to complete in 2025-26.
Basic Need KCP 2017	-0.684	-0.238	The real underspend is due to an underspend on Meopham School (-£0.462m), as there is a school contribution towards the hydrant and water tank costs, and Thamesview (-£0.165m) which completed with a small underspend.
Basic Need KCP 2018	-1.277	-0.180	The majority of the real variance is due to the Isle of Sheppey School budget being transferred to The High Needs Budget (-£1.0m).
Basic Need KCP 2019	1.404	-29.669	The real variance is due to: -£0.250m Ashford Non Selective - project removed from the programme. -£0.395m Borden Grammar – project completed with an underspend. -£0.8m Chilmington Green Secondary costs – previously forecast costs have now been removed pending reclaim of costs. +£0.445m Former Ashford South School site -cost relating to provision of Chilmington Secondary, and to be held for future education use. +£0.516m Wrotham School - DfE School Rebuild Programme, increase to reflect KCC agreed contribution. +£2.0m Thanington Primary – land purchase costs were not previously included in project forecast. The rephasing is due to:

Project	Real Variance	Rephasing Variance	Detail
			-£9.726m Cable Wharf Primary - replacement school for Rosherville which has been selected under the School Rebuild Programme for 1FE, KCC to add 1FE for a replacement 2FE school. Developer land transfer issues and planning conditions have led to rephasing. -£6.666m Highsted Grammar - school requesting additional funds for School Managed project which has caused a delay to the start of the project. -£3.115m Maidstone Girls Grammar School – contract delay due to Network Rail easement. -£1.726m Chilmington Green Secondary – due diligence is being completed of the quote received from the contractor for the Infrastructure Works. The works are starting later and will be completed over a longer period than anticipated. -£1.704m Teynham Primary – delay due to gaining permission for implementation of statutory services on the public highway. -£6.0m rephasing reflects budget rephased to future years to fund projects across the Basic Need Programme.
Basic Need KCP 21 (2022-26)	-0.516	-5.164	Real variance is due to: -£0.2m Rodmersham Primary – project costs have been transferred to Modernisation of Assets. Rephasing relates to: -£1.0m Sittingbourne non-selective, as a school has not yet been identified, and -£1.5m Cornwallis Academy – pending delivery of the expansion project at New Line Learning. -£2.664m Marden Primary – school managed project, the phasing of expenditure is dependent on school delivery.
Basic Need KCP22 (2023-27)	-0.945	-3.858	Real variance relates to: -£0.941m Coxheath Primary – project is not progressing as places no longer required. Rephasing relates to: -£1.220m Northfleet Technology College due to a change in KCC's contractor coupled with the phasing of the school delivered elements of the expansion which need to be carried out in School holidays as the works are within existing buildings.

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Basic Need KCP 23 (2024-28)		-5.691	The rephasing reflects budget rephased to future years to fund projects across the Basic Need Programme.
High Needs Provision 22-24	-7.128	-4.907	Real variance relates to: -£7.214 to be reallocated to other High Needs Budgets The remainder relates to minor variances across a number of projects. Rephasing is due to: -£1.846m Nexus Satellite – project scope to be confirmed depending on pupil needs. -£0.705m Meadowfields Satellite at Fulston Manor – this is a school managed project. -£2.000m New Special School Whitstable, which is a DfE managed project therefore KCC funding is dependent on DfE timescales.
High Needs Provision 24-25	2.155	-4.599	The real variance is due to the Isle of Sheppey Special School being transferred from the Basic Need Budget. This will be funded from currently unallocated high needs grant. Rephasing includes: -£2.473m Snowfields Academy Satellite – this is a school managed project. -£0.952 Sheppey Special School – this is a DfE managed project. -£1.174m rephasing across 9 other projects, all under £1m.
Childcare Expansion (Early Years)	-0.106	-2.553	Real variance: This is due to costs charged to revenue and the capital grant has been transferred to fund those schemes. Rephasing: Allocation of the grant funding is being managed by The Education People. Information has been received from the Department for Education on Early Years deficit numbers in each of the planning areas. Expressions of interest from providers are being reviewed in line with place numbers required.

4c | Growth, Environment & Transport

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
<u>Highways & Transportation</u>			
Highway Asset Management, Annual Maintenance and Urgent Safety Critical Works	0.843	-5.034	The real variance includes additional funding from the Capital Emergency and Abortive Costs reserve of £0.666m for Thanet Way resurfacing and £0.143m for Chestfield Tunnel. There have been in-year overspends in the following areas which have had to be funded from 2025-26 funding, and roll forwards have therefore been reduced to reflect this: £1.215m overspend on Inspectors, £0.028m overspend on traffic signals, £0.048m overspend on drainage, £0.063m overspend on safety barriers. Other rephasing includes: -£0.492m trees, -£1.184m Street lights, due to contractors unable to complete works due to resource issues, -£0.452m Highway Operations, -£4.254m on structures - structures schemes routinely take more than 1 financial year to complete, the schemes are all committed but some elements of work have been rephased to the subsequent financial year due to contractor delays and delays getting 3rd party consents such as English Heritage, Environment Agency or Network Rail approval.
Integrated Transport Schemes under £1m	0.592	-1.124	The real variance is due to various smaller integrated transport schemes that will be funded from additional external funding. The rephasing is on a number of small schemes, each under £1m.
Thamesway (STIPS)		-3.381	The project spend has been rephased to reflect the likely spend profile of the scheme following the establishment of a separate budget line for this scheme. This programme takes into account the impact of the Galley Hill closure and Ebbsfleet Central development timescales.
Kent Strategic Thameside Programme (STIPS)	0.042	-1.619	This programme has been rephased to align with the anticipated timing of income from developer contributions. This follows a review of all expected developer contributions to the programme and a reduction of the working budget in November 2024.

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Maidstone Integrated Transport		-1.665	The outturn costs have been matched with the current budget whilst waiting on final decisions following the Sponsoring Group Paper in January 2025. This will be updated as soon as there is clarity on the position of each individual project.
Sturry Link Road, Canterbury		-1.969	A design and build contract has been awarded and the detail design is being developed, including a value engineering review. The design costs are covered by s106 contributions already received and the SELEP LGF contribution. The project has been rescheduled based on the current programme for the design and build contract.
A2 Off Slip Wincheap		-1.5	Project has been rephased due to ongoing discussions between the developer and the National Highways regarding the design of the A2 Off Slip, several issues still to be resolved have delayed the commencement of the works.
A229 Bluebell Hill M2 & M20 Interchange Upgrades		-3.049	The rephasing is due to delays in the programme as a result of project uncertainties relating to the Lower Thames Crossing DCO decision and the unfunded transport projects review announced by Government in July 2024. Significant investigation works have been pushed into future years, which also has a knock on impact on other programme elements. Ground investigation costs have been moved from 24-25 to 25-26 in line with latest programme.
North Thanet Link (formerly A28 Birchington, Acol and Westgate on Sea Relief Road)	-0.890	-7.872	Spend has been reprofiled to reflect latest submissions to Department for Transport (DfT) and extended scheme programme due to delays in funding decisions from DfT which now extends into 2029-30.
National Bus Strategy – Bus Service Improvement Plan (BSIP)		-7.579	In line with the conditions of Kent's BSIP funding for 2023-24 and 2024-25 and the Department for Transport's Change Control process for the grant, this funding has been rolled into 2025-26 to facilitate full initiative delivery. Areas of delivery include bus priority measures, wider highway interventions, Mobility as a Service and information initiatives including the delivery of real time information screens.
Green Corridors		-4.860	The programme for delivery of the three larger sites (6,8 and 11) has been pushed back due to delays with consultants and the procurement process. These sites were initially programmed to being construction within this financial year (24/25) but due to these delays construction is now scheduled to start in June 2025. Due to this, forecast spend has been reprofiled into the 25/26 and 26/27 financial years.

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Greener Buses – Zero Emission Bus Regional Areas (ZEBRA)	0.603	-3.613	The real variance reflects £0.603m due in from National Highways for 3 Electric buses bought by Go Coach. The rephasing is due to unforeseen issue with planning application. The purchase of one electric vehicle charger will now take place in 2025-26.
A228 and B2160 Junction Improvements with Badsell Road		-3.118	Flood Risk modelling has identified issues with the current scheme design. Therefore, further design and drainage modelling needs to be carried out and alternative options explored. This is currently affecting the overall programme for the project and causing rephasing of the S106 contributions which are funding the delivery of this scheme.
A28 Chart Road, Ashford		-2.474	The scheme is currently profiled for start of construction in Spring 2026, although this is unlikely. KCC is currently seeking legal advice about taking legal action on the developer. Works to the East Lodge boundary are complete, KCC Property can now dispose of the asset. Project Centre are expected to complete their update of the design/contract documents by July 2025.
Bearsted Road	-0.145	-5.926	Offline works have continued to construct the new Harvestore access roads. Reductions in scope and value engineering opportunities are still being explored to meet the increased risk and contingency budget required on this project. An award of the full construction contract is still outstanding which requires further sign off and has caused delays.
Dover Bus Rapid Transit	1.642	-0.753	The main works are complete, although number of defects need correcting. Landscaping works have been deferred until November 2025.
Fastrack Full Network – Bean Road Tunnels		-6.136	Following the project being paused due to a funding gap, the availability of BSIP 2 funding has allowed work to start again to resubmit the planning application and to review the existing design and tender documents. This has led to a rephasing of available funds which are currently being reviewed through updated legal agreements.
Government Transition Works	-0.324	-2.221	Department for Transport (DfT) needs to decide on future works. Any unspent grant will be returned to DfT or allocated to a new project.
Swale Housing Infrastructure Fund (HIF)		-1.933	The rephasing variance is due to delays in the commencement of the works contract whilst awaiting the sign off from National Highways, poor weather and road space clashes on the surrounding network (particularly M2 J5). The project is externally funded by the HIF fund from Homes England and a deed of variation has been agreed with Homes England to cover the programme delays where they have exceeded the original funding deadline.
Kent Active Travel Fund (KATF) Phase 2	-0.396	-0.272	A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility under KATF3. If agreed, a cash limit adjustment will be done.

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Kent Active Travel Fund Phase 3	0.396	-0.933	A change control has been requested from Active Travel England to transfer some unused budget to Sevenoaks Cycle Facility from KATF2. This is forecast to be spent in 2025-26. If agreed, a cash limit adjustment will be done.
Urban Traffic Management Control	0.129		The real variance is due to additional external developer contribution funding.
Folkestone – A Brighter Future		-9.155	Rephasing is due to ongoing conversations with utility companies. Construction is expected to start early in 2025-26.
<u>Environment & Circular Economy</u>			
Dunbrik Transfer Station	2.329		As part of IFRS 16 we need to add any initial direct costs of setting up the new lease at the Dunbrik waste site to the right of use (ROU) asset which will be recognised on the balance sheet.
Folkestone & Hythe Waste Transfer Station		-3.229	Rephasing is due to land purchase pushed back to 2025-26 financial year due to planning determination delays.
Local Authority Treescape Fund	0.146		Additional grant has been approved for phase 4.
Kings Hill Solar Farm	-0.141		Real underspend on the project. The funding for the additional risk items has been removed as scarification of the ground has been non-existent to date and therefore the likelihood of these planning requirement costs being required is deemed no longer necessary.
<u>Growth & Communities</u>			
Broadband Contract 2		-1.349	Whilst BDUK is now in the final stages of the closedown work for the BDUK superfast contracts, the assurance work and the associated final payments will be completed within the 2025-26 financial year.
Kent Empty Property Initiative – No Use Empty	0.060	-3.335	The rephasing is due to a re-alignment of loan repayments.
Digital Autopsy	-0.295	-0.1	The real variance is because capital costs of this project were increasing above original estimates, so the project paused (then ceased), so costs to date have been aborted to revenue.
Public Rights of Way	0.156	-0.741	The real variance is due to additional external funding received in 2024-25.

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Workspace Kent	-0.175		Due to the repayment timescales, finding a suitable project that can be completed is unrealistic, therefore these funds will not be allocated and will be returned to the GPF funding pot in line with the funding agreement.

4d | Chief Executive's Department

There are no major variances to report.

4e | Deputy Chief Executive's Department

Figures in £m

Project	Real Variance	Rephasing Variance	Detail
Modernisation of Assets		-4.105	Rephasing due to a delay in works to some large corporate schemes, works on which are planned to progress in 2025-26.
Dover Discovery Centre	0.388	-2.782	The real variance is due to additional grant. Rephasing is due to delays on site, completion was programmed for end of March, but this has been pushed back to July 2025.
Live Margate	-1.828		No further loans will be paid under this project and the grant of £0.3m remaining will be repaid. Remaining loan repayments due have been diverted to the Kent Empty Property Initiative scheme, as the conditions of the grant have been satisfied.
Corporate Property Strategic Capital	-1.214		Real variance due to lower than expected staff capitalisation costs. This is funded by education capital grant which will be retained for use in future years.
Disposal Costs	-0.316		Real variance due to lower than expected costs of disposals.
LAN Refresh	0.656		The real variance is due to the capitalisation of new laptops as part of the refresh programme, funded by revenue.
Unaccompanied Asylum-Seeking Children (UASC)	5.502		The real variance is due to this project continually evolving and the full extent was not known and budgeted at the start of the year. The project is expected to be fully funded from Central Government.

Additional Accommodation Requirements			
Strategic Estate Programme	-7.101	The rephasing variance is due to new programme of works, the main contract is expected to be awarded in September 2025.	
Strategic Reset Programme	-4.928	Rephasing is due to some failed tenders (due to a lack of response from contractors), and services have requested a delay due to the planned works during their busy time. The works have also been value engineered to make sure that KCC is only delivering what is required for the services to operate. New tenders are currently being procured. Some projects within the programme have changed in scope following service funding reductions, reducing the need for capital works. It is anticipated to bulk of capital spend will now fall in 2025-26.	

Appendix 1 | Key Service Statement

Adult Social Care & Health

Figures in £m

	Budget	Outturn	Variance
Adult Social Care & Health	569.4	615.8	+46.4
Adult Social Care & Health Operations	510.4	588.0	+77.6
Adaptive & Assistive Technology	-0.1	0.7	+0.8
Adult Case Management & Assessment Services	41.1	42.6	+1.5
Adult In House Carer Services	2.4	2.8	+0.4
Adult In House Community Services	6.0	5.9	-0.2
Adult In House Enablement Services	-3.1	-4.0	-0.8
Adult Learning Disability - Community Based Services & Support for Carers	127.2	131.2	+3.9
Adult Learning Disability - Residential Care Services & Support for Carers	79.6	80.4	+0.8
Adult Mental Health - Community Based Services	21.2	29.8	+8.6
Adult Mental Health - Residential Care Services	21.4	24.5	+3.1
Adult Physical Disability - Community Based Services	32.9	38.3	+5.4
Adult Physical Disability - Residential Care Services	24.5	29.6	+5.1
ASCH Operations - Divisional Management & Support	6.8	6.4	-0.3
Independent Living Support	1.0	0.9	-0.1
Older People - Community Based Services	35.4	42.5	+7.1
Older People - In House Provision	11.3	13.2	+1.8
Older People - Residential Care Services	97.5	136.5	+39.0
Older People & Physical Disability Carer Support - Commissioned	1.7	2.5	+0.8

Figures in £m	Budget	Outturn	Variance
Sensory - Assessment Service	0.7	0.7	-0.0
Sensory - Community Based Services	0.3	0.4	+0.1
Sensory - Residential Care Services	0.0	0.1	+0.0
Statutory and Policy Support	1.7	2.0	+0.3
Strategic Safeguarding	0.9	0.9	-0.0
Public Health	0.0	0.0	+0.0
Public Health - Advice and Other Staffing	0.0	0.0	+0.0
Public Health - Children's Programme	0.0	0.0	+0.0
Public Health - Healthy Lifestyles	0.0	-0.0	-0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.0	0.0	-0.0
Public Health - Sexual Health	0.0	0.0	+0.0
Strategic Commissioning (Integrated and Adults)	22.0	22.9	+0.9
Community Based Preventative Services	7.5	9.0	+1.5
Housing Related Support	1.3	1.3	-0.0
Partnership Support Services	0.0	0.0	+0.0
Social Support for Carers	3.0	2.4	-0.7
Strategic Commissioning (Integrated and Adults)	2.5	2.9	+0.4
Transformation Delivery and support	7.6	7.3	-0.3
Strategic Management & Directorate Budgets (ASCH)	36.9	4.9	-32.0
Innovation and Partnership	1.5	1.4	-0.1
Operational and transformation costs pending allocation	1.1	0.0	-1.1
Provision for Demographic Growth - Community Based Services	15.8	0.0	-15.8

Figures in £m	Budget	Outturn	Variance
Provision for Demographic Growth - Residential Based Services	12.5	0.0	-12.5
Strategic Management & Directorate Support (ASCH)	6.1	3.5	-2.6

Children, Young People & Education

Figures in £m	Budget	Outturn	Variance
Children, Young People & Education	413.6	399.9	-13.7
Education & Special Educational Needs	108.5	103.3	-5.2
Community Learning & Skills (CLS)	-0.1	1.9	+2.0
Early Years Education	0.0	-0.0	-0.0
Education Management & Division Support	1.5	1.5	+0.0
Education Services provided by The Education People	4.0	4.8	+0.9
Fair Access & Planning Services	0.6	0.6	+0.0
Home to School & College Transport	96.3	85.3	-10.9
Other School Services	-11.2	-9.0	+2.3
Pupil Referral Units & Inclusion	0.0	0.0	-0.0
Special Educational Needs & Psychology Services	17.5	18.1	+0.6
Integrated Children's Services (Operations and County Wide)	300.7	289.8	-11.0
Adoption & Special Guardianship Arrangements & Service	17.6	17.7	+0.1
Adult Learning & Physical Disability Pathway - Community Based Services	46.5	41.9	-4.5
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8.3	6.2	-2.0
Asylum	0.3	0.3	+0.0
Care Leavers Service	5.6	4.8	-0.8

Figures in £m		Budget	Outturn	Variance
Children in Need - Care & Support		3.8	2.2	-1.6
Children in Need (Disability) - Care & Support		8.6	8.7	+0.1
Childrens Disability 0-18 Commissioning		1.8	1.3	-0.5
Children's Social Work Services - Assessment & Safeguarding Service		52.1	49.8	-2.3
Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service		9.9	9.7	-0.2
Early Help & Preventative Services		2.9	2.9	-0.1
Family Hubs		8.6	6.5	-2.0
Integrated Services (Children's) Management & Directorate Support		6.5	6.4	-0.1
Looked After Children - Care & Support		101.8	101.5	-0.2
Looked After Children (with Disability) - Care & Support		22.5	25.6	+3.1
Looked After Children (with Disability) - In House Provision		3.9	4.0	+0.0
Strategic Management & Directorate Budgets (CYPE)		4.3	4.3	-0.1
Strategic Management & Directorate Budgets (CYPE)		4.3	4.3	-0.1

Growth, Environment & Transport

Figures in £m		Budget	Outturn	Variance
Growth, Environment & Transport		202.9	208.6	+5.7
Environment & Circular Economy		97.3	100.7	+3.4
Environment		3.6	3.6	-0.0
Environment and Circular Economy Divisional management costs		2.3	2.3	-0.0
Residual Waste		52.6	53.6	+1.0
Waste Facilities & Recycling Centres		38.7	41.2	+2.5

Figures in £m		Budget	Outturn	Variance
Growth & Communities		31.3	28.8	-2.5
Community (Assets & Services)		2.3	2.2	-0.0
Community Protection		12.0	10.7	-1.3
Growth - Economy		1.7	1.6	-0.1
Growth - Place		3.8	3.9	+0.1
Growth and Communities Divisional management costs		0.5	0.4	-0.0
Libraries, Registration & Archives		11.1	9.9	-1.2
Highways & Transportation		72.9	77.8	+4.9
English National Concessionary Travel Scheme (ENCTS)		13.0	16.6	+3.7
Highway Assets Management		38.7	39.3	+0.6
Highways & Transportation divisional management costs		4.0	4.5	+0.5
Kent Karrier		0.0	0.0	+0.0
Kent Travel Saver (KTS)		5.1	5.1	+0.0
Supported Bus Services		5.8	5.7	-0.1
Transportation		6.4	6.6	+0.2
Strategic Management & Directorate Budgets (GET)		1.4	1.3	-0.1
Strategic Management & Directorate Budgets (GET)		1.4	1.3	-0.1

Chief Executives' Department

Figures in £m		Budget	Outturn	Variance
Chief Executive's Department		30.6	28.4	-2.2
Commercial & Procurement		3.1	2.9	-0.2

Figures in £m	Budget	Outturn	Variance
Commercial & Procurement	3.1	2.9	-0.2
Strategic Commissioning	0.0	0.0	+0.0
Finance	14.2	13.6	-0.6
Finance	10.4	9.9	-0.5
Grants to Kent District Councils to maximise Council Tax collection	3.8	3.6	-0.1
Governance, Law & Democracy	8.4	7.9	-0.5
Governance & Law	7.5	7.1	-0.4
Local Member Grants	1.0	0.8	-0.1
Strategic Management & Departmental Budgets (CED)	-0.7	-1.2	-0.5
Strategic Management & Departmental Budgets	-0.7	-1.2	-0.5
Strategy, Policy, Relationships & Corporate Assurance	5.6	5.2	-0.3
Childrens and Adults Safeguarding Services	0.4	0.5	+0.1
Resettlement Schemes, Domestic Abuse and Civil Society Strategy	0.4	0.3	-0.1
Strategy, Policy, Relationships & Corporate Assurance	4.8	4.5	-0.3

Deputy Chief Executive's Department

Figures in £m	Budget	Outturn	Variance
Deputy Chief Executive's Department	82.2	79.5	-2.7
Corporate Landlord	29.0	26.9	-2.1
Corporate Landlord	29.0	26.9	-2.1
Human Resources & Organisational Development	5.4	5.2	-0.2
Human Resources & Organisational Development	5.4	5.2	-0.2

Figures in £m	Budget	Outturn	Variance
Infrastructure	8.8	8.9	+0.0
Emergency Planning	0.0	0.0	+0.0
Kent Resilience	0.7	0.6	-0.1
Property related services	8.1	8.3	+0.2
Marketing & Resident Experience	6.9	6.8	-0.1
Marketing & Digital Services	2.0	2.1	+0.1
Resident Experience - Contact Centre; Gateways; Customer care & Complaints	5.0	4.7	-0.2
Strategic Management & Departmental Budgets (DCED)	5.9	5.5	-0.4
Business & Client Relationships	2.5	2.4	-0.0
Health & Safety	0.4	0.3	-0.1
Strategic Management & Departmental Support	1.4	1.2	-0.3
Strategic Reset Programme	1.6	1.6	-0.0
Technology	26.1	26.1	-0.0
Technology	26.1	26.1	-0.0

Non Attributable Costs including Corporately Held Budgets

Figures in £m	Budget	Outturn	Variance
Non Attributable Costs including Corporately Held Budgets	133.6	122.2	-11.4
Non Attributable Costs	136.2	122.2	-14.0
Corporately Held Budgets	-2.6	0.0	+2.6

Appendix 2 | Savings Statement

Adult Social Care & Health

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Adult Social Care & Health	-66.877	-34.076	0.000	-0.009	-34.085	32.792	17.519	-18.655
Alternate Provision Brand New Starts (DP)	-3.041	0.000	0.000	0.000	0.000	3.041	3.041	0.000
Technology Enabled Lives Service (TELS)	-2.049	-3.693	0.000	0.000	-3.693	-1.644	0.000	-0.076
Full Self-Service Solution (Front Door)	-0.408	0.000	0.000	0.000	0.000	0.408	0.408	0.000
Reviews: Supported Living (Q&S) & First Reviews (23/24)	-0.657	-1.106	0.000	0.000	-1.106	-0.449	0.000	0.000
Efficiencies through Enablement	-3.500	-3.171	0.000	0.000	-3.171	0.329	0.000	-0.329
Initial Contact (Front Door)	-1.400	-0.958	0.000	0.000	-0.958	0.442	0.000	-0.442
Rehabilitation and Alternate Support for MH	-3.300	0.000	0.000	0.000	0.000	3.300	3.300	0.000
Supported Living - LD	-0.900	-1.676	0.000	0.000	-1.676	-0.776	0.000	0.168
In-House Short Term Beds (Maximisation)	-1.500	-0.284	0.000	0.000	-0.284	1.216	0.000	-1.216
Reduction in Residential and Nursing Placements	-2.900	-0.038	0.000	0.000	-0.038	2.862	2.090	-0.772
Occupational Therapists	-2.500	0.000	0.000	0.000	0.000	2.500	0.660	-1.840
Partnership Working (Section 117)	-2.200	-0.391	0.000	0.000	-0.391	1.809	1.809	0.000
Partnership Working (CHC)	-1.800	-1.918	0.000	0.000	-1.918	-0.118	0.000	-0.041
Reviews: First Reviews	-2.300	-0.957	0.000	0.000	-0.957	1.343	0.000	-1.343
Reviews: Ongoing Reviews	-1.200	-0.044	0.000	0.000	-0.044	1.156	0.000	-1.156

Figures in £m

		2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Short Term Pathways: Timely Allocation of Workers		-0.500	-0.938	0.000	0.000	-0.938	-0.438	0.000	0.000
Efficiency Savings in relation to the purchasing of residential care		-8.000	-0.217	0.000	0.000	-0.217	7.783	1.925	-5.858
Efficiency Savings in relation to the purchasing of care and support in the home		-3.400	-1.064	0.000	0.000	-1.064	2.336	0.900	-1.436
Efficiencies from new contract for the supply of equipment for adult social care clients		-0.900	0.000	0.000	0.000	0.000	0.900	0.310	-0.590
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 - Older People		-6.400	-6.400	0.000	0.000	-6.400	0.000	0.000	0.000
Estimated annual inflationary increase in Better Care Fund - Older People		-2.188	-2.188	0.000	0.000	-2.188	0.000	0.000	0.000
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 - Vulnerable Adults		-1.600	-1.600	0.000	0.000	-1.600	0.000	0.000	0.000
Estimated annual inflationary increase in Better Care Fund - Vulnerable Adults		-0.180	-0.180	0.000	0.000	-0.180	0.000	0.000	0.000
Estimated annual inflationary increase in Better Care Fund - Adult Social Care Staffing		-0.100	-0.100	0.000	0.000	-0.100	0.000	0.000	0.000

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Estimated annual inflationary increase in Better Care Fund - Integrated Community Equipment Service and Assistive Technology	-0.004	-0.004	0.000	0.000	-0.004	0.000	0.000	0.000
Review of the Adults Charging Policy, in line with Care Act legislation and the statutory guidance	-2.600	-2.376	0.000	0.000	-2.376	0.224	0.000	-0.224
One-off contribution from Public Health for Mental Health Live Well Kent contract	-1.000	-1.000	0.000	0.000	-1.000	0.000	0.000	0.000
2022-23 Slipped Savings - review of all contracts	-4.389	-0.898	0.000	0.000	-0.898	3.490	0.000	-3.490
Adult Social Care - Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of inhouse provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-0.851	-0.109	0.000	0.000	-0.109	0.743	0.743	0.000
Adult Social Care contracts with Voluntary Sector	-3.217	-2.304	0.000	0.000	-2.304	0.913	0.913	0.000
Adult Social Care PFI	-0.147	-0.147	0.000	0.000	-0.147	0.000	0.000	0.000
Redesign of In House Adult Social Care Services	-1.456	-0.035	0.000	0.000	-0.035	1.422	1.421	0.000
Additional income from NHSE to fund increased costs linked to HIV prevention	-0.275	-0.275	0.000	0.000	-0.275	0.000	0.000	0.000

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Estimated additional income for externally funded posts	-0.006	-0.006	0.000	0.000	-0.006	0.000	0.000	0.000
Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-0.009	0.000	0.000	-0.009	-0.009	0.000	0.000	-0.009

Children, Young People & Education

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Children, Young People & Education	-16.730	-14.916	-0.250	-0.490	-15.655	1.075	0.000	-1.814
Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-6.300	-6.300	0.000	0.000	-6.300	0.000	0.000	0.000
Implement strategies to reduce the cost of packages for looked after children, including working with Health	-1.000	-1.000	0.000	0.000	-1.000	0.000	0.000	0.000
Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-0.650	-0.650	0.000	0.000	-0.650	0.000	0.000	0.000
Expanding the reach of caseholding Early Help services	-0.560	-0.560	0.000	0.000	-0.560	0.000	0.000	0.000

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-0.550	-0.344	0.000	0.000	-0.344	0.206	0.000	-0.206
Explore strategies, including statutory guidance, to reduce dependency on social work agency staff	-0.300	-0.300	0.000	0.000	-0.300	0.000	0.000	0.000
Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-0.300	-0.300	0.000	0.000	-0.300	0.000	0.000	0.000
Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-0.206	-0.177	0.000	0.000	-0.177	0.029	0.000	-0.029
Adoption Service	-0.200	-0.111	0.000	-0.090	-0.200	0.000	0.000	-0.090
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 - 0-25	-0.120	-0.120	0.000	0.000	-0.120	0.000	0.000	0.000
Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-0.100	-0.100	0.000	0.000	-0.100	0.000	0.000	0.000
Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-1.200	-0.493	0.000	0.000	-0.493	0.707	0.000	-0.707
Review of youth services offer: cease commissioned youth services contracts	-0.913	-0.913	0.000	0.000	-0.913	0.000	0.000	0.000

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-0.781	-0.781	0.000	0.000	-0.781	0.000	0.000	0.000
Review of open access services in light of implementing the Family Hub model	-0.400	-0.400	0.000	0.000	-0.400	0.000	0.000	0.000
Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	0.100	0.000	0.000	0.000	0.000	-0.100	0.000	0.100
Efficiency: Adult Social Care – Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of inhouse provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-0.250	0.000	-0.250	0.000	-0.250	0.000	0.000	-0.250
Efficiency: Children's Social Care – Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	-0.550	-0.318	0.000	0.000	-0.318	0.232	0.000	-0.232
Efficiency: 18-25 Adult Social Care Supporting Independence Service – Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Income: Kent 16+ Travel Saver	-0.300	-0.300	0.000	0.000	-0.300	0.000	0.000	0.000

		2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Policy: Care Leavers – Pursue a policy where independence is reached by a Young Person's 19th birthday		-0.700	-0.700	0.000	0.000	-0.700	0.000	0.000	0.000
Policy: Disabled Children's Placements – Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health		-0.750	-0.750	0.000	0.000	-0.750	0.000	0.000	0.000
Policy: Review of Open Access – Youth Services & Children's Centres – review of open access services in light of implementing the Family Hub model		-0.300	-0.300	0.000	0.000	-0.300	0.000	0.000	0.000
Policy: Review of Open Access Estate – Youth Provision & Children's Centres		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Policy: Services to Schools – Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs		-0.400	0.000	0.000	-0.400	-0.400	0.000	0.000	-0.400
Transformation: Looked After Children – Reduce the recent increase in the number of Looked After Children placements through practice reviews & improved court proceedings		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Growth, Environment & Transport

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Growth, Environment & Transport	-8.713	-6.480	0.000	-0.387	-6.867	1.846	1.406	-0.827
Review of green waste contract, with market analysis indicating a reduction in gate fee	-0.621	0.000	0.000	0.000	0.000	0.621	0.621	0.000
Review of the services and as aspiration for all three to be amalgamated to ensure synergies achieved in systems/back office functions and to limit any reduction in service levels	-0.150	0.000	0.000	-0.150	-0.150	0.000	0.000	-0.150
Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-0.105	0.000	0.000	0.000	0.000	0.105	0.105	0.000
Work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates	-0.080	0.000	0.000	0.000	0.000	0.080	0.000	-0.080
Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-0.050	-0.050	0.000	0.000	-0.050	0.000	0.000	0.000
Temporary reduction in spend on weatherproofing windmills	-0.050	-0.050	0.000	0.000	-0.050	0.000	0.000	0.000
Withdraw the remaining contribution to the KCC hosted Active Kent and Medway.	-0.028	-0.028	0.000	0.000	-0.028	0.000	0.000	0.000
Reduction to the Arts Investment Fund, which provides grants to Kent-based arts organisations	-0.025	-0.025	0.000	0.000	-0.025	0.000	0.000	0.000
Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-0.464	-0.464	0.000	0.000	-0.464	0.000	0.000	0.000

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Review of Highways income based on current/projected activity levels	-0.400	-0.400	0.000	0.000	-0.400	0.000	0.000	0.000
A review of income levels and fees and charges in relation to existing service income streams	-0.200	-0.200	0.000	0.000	-0.200	0.000	0.000	0.000
Income from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes	-0.100	0.000	0.000	0.000	0.000	0.100	0.000	-0.100
Use of grant funding to support project & scheme costs	-0.100	-0.100	0.000	0.000	-0.100	0.000	0.000	0.000
Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-0.056	-0.056	0.000	0.000	-0.056	0.000	0.000	0.000
Grant funding to support Electric Vehicle Strategy	-0.050	-0.050	0.000	0.000	-0.050	0.000	0.000	0.000
One-off increase in profit share from East Kent Opportunities LLP	-0.050	0.000	0.000	0.000	0.000	0.050	0.000	-0.050
Increased contribution from Medway Council under SLA relating to increasing costs for provision of Coroner service in Medway	-0.049	-0.049	0.000	0.000	-0.049	0.000	0.000	0.000
Inflationary increase in income levels and pricing policy for Kent Scientific Services	-0.045	-0.045	0.000	0.000	-0.045	0.000	0.000	0.000
Inflationary increase in fees and charges	-0.001	-0.001	0.000	0.000	-0.001	0.000	0.000	0.000
Savings from reduced incentivisation payments to districts from the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will incentivise districts directly.	-1.300	-1.120	0.000	-0.180	-1.300	0.000	0.180	0.000

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Review of Community Warden Service to deliver a £1m saving which is likely to result in an overall reduction in wardens	-0.433	-0.376	0.000	-0.057	-0.433	0.000	0.000	-0.057
Review of level of campaigns and related activity within Road Safety	-0.200	-0.200	0.000	0.000	-0.200	0.000	0.000	0.000
Review of staffing levels within Trading Standards service. Mix of one-off and permanent savings.	-0.061	-0.061	0.000	0.000	-0.061	0.000	0.000	0.000
Adjustment of Trading Standards legal costs as Courts recover post-Covid	-0.055	-0.055	0.000	0.000	-0.055	0.000	0.000	0.000
Savings from delayed recruitment	-0.050	-0.050	0.000	0.000	-0.050	0.000	0.000	0.000
Efficiency: Waste -Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-0.390	0.000	0.000	0.000	0.000	0.390	0.000	-0.390
Income: Kent Travel Saver – Kent Travel Saver price realignment to offset an increase in bus operator inflationary fare increases in 2022-23 above the budgeted amount	-1.000	-1.000	0.000	0.000	-1.000	0.000	0.000	0.000
Income: Kent Travel Saver (formerly Young Person's Travel Pass) – Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-1.500	-1.500	0.000	0.000	-1.500	0.000	0.000	0.000
Policy: Highways Winter Service – Review of highways winter service policy including service levels, salting runs and network, resulting in reduced network coverage and detrimental impact on Keeping Kent Moving policy	-0.100	-0.100	0.000	0.000	-0.100	0.000	0.000	0.000

Figures in £m

		2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Policy: Household Waste Recycling Centres (HWRC) – Review of the number and operation of HWRC sites		-0.500	0.000	0.000	0.000	0.000	0.500	0.500	0.000
Policy: Review of Community Wardens		-0.500	-0.500	0.000	0.000	-0.500	0.000	0.000	0.000

Chief Executive's Department

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Chief Executive's Department	-0.358	-0.255	0.000	-0.103	-0.358	0.000	0.000	-0.103
Reduction in the number of Historic Pension Arrangements within CED Directorate	-0.250	-0.250	0.000	0.000	-0.250	0.000	0.000	0.000
Efficiencies within the Member support administration	-0.005	-0.005	0.000	0.000	-0.005	0.000	0.000	0.000
Cease Early Intervention Payments to District Councils	-0.083	0.000	0.000	-0.083	-0.083	0.000	0.000	-0.083
Review of Committee support arrangements	-0.020	0.000	0.000	-0.020	-0.020	0.000	0.000	-0.020

Deputy Chief Executive's Department

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternativ e saving (ongoing)	Delivery against alternativ e saving (one-off)	Total Delivery	Variance	Un- deliver- able	To be achieved in future years
Deputy Chief Executive's Department	-0.970	-0.836	-0.401	-0.060	-1.297	-0.327	0.222	-0.238
Property savings from a review of specialist assets	-0.045	-0.122	0.000	0.000	-0.122	-0.077	0.000	0.000
Review of Office Assets	-0.764	-0.363	-0.401	0.000	-0.764	0.000	0.222	-0.178
Review of Community Delivery including Assets	-0.101	-0.351	0.000	0.000	-0.351	-0.250	0.000	0.000
Income: Resilience and Emergency Planning - Additional income from reservoir work	-0.060	0.000	0.000	-0.060	-0.060	0.000	0.000	-0.060

Non Attributable Costs including Corporately Held Budgets

Figures in £m

Saving	2024-25 Savings Target	Delivery against original saving	Delivery against alternative saving (ongoing)	Delivery against alternative saving (one-off)	Total Delivery	Variance	Un-deliverable	To be achieved in future years
Non Attributable Costs	-14.468	-15.042	0.000	0.000	-15.042	-0.574	0.000	0.000
Estimated increase in the income contribution from our limited companies, including a one-off increase in 2024-25.	-3.500	-3.738	0.000	0.000	-3.738	-0.238	0.000	0.000
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	-7.688	-7.688	0.000	0.000	-7.688	0.000	0.000	0.000
Increase in investment income largely due to the increase in base rate	-2.280	-2.616	0.000	0.000	-2.616	-0.336	0.000	0.000
Review amounts set aside for debt repayment (MRP) based on review of asset life	-1.000	-1.000	0.000	0.000	-1.000	0.000	0.000	0.000
Corporately Held Budgets	-3.050	0.000	0.000	0.000	0.000	3.050	2.300	-0.750
The reduction in the volume and duration of agency staff	-0.750	0.000	0.000	0.000	0.000	0.750	0.000	-0.750
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2.300	0.000	0.000	0.000	0.000	2.300	2.300	0.000

Appendix 3 | Prudential Indicators

The prudential indicators consider the affordability and impact of capital expenditure plans, in line with the prudential code.

Prudential Indicator 1: Estimates of Capital Expenditure (£m)

	23-24 Actuals	24-25 Budget	24-25 Actuals
Total	237.3	443.7	269.6

Prudential Indicator 2: Estimate of Capital Finance Requirement (CFR) (£m)

The CFR is the total outstanding capital expenditure not yet financed by revenue or capital resources. It is a measure of the Council's underlying borrowing need.

	23-24 Actuals	24-25 Budget	24-25 Actuals
Total CFR	1,268.3		
Re-worked CFR to include IFRS 16	1,318.7	1,300.8	1,295.9

Prudential Indicator 3: Gross Debt and the Capital Financing Requirement (£m)

Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the CFR.

	23-24 Actuals	24-25 Budget	24-25 Actuals
Other long-term liabilities	178.8	168.0	230.3
External borrowing	771.9	715.9	732.6
Total debt	950.7	883.9	962.9
Capital Financing Requirement	1,268.3		
Internal borrowing	317.6		
Re-worked CFR to include IFRS 16	1,318.7	1,300.8	1,295.9
Re-worked internal borrowing to include IFRS 16	368.0	416.9	333.0

Prudential Indicator 4: Authorised Limit and Operational Boundary for External Debt

The Authority is legally obliged to set an affordable borrowing limit (the authorised limit for external debt). A lower "operation boundary" is set should debt approach the limit.

	23-24 Actuals	24-25 Budget	24-25 Actual
Authorised limit – borrowing	946	1,261	946
Authorised limit – other long-term liabilities	179	168	230
Authorised limit – total external debt	1,125	1,429	1,176
Operational boundary – borrowing	822	1,161	822
Operational boundary – other long-term liabilities	179	168	230
Operational boundary – total external debt	1,001	1,329	1,052

Prudential Indicator 5: Estimate of Finance Costs to Net Revenue Stream (%)

Financing costs comprise interest on loans and minimum revenue provision (MRP) and are charged to revenue. This indicator compares the net financing costs of the Authority to the net revenue stream.

	23-24 Actuals	24-25 Budget	24-25 Outturn
Proportion of net revenue stream	8.17%	7.48%	7.38%

Prudential Indicator 6: Estimates of net income from commercial and service investments to net revenue stream

	23-24 Actuals	24-25 Actuals
Net income from commercial and service investments to net revenue stream (%)	0.46	0.34