Appendix 3 – Other Appendices

This appendix contains all of the other appendices which are referenced throughout the Strategic Business Case.

Full list of documents included within this appendix:

- 3a - Resident survey report
- 3b - Stakeholder Engagement report
- 3c - KPMG financial assessment of option 1a
- 3d - Newton report on the impact of disaggregating people-based services
- 3e - Member allowances of Kent and Medway councils
- 3f - Community Engagement Toolkit

Appendix 3a

LGR Resident Survey Final Report

Full results: Fieldwork from Tue 30th Sep to Sun 26th Oct 2025

Matt Wagner, Chief Analyst
Anita Winther, Analyst Manager

Executive summary

The Government has asked the councils in Kent to submit proposals to them by 28th November 2025 for 'local government reorganisation' and we want to include the views of residents in this. Therefore Kent County Council has conducted a survey of Kent and Medway residents to gather views on a potential reorganisation of the councils in Kent. This report presents the full results from the survey. The survey was open between Tuesday 30th September and Sunday 26th October 2025 and received 2,685 responses from residents of Kent & Medway. These are the key findings:

Opinions on LGR and council size – There are mixed opinions in relation to whether people think that local government in Kent needs major reorganisation or not. Similarly, there is not a clear strong preference for whether people would prefer a smaller, more local council or a larger, potentially more cost efficient council. However, there are differences by age group, with under 35s favouring a larger council, assuming this comes with economies of scale, and those over 56 favouring a smaller council. Those aged 36-55 had balanced preferences.

Furthermore, for those supporting the idea of a major reorganisation, there is a strong preference for 'council services managed by a larger council covering a bigger area, but potentially at a lower cost than a smaller council'. The opposite is true for those who would prefer to retain the existing councils. For those who are unsure about reorganisation, a similar proportion said they would prefer a larger council as a smaller one.

Belonging and inter-district connections – The data indicates that the majority of people have a strong sense of belonging at all geographical levels from local village/town up to Kent as a whole. In terms of connections between districts, Option 1a by definition preserves the most inter-district connections, followed by Option 3a and then Option 4b. It is not possible to model this for the two options that include boundary changes.

What residents want – Residents expect a broad range of competing priorities to be delivered, including quality, value-for-money, local representation and resident involvement. This means any future council model must balance these factors, though the preferred balance may vary by service.

Views on cost implications – There is a clear expectation that whatever option is taken forward must result in a system that costs less than continuing with the current one. However, within this context of a significant majority wanting a cheaper system overall, some would be prepared to pay more council tax if it resulted in decisions being made more locally than in another option. The 56+ age group had a slight preference for this, however the other two age groups were more strongly opposed.

Contents

1 Introduction

1.1 Local Government Reorganisation in Kent

At present, most of Kent operates under what is known as a 'two-tier' council structure. This means that some services are delivered by a district or borough council (e.g. bin collections, housing, planning, leisure centres) and others are provided by Kent County Council (e.g. social care, education services and highways). Council tax currently helps to fund services provided by both the county and district/borough councils, as well as contributing to the police and fire services and parish/town councils (where these exist).

Within Kent, Medway operates differently. Medway council is a 'unitary' authority, meaning they are responsible for delivering **all** local government services within Medway.

The Government intends to simplify this system by creating larger unitary councils that deliver all services in an area, replacing Kent County Council, Medway Council and the twelve district and borough councils. This process is known as Local Government Reorganisation, or LGR.

This would mean council services that are currently managed by district/borough councils being managed across a larger area. It would also mean services that are currently managed by Kent County Council being broken up and managed across smaller areas, unless the Government decides that a single unitary authority covering the whole of Kent should be created.

The Government has asked the councils in Kent to put forward proposals for how many unitary councils there should be and what areas they should cover. These must be submitted by 28th November 2025.

There is not currently agreement among the existing councils in Kent on how many unitary authorities there should be in Kent if LGR was to happen, or what the boundaries of those authorities should be. There are currently five proposals in Kent that are expected to be submitted. Option 1a, Option 3a and Option 4b all adhere to existing district boundaries. Option 4d and Option 5a include boundary changes. The maps showing the configuration of each of these options can be found in the Appendix.

1.2 Rationale for conducting the public survey

The rationale for conducting a survey of residents of Kent and Medway about Local Government Reorganisation (LGR) is to ensure that the voices and views of those affected by potential changes are heard and included. The survey provides an important opportunity for residents to share their

opinions and priorities regarding the reorganisation of local councils in Kent. Following the submission of the business cases, there will be further opportunities for resident engagement, including through the government's formal public consultation on the LGR options for Kent.

2 Methodology

2.1 Survey design and distribution

The survey was designed to capture a broad range of resident perspectives across Kent and Medway, ensuring inclusivity and accessibility. Questions were carefully structured to elicit both quantitative data and qualitative insights, allowing respondents to express their priorities and concerns regarding Local Government Reorganisation (LGR). To facilitate ease of participation, the survey was distributed online using Snap Surveys, a robust and secure digital platform. Snap Surveys enabled the survey to reach a wide audience efficiently, supporting both desktop and mobile users, real-time monitoring of response rates and robust statistical analysis of the results.

The survey is completely confidential. Respondents were not required to give their name so their identity will not be known. Responses are only reported grouped with other participants.

Distribution channels included direct email invitations to residents via Let's Talk Kent, promotion via KCC's website, and social media outreach to maximise awareness and engagement. Printed copies of the survey could be requested for those unable to complete it online.

The survey was shared widely through various channels but was ultimately a self-selecting survey, meaning you are more likely to get responses from people who are particularly interested in the topic. This means respondents may be more informed around the subject of LGR than the average resident, but also that the responses may not fully represent the views of those people who are less interested in how local government is structured.

Due to constraints on time and budget, it was not possible to conduct a gold-standard, fully representative survey of residents, which would have required random sampling and targeted outreach to ensure all population groups were proportionately included. This methodology would have required a third party research organisation with the resources and capacity to carry out this type of research.

2.2 Exclusion criteria

The survey was exclusively for residents of Kent and Medway, meaning people who live outside the area were unable to complete the survey. Businesses and partner organisations were also not able to participate in this survey, however they will have the opportunity to input through other channels.

2.3 Response rates

The survey was open between Tuesday 30th September and Sunday 26th October 2025 and received 2,685 responses from residents of Kent & Medway.

There were at least 130 responses from every district, with many getting considerably more. Folkestone & Hythe was the most over-represented district compared to its share of the population, whereas Medway was the most under-represented. Most other districts were fairly close to their population proportions.

Table 1 – Number of respondents by home district

Home District	# responses	% responses	% Target Pop	Population*
Ashford	233	9%	7%	140,936
Canterbury	257	10%	8%	162,100
Dartford	136	5%	6%	125,011
Dover	180	7%	6%	119,768
Folkestone & Hythe	269	10%	6%	112,411
Gravesham	133	5%	6%	110,671
Maidstone	305	11%	10%	187,767
Medway	133	5%	15%	292,655
Sevenoaks	230	9%	6%	122,748
Swale	205	8%	8%	158,379
Thanet	259	10%	7%	142,691
Tonbridge and Malling	207	8%	7%	136,853
Tunbridge Wells	138	5%	6%	119,694
Grand Total	*2,685*	*100%*	*100%*	*1,931,684*

** Population source: Office for National Statistics, 2024 mid-year population estimates*

2.4 Statistical analysis

Any results commented on in this report have been tested for statistical significance and have been found to be significant, unless otherwise stated.

2.5 Analysis of free-text questions

The survey contained two free-text questions. Due to the limited time available to analyse and report back on the survey results, these free-text responses have been summarised with the help of a large language model (an AI tool). The information remains within KCC's secure infrastructure and is protected by enterprise-grade security and privacy controls. These summaries have been reviewed for accuracy, including through the random sampling of responses to check for consistency.

3 Survey findings

These findings are based on the full results of the survey, collected between Tuesday 30th September and Sunday 26th October 2025.

Most groups are reasonably well represented within the survey, however we do have under- or over-representation amongst different age groups. In particular, 16-35s are under-represented and 56+ are over-represented within the respondents. For this reason, we will present the results to some of the key questions broken down for these different age groups, especially where the prevailing opinions vary between the different age groups.

3.1 Opinions on LGR and council size

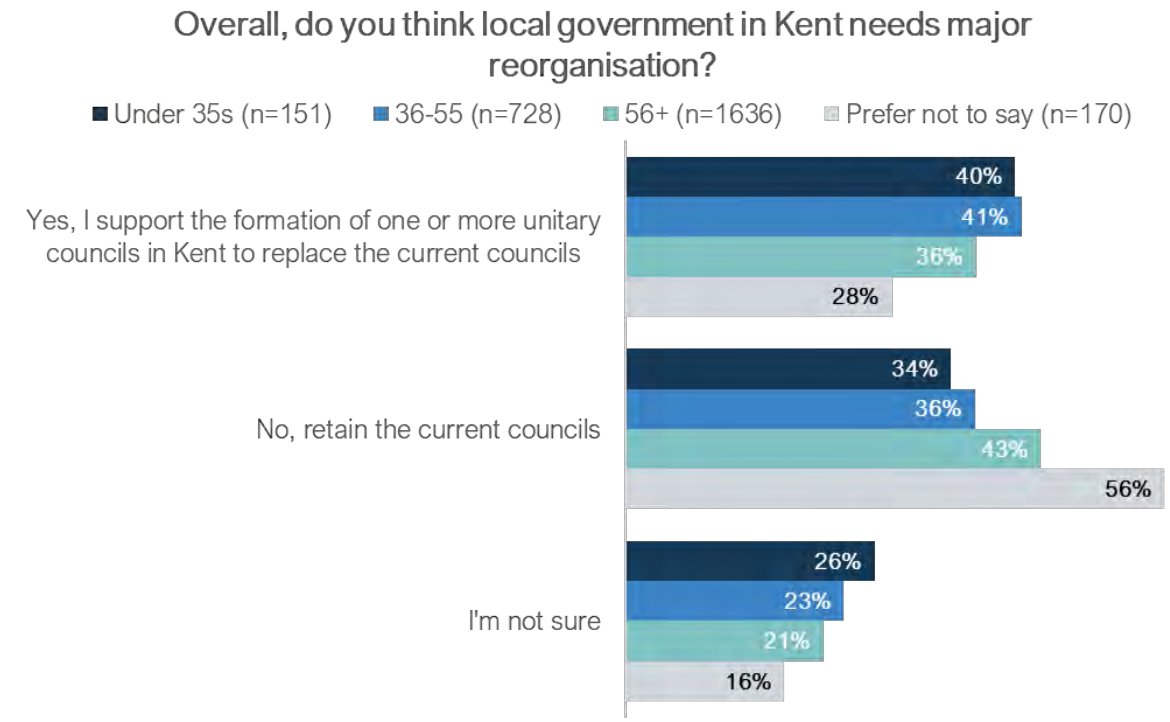
3.1.1 Is a major reorganisation needed?

Respondents to the survey were asked the question 'Overall, do you think local government in Kent needs major reorganisation?', the result of which are shown broken down by age group in Figure 1. Within each of the broad age groups there is split opinion on whether major reorganisation of local government in Kent is a good idea overall, with both the yes and no options receiving support.

Only respondents aged 56 or over and those that chose not to specify their age group had a statistically significant[1] preference – both with a larger proportion favouring retaining the current councils. Under 35s and 36-55s both had more respondents who supported the formation of one or more unitary councils, however this preference was not large enough to be statistically significant, particularly due to the smaller sample size in the under 35s group.

[1] Using a two-tailed binomial test.

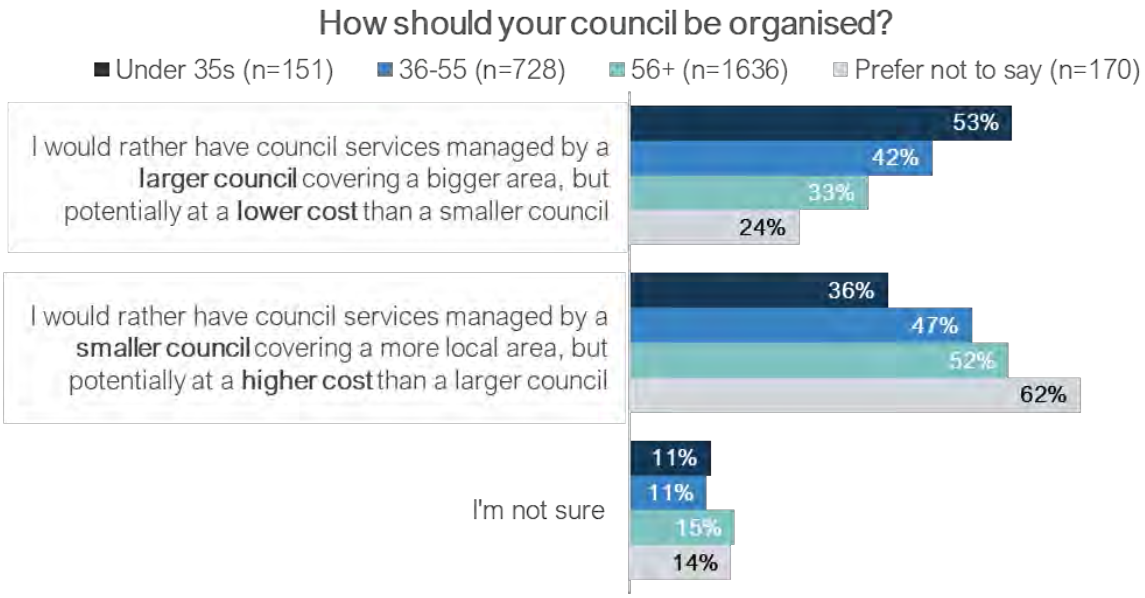
Figure 1 – Opinions on the need for major reorganisation, by age group



3.1.2 Opinions on council size

In terms of the size of any future councils, there are again mixed opinions. Preferences are different for different age groups, as shown by Figure 2.

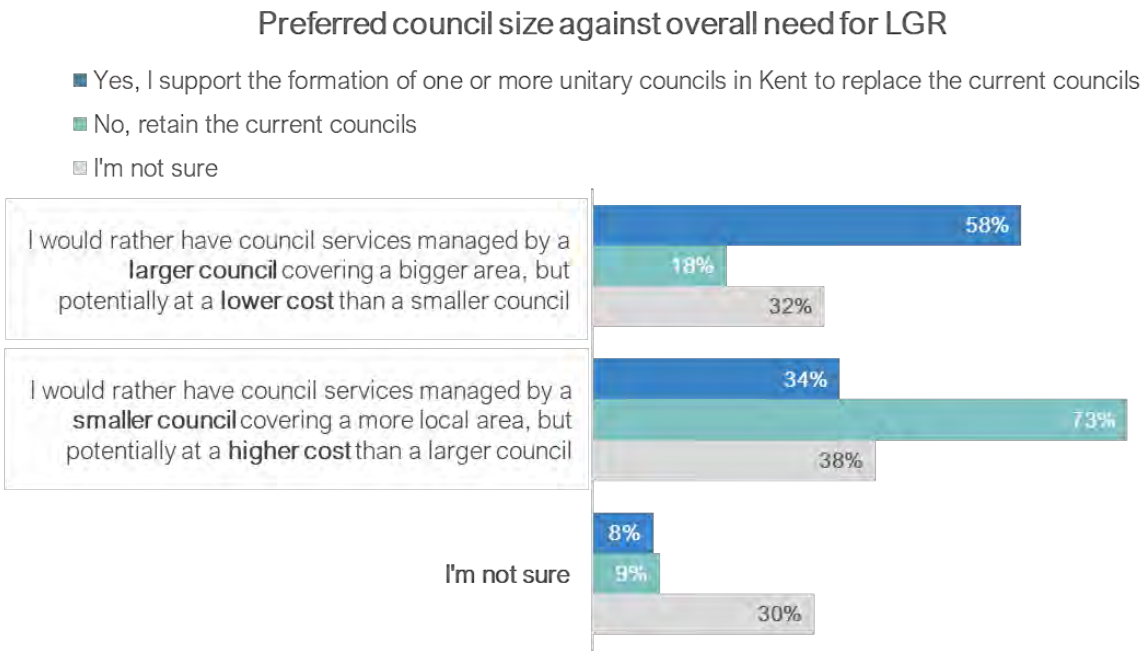
Figure 2 – Opinions on council size, by age group



Under 35s typically favour a larger council that would potentially deliver at a lower cost, whereas those over 56 typically favour a smaller council even if potentially at a higher cost. Those aged 36-55 had balanced preferences (the difference observed is not statistically significant[2]).

In Figure 3, respondents' preferences in terms of the size of their council is compared to whether they thought local government in Kent needs major reorganisation.

Figure 3 – Opinions on council size, compared to support for reorganisation



For those who support the idea of a major reorganisation, there is a strong preference for "council services managed by a larger council covering a bigger area, but potentially at a lower cost than a smaller council" (58% preferring larger vs 34% preferring smaller). The opposite is true for people who would prefer to retain the existing councils (18% preferring larger vs 73% preferring smaller). For those who are not sure about whether local government needs major reorganisation, a similar proportion said they would prefer a larger council (32%) as a smaller one (38%), though the difference is not statistically significant due to the smaller number of respondents in this group.

This may indicate that there is a prevailing sentiment amongst those who favour more localised representation and service management that LGR will result in a worse situation than the current state. Whereas those who favour larger, potentially more cost efficient, services believe LGR could improve local government. However, there is still a sizeable minority who support LGR and would prefer smaller councils even if potentially at a higher cost.

[2] Using a two-tailed binomial test.

3.1.3 Reasons for and against major reorganisation

After being asked whether they thought local government in Kent needs major reorganisation, respondents were asked to give the reasons for their answer. Looking at the reasons given by those who would rather retain the current councils:

> These respondents often value local representation, knowledge, and accountability. Many believe the current district/borough councils are best placed to understand and respond to the unique needs of their communities for the services they deliver. There are concerns about losing local identity, community focus, and direct access to councillors, especially outside the larger towns or cities. Respondents highlight Kent's diversity and argue that "one size fits all" solutions would not work.
>
> Many are sceptical that reorganisation would deliver the promised savings or efficiencies, pointing to the risks of disruption, increased costs, and reduced service quality. There are concerns about the complexity of merging systems, staff, and assets, and about the risk of service deterioration during the transition in particular. Some are concerned about the financial sustainability of unitary authorities due to the disaggregation of county council services and how debts, assets and costs could be distributed unfairly across different councils.
>
> Many express either satisfaction with the current system or a suspicion of change, either saying they see no compelling reason for change or suggesting that the current system, while imperfect, is better than the unknowns of reorganisation.

For those who supported the formation of one or more unitary councils:

> Supporters of forming one or more unitary councils in Kent believe this change would bring greater efficiency, cost savings, and clearer accountability. They argue that the current two-tier system is confusing, wasteful, and leads to duplicated roles and bureaucracy. Many see unitary councils as a way to streamline services, reduce overheads, and improve integration across services like planning, transport, housing and social care.
>
> Some favour a single authority for the whole of Kent, citing economies of scale, strategic benefits and the capacity do deal with complex challenges. Others argue for multiple unitary councils to reflect the distinct identities and needs of different areas, concerned that too large an authority could be remote and unresponsive. Maintaining local identity and influence is important to many, with some suggesting town and parish councils for hyper-local matters.
>
> There is optimism that reorganisation could unlock devolved powers, strengthen Kent's economic position, and allow for more targeted support to disadvantaged areas.

Overall, supporters see reorganisation as a route to a more effective, responsive, and value-for-money local government.

For those who responded **"I'm not sure"**:

Respondents who are unsure about major reorganisation express a strong need for more information, evidence, and clarity before forming an opinion.

They perceive both potential benefits – such as economies of scale and more joined-up services – and drawbacks, including the risk of losing local responsiveness and increased bureaucracy. Many are wary of the costs, disruption, and uncertainty that reorganisation could bring, and want to see robust analysis and practical examples of how changes would work in practice.

Kent's size and diversity are seen as complicating factors, and there is concern that a single approach may not suit all areas. While some value local representation, others are open to change if it can be shown to deliver real improvements for residents.

Funding and council tax are major concerns. Respondents worry about how costs and resources will be distributed, especially between affluent and deprived areas, and whether changes could lead to higher taxes or greater inequality.

Some respondents simply do not feel strongly either way, or do not have enough experience or knowledge to form an opinion. They may be satisfied with current arrangements, or feel that changes won't make much difference to them personally.

Overall, the prevailing sentiment is caution, with a preference that any change should be gradual, well-planned, and should respect local differences and maintain democratic engagement.

A comparison across these groups indicates that individuals form opinions based on their assessment of the potential benefits, drawbacks, risks, and opportunities associated with this complex and undefined change, as well as the different importance they assign to each factor. However, many people express that they, quite understandably, do not have all the information and analysis they would need to make a fully-informed judgement. Therefore, understanding what factors people feel are particularly important, as well as any red lines they may have in terms of cost implications, will support the assessment of what options are most likely to deliver what the residents of Kent and Medway want.

3.2 What residents want from LGR

3.2.1 What people want from their council

When weighing up what they want local government reorganisation to deliver in Kent, respondents said it is particularly important to them that their council…

- …will speak up for the interests of their local area (94% agree / strongly agree)
- …enables them to have a say in decisions that affect them (94%)
- ...delivers high-quality services (95%)
- ...achieves good value for money for the taxpayer (91%)

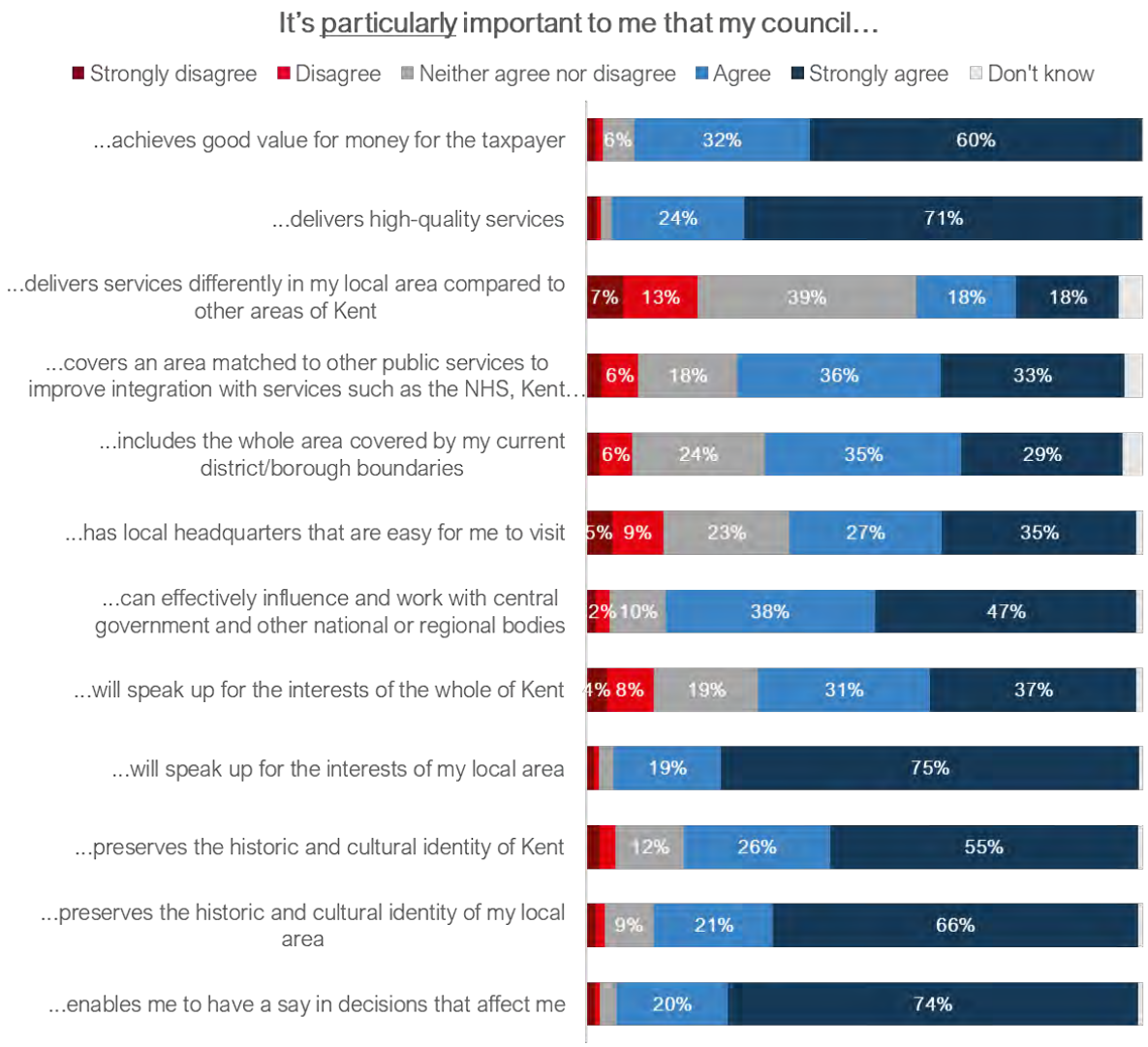
Delivering services differently in my local area compared to other areas of Kent was the only statement not to receive a majority support (with 36% agree / strongly agree; 39% neither agree nor disagree; 20% disagree / strongly disagree).

The rest of the options all had a strong majority agreeing, as is shown in Figure 4. In addition to the areas mentioned above, these covered topics such as:

- historic and cultural identity
- working with central government
- covering an area matched to other public services
- their future council including the whole area covered by their current district/borough boundaries
- their local headquarters being easy to visit

It is worth noting that this is a question where the self-selecting nature of the survey and its distribution channels could have an impact. Respondents, by definition, had an interest in sharing their views on local government, so their priorities may not precisely represent the views of all residents, which would include people who are less interested and engaged with local government. However, there would have to be a very significant swing to change the fact that the majority of people agreed or strongly agreed with almost all of the elements.

Figure 4 – Respondents' priorities for what they would want LGR to deliver



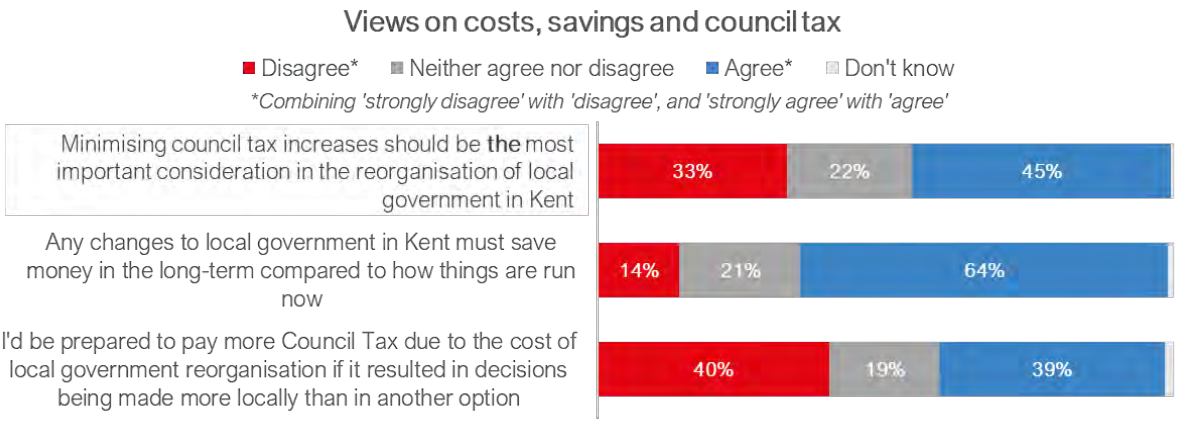
Given the majority of people agreed or strongly agreed with almost all of the elements being particularly important to them, this indicates that most residents expect local government to deliver on a very broad range of outcomes. Priorities were similar across the different age groups, apart from headquarters being easy to visit which was typically more important amongst the older age groups.

The fact that the top four covers such a broad range of priorities which could be in competition with each other (quality, cost, local representation and resident involvement) indicates that any successful future model would need to carefully balance each of these factors. The balance that residents desire may also be different for different council services; however, this survey is not able to provide further insight on this.

3.2.2 Opinions on cost implications

Understanding people's expectations around the cost implications of LGR is also critical in assessing the potential options against what residents want and will accept.

Figure 5 – Respondents' views on costs, savings and council tax



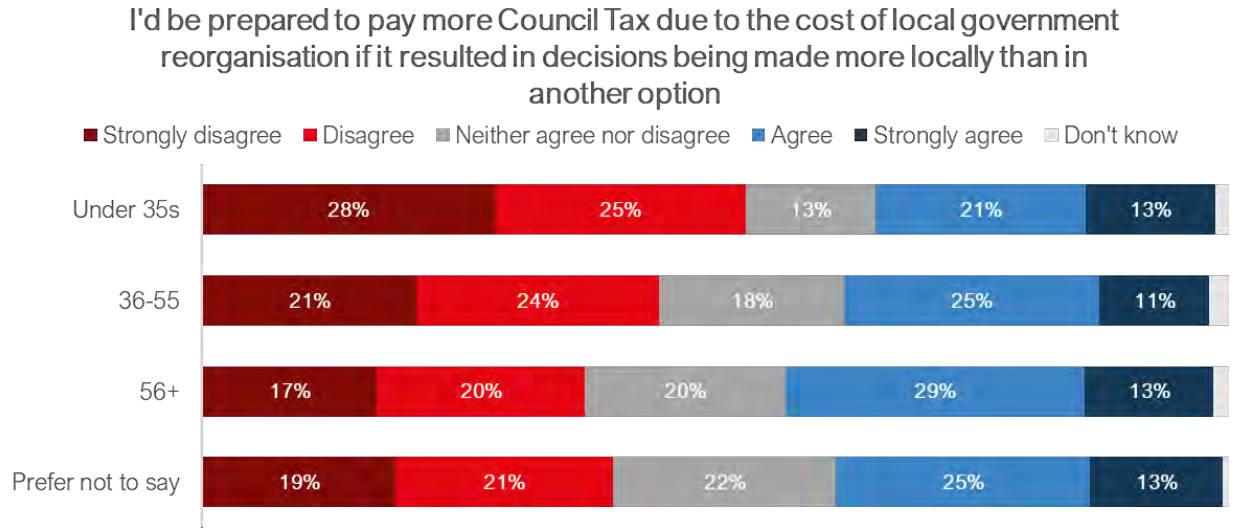
45% of respondents agreed that "minimising council tax increases should be **the** most important consideration" (33% disagreed that it was **the** most important consideration). So clearly, if LGR is to happen, the cost implications are very important to people.

The strongest agreement was with the statement "Any changes to local government in Kent must save money in the long-term compared to how things are run now", with 64% agreeing and only 14% disagreeing with this. So there is a clear expectation that whatever option is taken forward must result in a system that costs less than continuing with the current one.

For the first two statements, the dominant view is statistically significant, using a two-tailed binomial test. The prevailing opinion is also consistent for each of the three broad age groups.

However, within this context of a significant majority wanting a cheaper system overall, local decision-making is still an important factor to some. A similar proportion (39%) would "be prepared to pay more council tax if it resulted in decisions being made more locally than in another option", to those who said they would not (40%) – i.e. this was not statistically significant. However, this overall result does mask a difference in opinion between age groups. The 56+ age group had slightly more agreeing (42%) than disagreeing (37%), whereas the other age groups had a stronger preference to say they **would not** be prepared to pay more council tax for more local decision-making. Under 35s had 33% agreeing and 53% disagreeing; 36-55s had 36% agreeing and 45% disagreeing. All the results for the different age groups were statistically significant. Figure 6 shows the response to this statement broken down by age group. This also shows that for all age groups there are more people who strongly disagree than strongly agree.

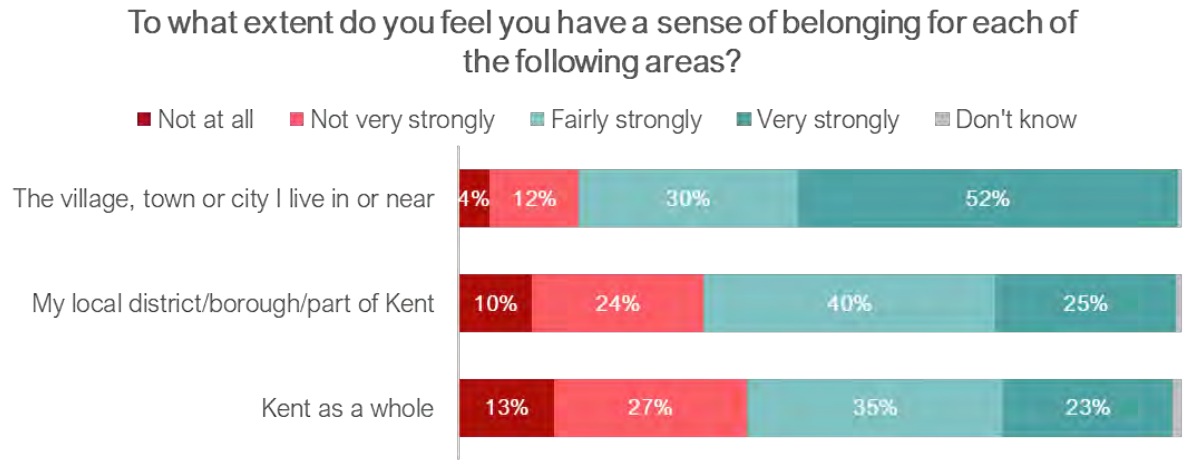
Figure 6 – Views on council tax and local decision-making, by age group



3.3 Belonging and connections

Respondents were asked about how strong their sense of belonging is to their local area/town, their district/borough and to Kent as a whole.

Figure 7 – Sense of belonging at different geographical levels



Overall, respondents felt the strongest sense of belonging to the village, town or city that they live in or near (83% fairly/very strongly). People felt only a small difference in their sense of belonging to their district/borough (65% fairly/very strongly) compared to Kent as a whole (59%)[3]. The data

[3] Wilcoxon signed-rank test confirmed this difference was statistically significant.

indicates that the majority of people have a strong sense of belonging at all of these geographical levels.

Respondents were also asked which district they lived in and which other districts they felt most connected to. This is helpful in understanding the extent to which different options conform to the connections that residents feel to other districts. The specific question that was asked was:

> **Which districts or boroughs in Kent, apart from the one in which you live, do you feel most connected to?** This could be due to work, leisure, family or friends. Select as many or as few as you like.

The matrix below (Figure 8) shows the proportion of respondents living in each district that said they felt most connected to each of the other districts. They could select more than one other district. Darker green shading indicates a higher proportion from a home district feeling connected to that district. The district groupings for Option 3a are highlighted by the thicker black borders.

Figure 8 – Matrix showing strongest inter-district connections, with Option 3a district groupings overlaid

…feel most connected to…

Option 3a - % of connections for each home district (Home district)	Tonbridge and Malling	Tunbridge Wells	Sevenoaks	Maidstone	Dartford	Gravesham	Medway	Swale	Ashford	Folkestone & Hythe	Dover	Canterbury	Thanet	None
Tonbridge and Malling		25%	23%	20%	3%	2%	9%	1%	1%	1%	0%	3%	2%	11%
Tunbridge Wells	34%		19%	13%	1%	2%	2%	0%	3%	3%	1%	6%	1%	15%
Sevenoaks	27%	23%		6%	11%	6%	3%	1%	1%	2%	1%	2%	2%	15%
Maidstone	18%	11%	5%		3%	2%	12%	4%	9%	6%	3%	8%	3%	15%
Dartford	6%	3%	21%	6%		24%	10%	3%	1%	2%	0%	3%	2%	19%
Gravesham	8%	4%	8%	9%	20%		21%	3%	1%	3%	1%	4%	4%	13%
Medway	9%	3%	2%	26%	4%	11%		10%	3%	3%	1%	9%	5%	15%
Swale	2%	1%	2%	14%	2%	2%	16%		5%	4%	3%	29%	9%	11%
Ashford	5%	7%	2%	12%	0%	1%	3%	4%		21%	5%	23%	3%	12%
Folkestone & Hythe	1%	3%	1%	4%	1%	1%	2%	1%	24%		17%	24%	4%	16%
Dover	1%	1%	1%	5%	1%	0%	1%	1%	7%	19%		36%	17%	11%
Canterbury	1%	2%	2%	4%	2%	2%	4%	13%	8%	10%	9%		26%	19%
Thanet	2%	1%	2%	3%	3%	1%	4%	3%	4%	7%	12%	39%		17%

Apart from the single unitary authority option (Option 1a), the groupings of districts in Option 3a (the three unitary authority option) preserves the most inter-district connections (60%). These groupings are the same as the area assembly geographies proposed in the one unitary authority option.

Some of the strongest connections that are missed – focusing on those over 20% – are from Swale to Canterbury (29%), Medway to Maidstone (26%), and Dartford to Sevenoaks (21%).

Figure 9 – Matrix showing strongest inter-district connections, with Option 4b district groupings overlaid

Option 4b - % of connections for each home district	Tonbridge and Malling	Tunbridge Wells	Sevenoaks	Maidstone	Dartford	Gravesham	Medway	Swale	Ashford	Folkestone & Hythe	Dover	Canterbury	Thanet	None
Tonbridge and Malling		25%	23%	20%	3%	2%	9%	1%	1%	1%	0%	3%	2%	11%
Tunbridge Wells	34%		19%	13%	1%	2%	2%	0%	3%	3%	1%	6%	1%	15%
Sevenoaks	27%	23%		6%	11%	6%	3%	1%	1%	2%	1%	2%	2%	15%
Maidstone	18%	11%	5%		3%	2%	12%	4%	9%	6%	3%	8%	3%	15%
Dartford	6%	3%	21%	6%		24%	10%	3%	1%	2%	0%	3%	2%	19%
Gravesham	8%	4%	8%	9%	20%		21%	3%	1%	3%	1%	4%	4%	13%
Medway	9%	3%	2%	26%	4%	11%		10%	3%	3%	1%	9%	5%	15%
Swale	2%	1%	2%	14%	2%	2%	16%		5%	4%	3%	29%	9%	11%
Ashford	5%	7%	2%	12%	0%	1%	3%	4%		21%	5%	23%	3%	12%
Folkestone & Hythe	1%	3%	1%	4%	1%	1%	2%	1%	24%		17%	24%	4%	16%
Dover	1%	1%	1%	5%	1%	0%	1%	1%	7%	19%		36%	17%	11%
Canterbury	1%	2%	2%	4%	2%	2%	4%	13%	8%	10%	9%		26%	19%
Thanet	2%	1%	2%	3%	3%	1%	4%	3%	4%	7%	12%	39%		17%

Home district

...feel most connected to...

Option 4b preserves 46% of the inter-district connections. Some of the strongest connections that are missed – focusing on those over 20% – are from Swale to Canterbury (29%), Medway to Maidstone (26%), Ashford to Canterbury (23%), Folkestone & Hythe to Canterbury (24%), and Dartford to Sevenoaks (21%).

Options 4d and 5a are not possible to model from the survey results due to the fact that they do not conform to current district boundaries.

4 Conclusions

Opinions on LGR and council size – There are mixed opinions in relation to whether people think that local government in Kent needs major reorganisation or not. Similarly, there is not a clear strong preference for whether people would prefer a smaller, more local council or a larger, potentially more cost efficient council. However, there are differences by age group, with under 35s favouring a larger council, assuming this comes with economies of scale, and those over 56 typically favouring a smaller council. Those aged 36-55 had balanced preferences.

Furthermore, for those supporting the idea of a major reorganisation, there is a strong preference for 'council services managed by a larger council covering a bigger area, but potentially at a lower cost than a smaller council'. The opposite is true for those who would prefer to retain the existing councils. For those who are unsure about reorganisation, a similar proportion said they would prefer a larger council as a smaller one.

Belonging and inter-district connections – The data indicates that the majority of people have a strong sense of belonging at all geographical levels within Kent (local village/town/city; district/borough; Kent as a whole). Option 3a preserves 60% of strong inter-district connections that residents feel, whereas Option 4b preserves 46%. By definition, Option 1a preserves 100% of inter-district connections at the unitary level and 60% at the area assembly level. It is not possible to model inter-district connections for Option 4d and Option 5a.

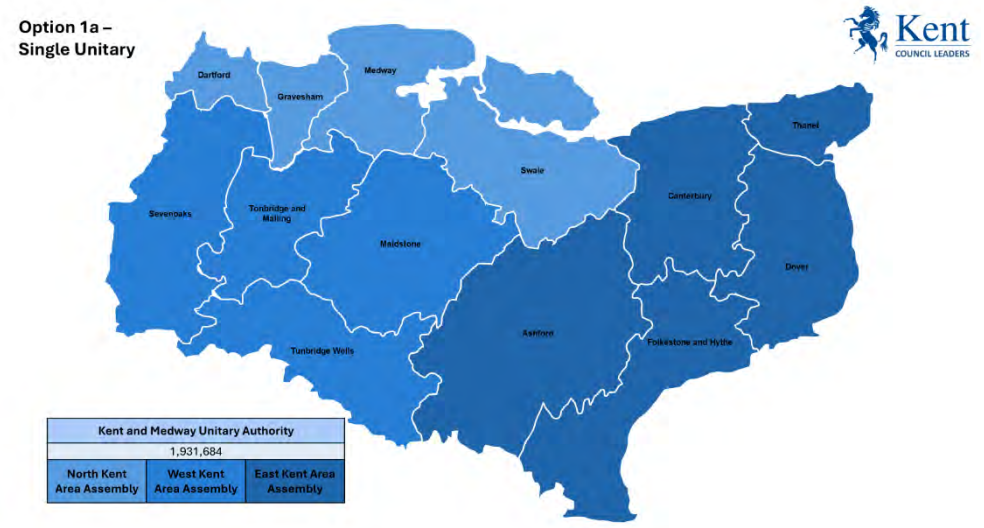
What residents want – What people describe as being particularly important for their council to achieve covers a broad range of priorities which could be in competition with each other – quality, value-for-money, local representation and resident involvement all received over 90% agreement. This indicates that any successful future model would need to carefully balance each of these factors. The balance that residents desire may also be different for different council services; however, this survey is not able to provide further insight on this.

Views on cost implications – If LGR is to happen, the cost implications are very important to people. There is a clear expectation that whatever option is taken forward must result in a system that costs less than continuing with the current one. However, within this context of a significant majority wanting a cheaper system overall, some would be prepared to pay more council tax if it resulted in decisions being made more locally than in another option. The 56+ age group had a slight preference for this, however the other two age groups were more strongly opposed.

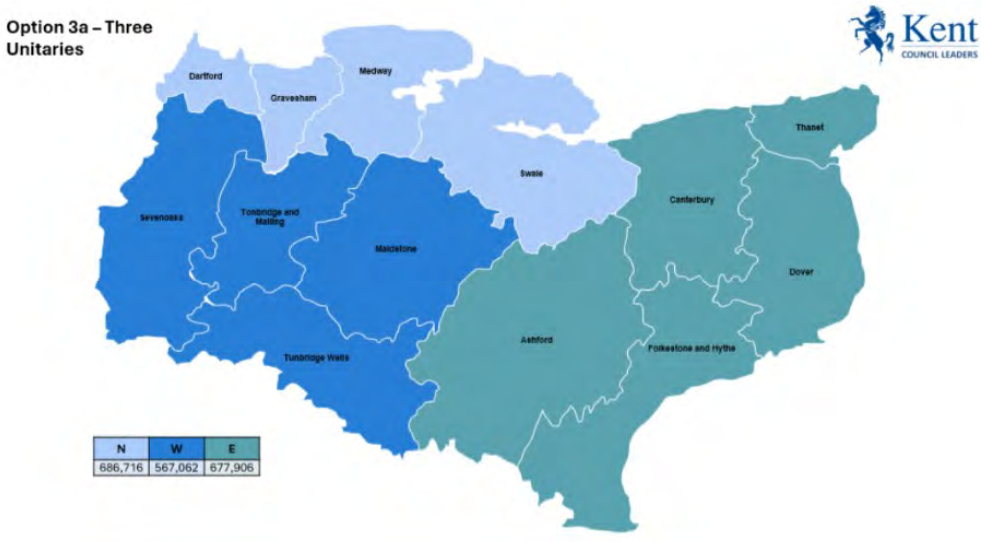
5 Appendices

5.1 Appendix A: Maps of the proposed LGR options

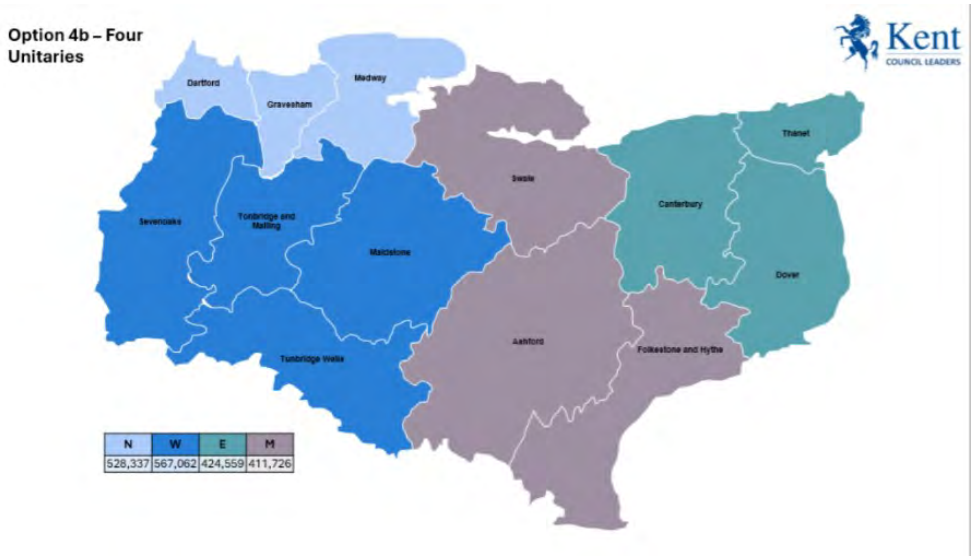
Option 1a – One unitary council, consisting of three area assemblies of Dartford, Gravesham, Medway and Swale in the north; Sevenoaks, Tonbridge and Malling, Maidstone and Tunbridge Wells in the west; and Ashford, Canterbury, Thanet, Dover and Folkestone and Hythe in the east.



Option 3a – Three unitary councils consisting of Dartford, Gravesham, Medway and Swale in the north; Sevenoaks, Tonbridge and Malling, Maidstone and Tunbridge Wells in the west; and Ashford, Canterbury, Thanet, Dover and Folkestone and Hythe in the east.

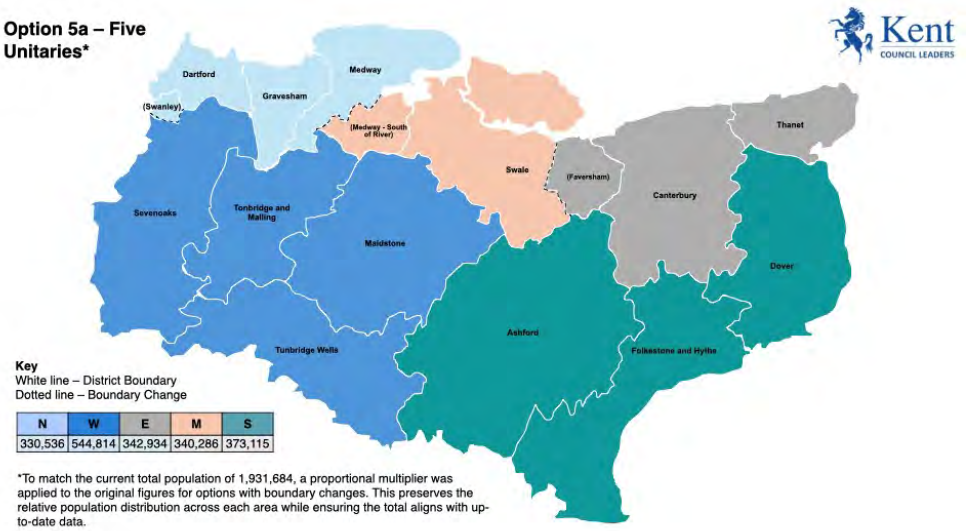


Option 4b – Four unitary councils consisting of Dartford, Gravesham and Medway in the north; Sevenoaks, Tonbridge and Malling, Maidstone and Tunbridge Wells in the west; Swale, Ashford and Folkestone and Hythe in the middle of Kent; and Canterbury, Thanet and Dover in the east.



Option 4d – Four unitary councils with boundary changes, consisting of parts of Dartford, Gravesham, Medway and Swale in the north; the remaining part of Dartford, Gravesham, Medway, with Sevenoaks, Tunbridge Wells, and parts of Tonbridge and Malling in the west; Maidstone, Ashford with the remaining parts of Tonbridge and Malling, Swale, and part of Folkestone and Hythe; and Canterbury, Thanet, Dover and with the remaining parts Swale of Folkestone and Hythe in the east.

Option 5a – Five unitary councils with boundary changes, consisting of Dartford, Gravesham, parts of Medway west of the River Medway, and Swanley in the north; Sevenoaks, Tonbridge & Malling, Tunbridge Wells, and Maidstone (excluding Swanley) in the west; the remainder of Medway with the western part of Swale (Sittingbourne area) in the middle; the rest of Swale (Faversham area) combined with Canterbury and Thanet; and finally, Ashford, Folkestone & Hythe, and Dover in the east.



5.2 Appendix B: Overview of demographic data

Age group

Which of these age groups applies to you?

Age group	# responses	% responses	% excl. Prefer not to say	% Target Pop	Population*
Under 16	0	0%			375,356
16-25	37	1%	1%	13%	202,699
26-35	114	4%	5%	16%	242,074
36-45	284	11%	11%	17%	259,643
46-55	444	17%	18%	16%	243,279
56-65	649	24%	26%	16%	246,249
65+	987	37%	39%	23%	362,384
I prefer not to say	170	6%			
Grand Total	*2,685*	*100%*		*N/A*	*1,931,684*

**Population source: Office for National Statistics, 2024 mid-year population estimates*

Sex

What is your sex?

Sex	# responses	% responses	% excl. Prefer not to say	% Target Pop	Population
Female	1,282	48%	52%	51%	991,665
Male	1,188	44%	48%	49%	940,019
I prefer not to say	215	8%			
Grand Total	*2,685*	*100%*		*100%*	*1,931,684*

**Population source: Office for National Statistics, 2024 mid-year population estimates*

Gender identity different than at birth?

Is the gender you identify with the same as your sex registered at birth?

Is the gender you identify with the same as your sex registered at birth?	# responses	% responses	% excl. Prefer not to say
Yes	2,441	91%	99.5%
No	13	0.5%	0.5%
I prefer not to say	231	9%	
Grand Total	*2,685*	*100%*	

**Note Census data is not directly comparable*

Disability or health condition

Do you consider yourself to have a disability or health condition that impacts on your normal daily activities?

Disability or health condition	# responses	% responses	% excl. Prefer not to say	% Target Pop	Population
Yes	502	19%	21%	18%	329,995
No	1,931	72%	79%	82%	1,525,847
I prefer not to say	252	9%			
Grand Total	*2,685*	*100%*		*100%*	*1,855,842*

**Population source: Office for National Statistics, 2021 Census Disability Dataset*

Carer

Do you look after, or give any help or support to anyone because they have a long-term physical or mental health condition or illness, or problem related to old age? Exclude anything you do as part of your paid employment.

Carer	# responses	% responses	% excl. Prefer not to say
Yes	636	24%	26%
No	1,821	68%	74%
I prefer not to say	228	8%	
Grand Total	*2,685*	*100%*	

Ethnic group

Which of the following ethnic groups describes the way you think about yourself?

Ethnic group	# responses	% responses	% excl. Prefer not to say	% Target Pop	Population*
White British (English/Welsh/Scottish/ Northern Irish)	2,306	86%	94%	82%	1,530,046
Any other White background	88	3%	4%	6%	114,707
Mixed or multiple ethnic groups	18	1%	1%	2%	44,625
Asian or Asian British	10	0%	0%	5%	86,424
Black, Black British, Caribbean or African	17	1%	1%	3%	56,759
Any other ethnic group	7	0%	0%	1%	23,281
I prefer not to say	239	9%			
Grand Total	*2,685*	*100%*		*100%*	*1,855,842*

**Population source: Office for National Statistics, 2021 Census Ethnic group Dataset*

Council officer or councillor?

Do you work for a council in Kent, or are a councillor?

Council officer or councillor?	# responses	% responses
No	2,172	81%
Yes, I work for a council in Kent	236	9%
Yes, I am a councillor for a local authority	80	3%
I prefer not to say	197	7%
Grand Total	*2,685*	*100%*

Further Information

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Appendix 3b

Stakeholder Engagement Activity and Findings

Contents

Introduction

The aim of this engagement was to gather feedback on the proposed single unitary model and to identify any concerns or opportunities for further development. Over 160 stakeholders were invited to share their views and the insights gathered from their responses will inform our approach to continued engagement and communication throughout the implementation phase. For this process we approached a broad range of stakeholders, including MPs, representatives from public sector organisations such as health, education, police, and fire services, as well as the voluntary sector and local businesses.

Summary of Key Findings

- Those who were supportive of KCC's proposal for a single unitary authority felt that if future re-organisation is well planned and implemented, it has the potential to deliver many benefits for the county such as stronger local accountability, clearer governance and more responsive public services for the people of Kent.
- There were mixed views on the introduction of Area Assemblies. To some, the model was seen as a potential safeguard to maintaining local accountability in a single unitary model, if they are well-resourced, clearly empowered, and built on existing partnerships. However, concerns were raised that too many decision-making bodies

could complicate governance and increase costs. Many respondents acknowledged the role of Town and Parish Councils and emphasised the need to empower them with adequate resources to play a meaningful role in shaping their communities.

- Feedback showed that respondents could see the merit of a single unitary authority for strategic, county wide services and planning, acting as a single strong voice, representing the identity and geographic importance of the county as the gateway to Europe. Several emphasised the importance of county-wide working and existing structures to support business, skills and growth.
- Feedback received voiced concerns that Kent and Medway was not included in the Devolution Priority Programme (DPP) and hoped that this could be reconsidered in future LGR discussions.

Methodology

Stakeholders were asked to consider the following questions as part of the information gathering process:

- **What opportunities/benefits you would see for the County in having a single unitary authority across Kent and Medway?**
- **What opportunities/benefits are there for you/ your organisation in working with a single unitary?**
- **Do you have any concerns about working with a single unitary?**
- **Does having an area assembly model support your organisation's operational delivery and ambitions, and how would you expect to engage with local assemblies?**

Feedback was collected through email submissions and via in-person conversations, coordinated by Kent County Council staff on behalf of the Leader.

Feedback from Stakeholders

Opportunities and Benefits for Kent

Many respondents welcomed the potential for streamlined services, improved coordination and greater efficiency. There was recognition of the opportunities to enhance local decision making and deliver better outcomes for communities.

Responses in support for a single unitary authority broadly fell into the key themes below:

- **Identity and Geography of Kent**
  Respondents felt that the unique historic identity and geography of Kent would be lost without an administration and leadership at a county-wide level and that local government needs a clear lead figure (whether that be a Council Leader, Mayor or other) who can lead on local issues and developments.

Many respondents felt a strong attachment to place, citing Kent as a county with a strong identity that should have a combined voice for the region.

Some believed that a major focus for Kent as one county would be good for economic growth and development and that this would play into Kent's unique geographical position as the entry point to Europe. In doing so, there should be continued pressure to reopen Ashford and Ebbsfleet International stations to international travellers and that this should be a major commitment of any future LGR arrangements.

- **Strategic Planning**
  Respondents felt that some services would work better on a county wide scale such as planning and transport / highways. A single unitary could create a stronger alignment of housing growth with transport, health, social care, education and utilities which could enable an "infrastructure first" approach.

  There were mixed responses regarding the coterminosity of the single unitary model with other organisations operating in Kent and Medway.

  Some felt that the single unitary would be coterminous with other organisations that also operate on the county boundary and welcomed working with a single social care partner, feeling it would bring benefits to their own organisation as they work across the same geography.

  Some responses from other county-wide organisations have demonstrated that there may be a preference from some for alternative unitary models as they feel it better reflects the operational structures used by their services.

- **Reduce duplication of bureaucracy and minimise unhelpful competition**
  Some respondents expressed concerns that the current two-tier model creates unnecessary duplication in governance and bureaucracy and fosters competition between statutory bodies when bidding for centralised funding. They suggested that a single unitary model could eliminate these issues by streamlining decision-making and ensuring funding is not fragmented across multiple authorities. This approach was seen as a way to promote more joined-up thinking and strategic, long-term growth, rather than the localism often driven by the cost and complexity of smaller councils.

  A move to unitarisation was seen as a way to streamline governance and make it easier for residents to understand who is responsible for their services, strengthening accountability and reducing confusion.

- **Clarity for residents**
  It was felt that a single unitary could provide greater clarity for residents on services and that the simplification of local government structures can improve outcomes, accountability and integration for communities.

- **Efficiencies and Cost Savings**
  Some felt that other unitary models risked causing further economic issues in the East of the county as it is currently benefits from being in the large county. A single unitary model avoids dividing up the county which some believed would not mitigate or overcome inequalities in specific areas. Many respondents believed that a three or four unitary model would make East Kent very vulnerable in the future.

  There was a general feeling from some that the current two-tier system is economically wasteful and there could be a substantial cost saving if it was abolished in favour of a single unitary authority.

  Some identified clear advantages to merging smaller authorities into unitaries in order to enhance the purchasing power of the new councils and provide better value for money in procurement and commercial activity.

  Some business representatives were unable to see how smaller authorities could be viable in the long run unless changes to structures and funding were mandated.

  Some feedback from local businesses cited their concerns to ensure that there would be little direct impact on their businesses beyond changes in contacts for planning, licensing and regulation; however they welcomed any arrangements that simplified access to council staff or the administration.

- **Governance**
  Some respondents identified that creating a single unitary authority would provide distance for councillors to make more strategic decisions that impact the county with less risk of influence from groups with specific agendas and with more of a focus on the wider benefits.

- **Greater attraction of talent**
  A single unitary authority may be better equipped to reach the best applicants and offer more attractive job opportunities. There was a strong theme emerging from respondents that excessive council fragmentation can impact on the attractiveness of the county to attract high-calibre staff.

Areas of Concern

Some stakeholders expressed reservation around specific elements of the proposed model, these included concerns around the following areas:

- **Impacts on local identity and community engagement**
  Respondents were concerned about risks to local accountability and a decrease in local knowledge, particularly in coastal and rural areas.

Respondents feel a single unitary authority could be less democratic and representative of the local communities in Kent and it places neighbourhoods further away from local government and decision making.

For this reason, some stakeholders cited that they would prefer to work with smaller unitary authorities who are closer to local issues.

- **Potential disruption and delays to existing services and decision-making during transition**
  Some respondents felt there was a danger that services would be deprioritised within broader corporate restructuring such as housing and regeneration and that LGR has, in other areas, been used as an excuse to defer difficult decisions to the newly created authority which can cause substantial delays.

- **Negative Impact on Debt-Free Councils**.
  One major concern identified are the varying levels of debt held by different Borough Councils. While some councils have taken on significant borrowing, others, such as Tunbridge Wells Borough Council, remain debt-free. Respondents felt it is essential to ensure that these debt-free councils are not unfairly burdened with unsustainable liabilities and clear guidance is needed on how outstanding repayments will be distributed fairly across any new unitary authorities.

- **Asset Management**
  Respondents noted that some councils own and manage local assets and were concerned about how these would be managed post reorganisation, they felt that if the point of reorganisation and devolution is to distribute more power at a community level, then these assets, which are characteristic of their local areas, should not be run by a higher and less localised authority.

- **Maintaining the Status Quo**
  Some respondents felt that they would prefer to keep boundaries as they are or retain Medway as a unitary and the rest of Kent as a second unitary, feeling this was a more practical solution and less likely to cause significant upheaval and disruption. A single Kent and Medway was seen as the second best option to maintaining current arrangements.

- **Consultation Process**
  Respondents did raise concerns about what they considered to be a lack of formal consultation for this model and wanted to understand the position of all Leaders for Kent Councils; they felt there was minimal awareness amongst the wider public due to a lack of shared information on the process and various options.
  They could acknowledge the benefits of unitarisation for the County but felt that must take place alongside transparency, accountability and a clear understanding of what people in Kent want.

Area Assemblies

There was mixed support for the Area Assembly model with some respondents feeling they needed more clarity on how this model will work before determining whether they could support it.

- **Mitigate Risks for local accountability**
  Some felt the area assembly model could be effective in mitigating risks such as a lack of local knowledge and accountability when used in a single unitary model.
- **Support conditional on structure and powers**
  Some saw potential if assemblies are well-resourced, build on existing partnerships, and have clear powers, otherwise, they risk becoming ineffective "talking shops." It was felt that multiplying bodies with decision making powers could complicate decision making, water down leadership and lead to increased costs and delays.

- **Utilisation of Town and Parish Councils**
  Some respondents felt that mechanisms to strengthen Town and Parish councils or that created clearer, locally grounded mechanisms for input without undermining the single unitary authority model may be more appropriate than the three Area Assembly structure. Many respondents felt that government reorganisation must empower parish councils rather than simply recognise them and acknowledged their essential role in local government; to continue to do so they should be provided with adequate resources and support to support and shape their communities.

Specific Areas of Feedback

As part of the feedback received, several respondents offered detailed views on specific areas of local government services they believe could be affected, positively or negatively, by the introduction of a single unitary authority.

These perspectives are explored in more detail below.

Housing and Infrastructure

Much of the feedback pertaining to housing and infrastructure noted that there is a strong case for a single county wide unitary authority and it was felt that services such as planning need a strategic framework at county level. Some noted that KCC has, in the past, demonstrated the ability to operate planning at a county level prior to the devolution of certain functions to the district and borough level.

Feedback from respondents detailed the following:

- **Single Voice for the County**
  A single unitary could unlock the opportunity to build more council homes, faster, through the establishment of a properly resourced and supported Housing Revenue Account (HRA) for Kent and Medway which could expand council housebuilding at the scale required for the county.

A single unitary could achieve greater consistency in planning policy and help to unblock stalled planning applications.

There would be a strategic approach regarding the use of public land, coordinated through the Kent Estates Partnership and a single powerful voice to Government and Homes England on housing investment and delivery.

- **The impact of the separation of planning functions**
  Some felt that the separation of planning functions between strategic responsibilities of a county council and the local plan functions and determination of planning applications "undermined the integrity of the planning function" by splitting responsibilities and spreading the abilities and competencies across multiple local councils.

  Planning at a local level is unnecessary and KCC has (in the past) demonstrated the ability to operate planning at the county wide level through area offices.

- **Concerns relating to LGR**
  Some respondents did raise concerns about the potential disruption to local delivery capacity at a critical time for housing supply caused by the impact of local government reorganisation however this concern was not limited to the single unitary model.

Education

Several respondents provided feedback relating to impact of reorganisation on education and students in Kent, with their main focus being that structural changes to local government in Kent should not disadvantage current or future learners or weaken their ability to meet workforce needs. These are summarised below:

- **Travel to Learn**
  Many students travel within their district boundaries in order to attend education and any support arrangements they receive are tied to local authority boundaries. Therefore it is essential that if local government boundaries in Kent are changed, students must not be placed at risk of being ineligible for assistance as that could prevent them from completing their education or create inequitable access to education for many young people across Kent.

- **Expanding Access and Improving Outcomes for Disadvantaged Students**
  Respondents hoped that any changes as a result of LGR would improve outcomes for students and maintain and develop current mechanisms and initiatives such as links between local government and higher education facilities , new apprenticeship arrangements and the lifetime learning entitlement.
  Feedback focused on strengthening collaboration with a broad range of authorities and partners, from health and social care to the arts, ensuring their courses and innovation activities deliver meaningful benefits to the people of Kent and Medway. This inclusive

approach supports a more vibrant and responsive local ecosystem, where diverse sectors contribute to community wellbeing and opportunity.

Respondents want any future LGR arrangements to be committed to supporting the Kent and Medway growth plan by enabling specialist expertise, particularly in areas highlighted by the modern industrial strategy such as the creative industries, to drive economic development.

- **High Needs Learners**
  Some respondents raised concerns about the impact of LGR on learners with high needs and that changes could lead to a loss of expertise and negative consequences for learners if there is not consistent, adequate and equitable provision across the county. It will be essential that the new unitary authority is properly equipped with the capacity, resources and knowledge to co-ordinate and manage this support.

- **Post-16 Provision**
  Concerns have been expressed about how the reorganisation might affect the outcomes of the Pathways For All initiative, which has played a key role in fostering collaboration among schools, colleges, and providers to better coordinate the post-16 offer for learners across Kent. The initiative has generated valuable momentum toward a more integrated and cohesive system.

  Any changes to the current structure must safeguard and build upon this progress, ensuring that learners continue to benefit from clear, consistent, and well-structured progression pathways.

- **Working in Partnership**
  Some respondents expressed their views that reorganisation should lead to a prioritisation of learners, employers and communities and any new authority should work in partnership with colleges and employers to tackle regional inequalities, boost skills and promote economic prosperity.

- **A County-wide Approach**
  Many educational settings work collaboratively with small and medium-sized enterprises (SME's) to deliver training and requested a more joined-up county-wide approach to skills and economic development that provided clarity and consistency across these organisations so they can access the appropriate skills and business support needed to thrive.

  Some respondents felt that more clarity was needed regarding a future Kent strategic authority as they had concerns the county would be at a disadvantage when building a county-wide skills infrastructure which they feel would be critical for a county of the scale and diversity of Kent.

Future Planning

Some respondents from across different sectors were unwilling to give a view on the implementation of LGR or devolution across the county, feeling that it is an issue of provision of public services and local democracy.

However, they felt that the implementation phase must be transparent, fair and demonstrate a genuine commitment to empowering local communities in order to be effective.
It was noted by some that there needs to be clarity on how council tax equalisation will work and that the current Government Bill is unclear on how this will be managed and it appears to be left to be determined as part of the post implementation process. Respondents felt that clarity must be provided to ensure that authorities and residents have the confidence to budget accordingly to avoid worsening inflation.

Devolution Arrangements

Some respondents highlighted the importance of future devolution arrangements, expressing a desire for greater devolution within the county as they felt that local government is better positioned to understand and address local issues.

Representation on behalf of local businesses felt that devolution would have a greater impact on business rates, local infrastructure investment, skills and planning and were supportive of any future plans to create a Mayoral Strategic Authority (MSA) for the county.

For some, the vital role Kent plays as the gateway to Europe. as well as the key infrastructure to support this such as the Port of Dover, the M20, the A2 and the Channel Tunnel must be safeguarded in future reorganisation and the creation of a county-wide mayoral authority should be established alongside reorganisation.

Whilst there was no clear consensus on the preferred number of unitary authorities in Kent, several indicated that an MSA would be beneficial and welcomed, particularly for their organisations and local businesses. However, concerns were raised about the potential removal of the county council without a comparable structure to replace it, especially in the absence of firm commitments from central government regarding further devolution.

Next Steps

Engagement during this process demonstrated that while some stakeholders withheld their views on any particular geographic model for LGR in Kent and Medway, they were keen to be involved in the design process when an option is decided.

The insights gathered will inform our ongoing engagement strategy and help shape the implementation plan. We remain committed to working collaboratively with stakeholders to address concerns and maximise the benefits of the proposed model.

Appendix 3c

Kent LGR Business Case: Option 1A

Finance Case

Financial modelling

All finance officers across the 14 Kent councils have collaboratively reviewed and adjusted financial modelling in order to provide a single financial assessment of models for inclusion in proposals to Government.

The key driver of difference between options are the number of councils being proposed. Due to the assumptions applied within the modelling, implementation costs and recurring costs of disaggregation increase as the number of councils proposed increases.

In light of a single large unitary in Option 1A, recurring enhancement costs have been modelled. This relates to enhancements required for the single unitary to deliver services across the entire population as well as the operation of the three Area Assemblies.

The headline numbers for Option 1A are set out below:

LGR option	Implementation costs (one-off) (£m)	Reorganisation savings (gross) (£m)	Recurring 1a enhancement costs (£m)	Recurring Annual Savings (£m)	Estimated payback period
Option 1A	(99.4)	75.0	(6.0)	69.0	3.3 years

Data sources (see Appendix 2)

A common data set was used for all analyses presented in this case. Details of the data set, including its source, structure, and variables, are provided in Appendix 2.

Criteria 2: Achieving efficiency, capacity, and financial resilience

Maximising value for money through financial efficiencies

Criteria 2c. Efficiencies should be identified to help improve councils' finances and make sure that council taxpayers are getting the best possible value for their money

The financial model shows that the one-unitary option offers the best value, with the highest savings, lowest transition costs, and quickest payback period. This option balances efficiency and manageable risks, making it the most cost-effective choice for Kent.

Collaborative working on finance across Kent councils

All fourteen S151 Officers are members of the long-standing Kent Finance Officer Group (KFOG) and for LGR have been responsible for the following key activities:

- Developing working relationships and shared understanding of finances, which will be a key enabler of successful LGR
- Informing a shared financial baseline
- Reviewing and collectively updating assumptions behind a base case model for inclusion in proposals to Government.

Approach to modelling the financial impact of LGR

Refer to ***Appendix 1: Financial modelling*** for more detailed description of assumptions, approach and results of the financial modelling.

All finance officers across the 14 Kent councils have collaboratively reviewed and informed the financial modelling to provide a single financial assessment of models for inclusion in proposals to Government.

The financial model aims to:
- Quantify the financial impact of the evaluated reorganisation options.
- Compare options on a like-for-like basis, considering savings, costs, and payback.

The financial model estimates savings, disaggregation costs and implementation costs calculated with reference to a series of benchmarked LGR business cases, the characteristics of the options being put forward and the characteristics of local government in Kent

Assumptions in financial modelling

Whilst being fully supportive of the long-term benefits of LGR, all Kent Finance officers agree that LGR does not in itself provide the solution to the scale of the financial challenge faced. The model does not consider the impact of local government Fair Funding review and the Business Rate reset.

The Kent Finance Officer Group (KFOG) have collectively agreed on the following position on the analysis carried out:

- LGR, whilst generally expected to be positive for local government finances in the long term, will not solve the cost, demand and associated funding challenges currently being faced. The scope of the financial modelling considers purely the impact of reorganisation, all other things being equal.

- The work carried out at this stage is not a full bottom-up exercise of the financial impact of LGR. Assumptions are based on the past LGR business cases produced to support other areas which have been through the LGR submission process in recent years.
- Due to the size and number of councils in Kent, there is not a fully comparable example of a recent programme to confidently benchmark against. Due to the level of complexity, payback periods in Kent may therefore be longer than some other reorganisations.
- The speed of delivery and level of savings post vesting day of the new councils will largely be determined by decisions already made by the predecessor authorities and those taken by the new authorities. These include decisions in relation to contractual obligations, borrowing, transformation and wider public service reform.
- The financial modelling does not take account of how transition costs will be funded.
- The assumptions in the model have not been tested against actual outturn data for any of the previous local government reorganisation programmes.
- Given the context above, the modelling should not be seen as a set of targets that new authorities may be held to account for, as setting the post-vesting day budget will be the responsibility of the new authorities.

Financial modelling results

The results of the financial modelling are shown below.

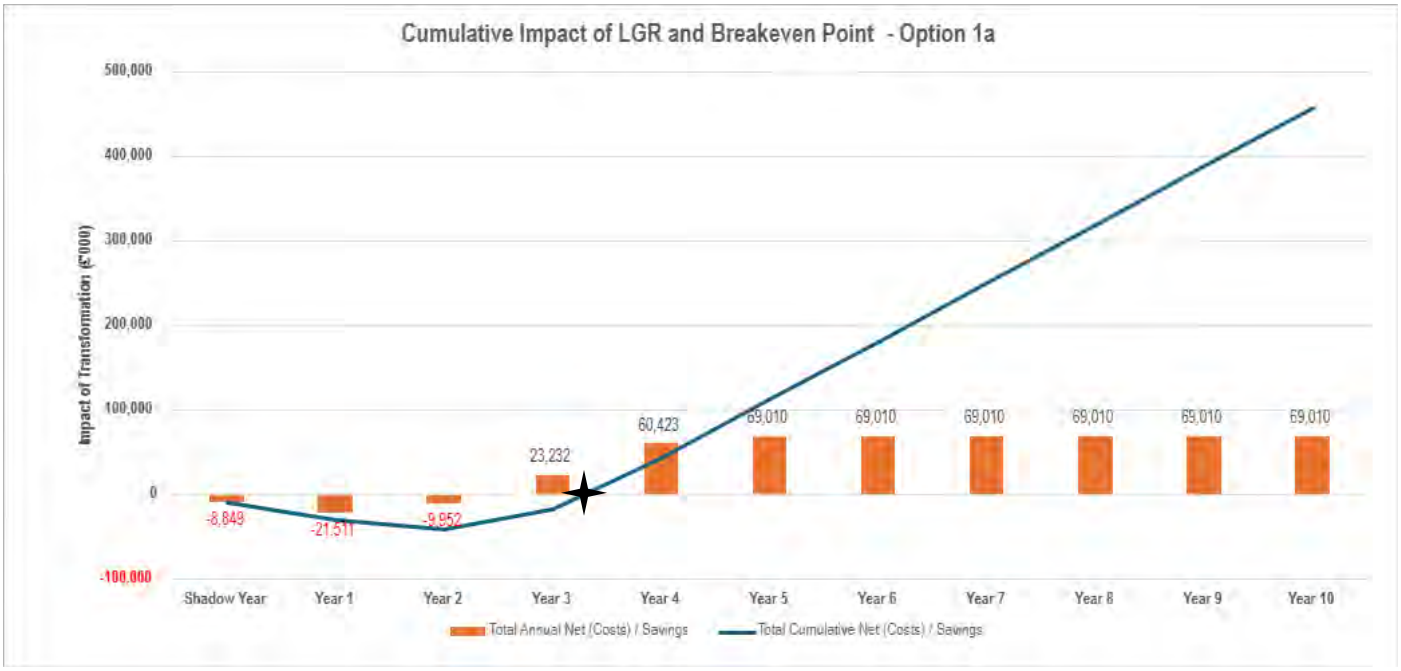
Figure 1 – Financial modelling summary results

LGR option	Implementation costs (one-off) (£m)	Reorganisation savings (gross) (£m)	Recurring 1a enhancement costs (£m)	Recurring annual revenue savings (£m)	Estimated payback period
Option 1A	(99.4)	75.0	(6.0)	69.0	3.3 years

Payback period

As shown in the chart below, Option 1A is estimated to pay back within 3.3 years. The profile of costs and benefits have been developed collaboratively across all LGR options. Area assembly enhancements costs have been added to reflect the additional costs of aggregating to a Single Unitary option.

Figure 2 – Cumulative financial benefit and payback period by LGR option



Savings and financial efficiency: the argument for Option 1A

The one-unitary model offers the strongest value for money among all reorganisation options, achieving the highest savings through scale while keeping implementation and transition costs manageable. By consolidating 14 existing councils into one large council it maximises financial efficiencies, reduces complexity, and accelerates the realisation of benefits. These gains arise over-time primarily from economies of scale, workforce and back-office integration, reduced democratic support costs, and the effective rationalisation of management and support structures.

Because of these lower transition costs and higher recurring savings, the one unitary model achieves the quickest payback period. This ensures that savings are realised sooner and that financial and operational risks during the transition are minimised. In contrast, adding more councils erodes benefits.

Managing transition costs while enabling long-term transformation

Criteria 2d. Proposals should set out how an area will seek to manage transition costs, including planning for future service transformation opportunities from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects

Kent's LGR process is complex, requiring careful transition management to avoid service disruption. The 14 councils are collaborating on plans and see LGR as a chance to transform services through digital innovation, joined-up working, a focus on residents and working with partners to deliver public sector reform under a Strategic Authority. Financially, moving to one unitary council offers lower transition costs than models with more councils.

Strengthening the financial sustainability of local government

Criteria 2e. For areas covering councils that are in Best Value intervention and/or in receipt of Exceptional Financial Support, proposals must additionally demonstrate how reorganisation may contribute to putting local government in the area as a whole on a firmer footing and what area-specific arrangements may be necessary to make new structures viable

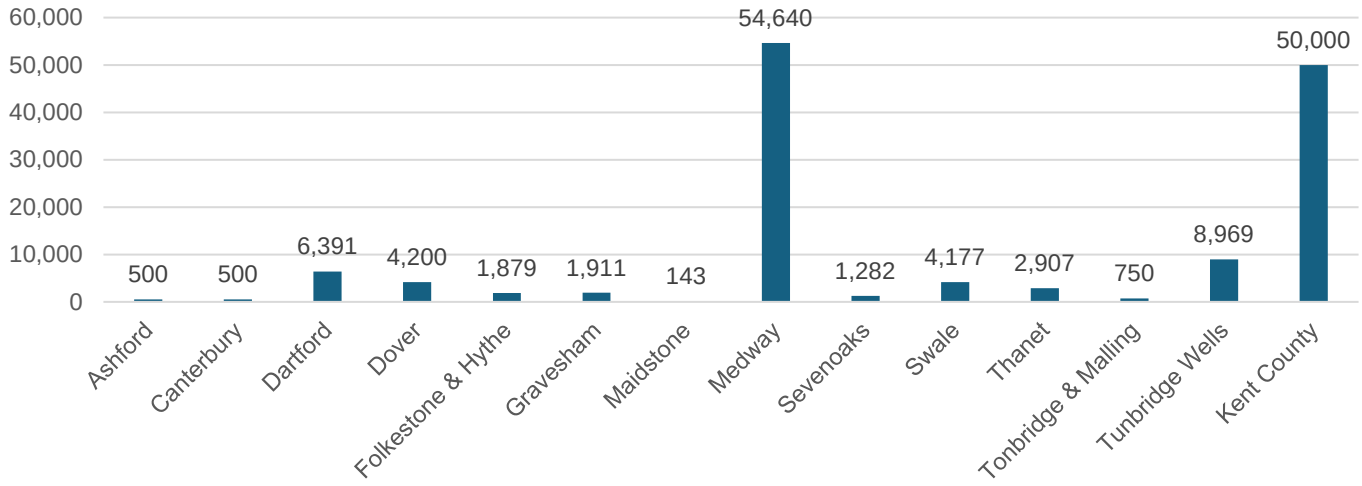
The Kent financial context

None of the 14 councils in Kent are in Best Value intervention or in receipt of Exceptional Financial Support. However, Medway Council has been granted a capitalisation direction under the Government's Exceptional Financial Support. There is collective concern regarding the financial sustainability of the current system, particularly given rising demand in adult social care and children's services, rising costs and increasing levels of debt. The current two-tier system contributes to inefficiencies through duplication in democratic arrangements and overlaps in service delivery across county and districts.

Existing budget challenges

The forecast total gross budget gap (including assumed funding from reserves) for all Councils by 2028/29 is £138.2m, which includes £54.6m within Medway and £50.0m within Kent County Council. These figures exclude consideration of the impact of Fair Funding 2.0.

Figure 3: Budget Gap (FY28/29) (£'000)



All existing councils will continue to focus on delivering savings and managing their ongoing budget gaps regardless of local government reorganisation. However, the starting point for all new councils is expected to be stretched, with ongoing need for savings to be identified.

Projected budget position for new councils under Option 1A

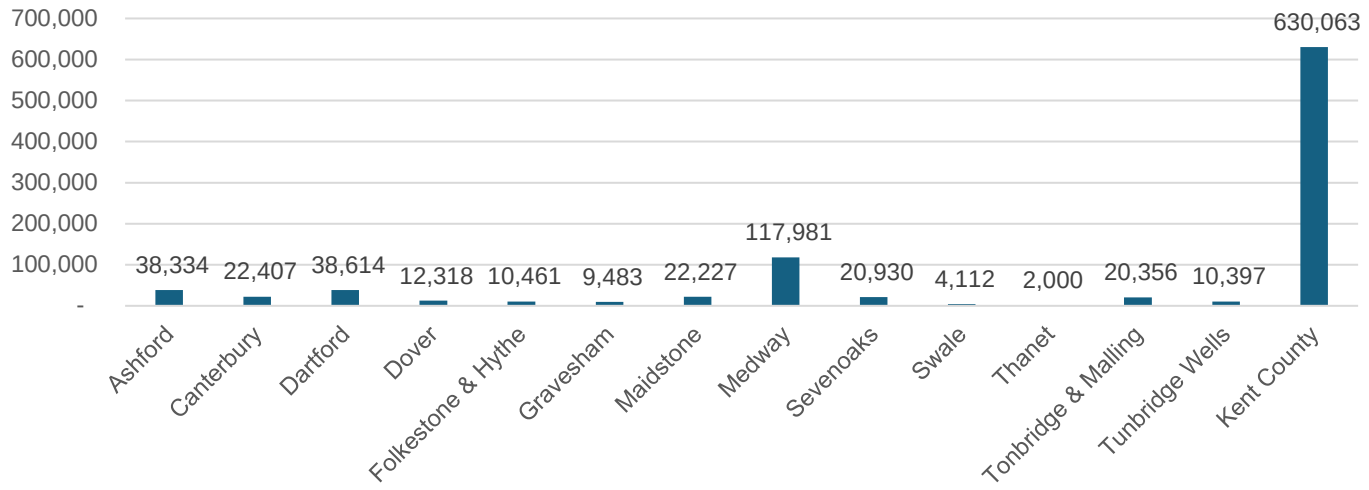
Local Authority	Budget Gap (FY28/29) (£m)
Total	**138.2**

The total projected budget gap position for Option 1A is £138.2m. The formation of a new, larger Kent authority would enable greater financial resilience. This consolidated authority would benefit from a broader revenue base and enhanced capacity to absorb financial pressures, offering a more robust fiscal position than the current fragmented arrangements.

Current reserves levels

Across Kent Councils, Total Usable Reserves are forecast to be £959.7m. This includes the full value of the Kent County Council's usable reserves of £630.1m.

Figure 4: Total Usable Reserves (FY28/29) (£'000)



Note – for all districts, this amount related to General Fund balance, Earmarked reserves, Capital Receipts reserve and Capital Grants Unapplied.

It will be the decision of the new unitary to determine how to use its resources to fund the cost of reorganisation, which is likely to be through a mixture of use of reserves and capital receipts.

Projected reserves levels under Option 1A

Local Authority	Total Usable Reserves (FY28/29) (£m)
Total	**959.7**

The new Unitary authority has a healthy reserves level.

Existing council debt

The external debt position reported in the second quarter of 2025/26 across all Kent Councils is outlined below.

Local Authority	General Fund Borrowing (External)	Financing cost	Net Revenue (26/27) (£'000)[1]	Financing ratio
Ashford	95,375	402	9,009	4%
Canterbury	120,358	5,417	31,800	17%
Dartford	-	370	21,531	2%
Dover	102,600	1,424	20,088	7%
Folkestone & Hythe	53,000	2,628	35,504	7%
Gravesham	101,955	2,777	25,693	11%
Maidstone	65,000	4,183	27,945	15%
Medway	442,468	21,731	481,631	5%
Sevenoaks	13,934	1,040	21,868	5%
Swale	13,000	2,802	31,400	9%
Thanet	6,622	371	26,749	1%
Tonbridge & Malling	-	-	27,346	0%
Tunbridge Wells	-	539	21,535	3%
Kent County	716,039	79,890	1,531,280	5%
Total	1,730,351	123,573	2,313,379	**5% (average)**

The projected debt position for new councils under Option 1a

The projected debt position the new Unitary is outlined in the following table.

Local Authority (£'m) (26/27)[2]	General Fund Borrowing (External)	Financing cost	Net Revenue	Financing ratio
Total	**1,730.4**	**123.6**	**2,313.4**	**5.3%**

While the financing ratios for each council show some variation the overall new unitary financing ratio is 5.3%

[1] Financial data return submitted by councils
[2] Financial data return submitted by councils

Appendix 1: Financial modelling

This section includes:

Financial context

Councils across Kent are under pressure from rising costs and demand. Local Government Reorganisation can help to address these challenges, but in itself will not address the scale of the financial challenge.

National Financial context

The local government sector faces a major financial challenge with an estimated £4 billion funding gap over the next two years. Demand for critical services is increasing because of population growth and ageing populations. Local authorities are also facing rising costs, with adult social care costs estimated to have increased by 9% and children's social care costs by 18% in real terms over the past five years.

The Kent financial context

Combined net revenue expenditure across the 14 Kent councils is £2,337m, with 73% in Kent County Council, and 15% within Medway, the authorities delivering statutory adult social care and children's services.

Across Kent, councils are facing sustained financial pressures. Rising demand in adult social care, children's services and SEND, alongside inflationary cost pressures and debt, are placing significant strain on budgets. The current two-tier system contributes to inefficiencies through duplication in democratic arrangements and overlaps in service delivery.

Reserves and funding the reorganisation

Across all Kent councils combined there are forecast Total Usable Reserves of **£959m by 2028/29.** It will be the decision of the new unitary to determine how to use its resources to fund the cost of reorganisation, which is likely to be through a mixture of use of reserves and capital receipts.

Debt across Kent councils

Total external debt across Kent stands at £1,730m. Due to the provision of upper tier services, 26% of borrowing stands in Medway and 41% in the County Council. Three districts, (Dartford, Tonbridge and Malling and Tunbridge Wells) report no general fund borrowing.

Gross Budget Gap of Existing Councils

The forecast total gross budget gap for all 14 Councils by 2028/29 of **£138.3m**, has therefore not been included within the breakeven analysis. However, there is recognition that if there were any budget gaps post vesting day, the recurring savings projected from our proposal could contribute to closing any future gross budget gaps across the new authorities. The financial modelling does not take direct account of existing Council budget gaps, which will need to be managed regardless of local government reorganisation.

Impact of Fair Funding 2.0 on Gross Budget Gap

The Fair Funding Review is ongoing nationally. While considered by all councils across Kent, the complexity and uncertainty of the review mean it has not been modelled in detail. There is recognition that Fair Funding 2.0 is likely to have an impact on councils' financial positions.

Dedicated Schools Grants

The financial analysis assumes that all existing Councils will manage their Dedicated Schools Grants (DSG) positions regardless of local government reorganisation, therefore DSG surplus or deficits (if any) have not been included within the breakeven analysis. It will be the decision of each new authority to determine how to use its resources to fund the cost of reorganisation against any funding pressures observed from DSG.

Purpose and scope of LGR financial modelling

Financial modelling is a key component of the LGR proposal. Its purpose is to evaluate the financial implications of local government reorganisation across Kent in a consistent way across all LGR options.

Purpose of financial model

The financial modelling aims to:

- Estimate the financial impact of the evaluated reorganisation options.
- Compare options on a like-for-like basis, considering savings, costs, and payback.

Limitations of scope to date

Whilst being fully supportive of the long-term benefits of LGR, all Kent Finance officers agree that LGR does not in itself provide the solution to the scale of the financial challenge faced. The model does not consider the impact of local government Fair Funding review and the Business Rate reset.

The Kent Finance Officer Group (KFOG) have collectively agreed on the following position on the analysis carried out:

- LGR, whilst generally expected to be positive for local government finances in the long term, will not solve the cost, demand and associated funding challenges currently being faced. The scope of the financial modelling considers purely the impact of reorganisation, all other things being equal.
- The work carried out at this stage is not a full bottom-up exercise of the financial impact of LGR. Assumptions are based on the past LGR business cases produced to support other areas which have been through the LGR submission process in recent years.
- Due to the size and number of councils in Kent, there is not a fully comparable example of a recent programme to confidently benchmark against. Due to the level of complexity, payback periods in Kent may therefore be longer than some other reorganisations.
- The speed of delivery and level of savings post vesting day of the new councils will largely be determined by decisions already made by the predecessor authorities and those taken by the new authorities. These include decisions in relation to contractual obligations, borrowing, transformation and wider public service reform.
- The financial modelling does not take account of how transition costs will be funded.
- The assumptions in the model have not been tested against actual outturn data for any of the previous local government reorganisation programmes.
- Given the context above, the modelling should not be seen as a set of targets that new authorities may be held to account for, as setting the post-vesting day budget will be the responsibility of the new authorities.

Methodology and structure of the LGR financial model

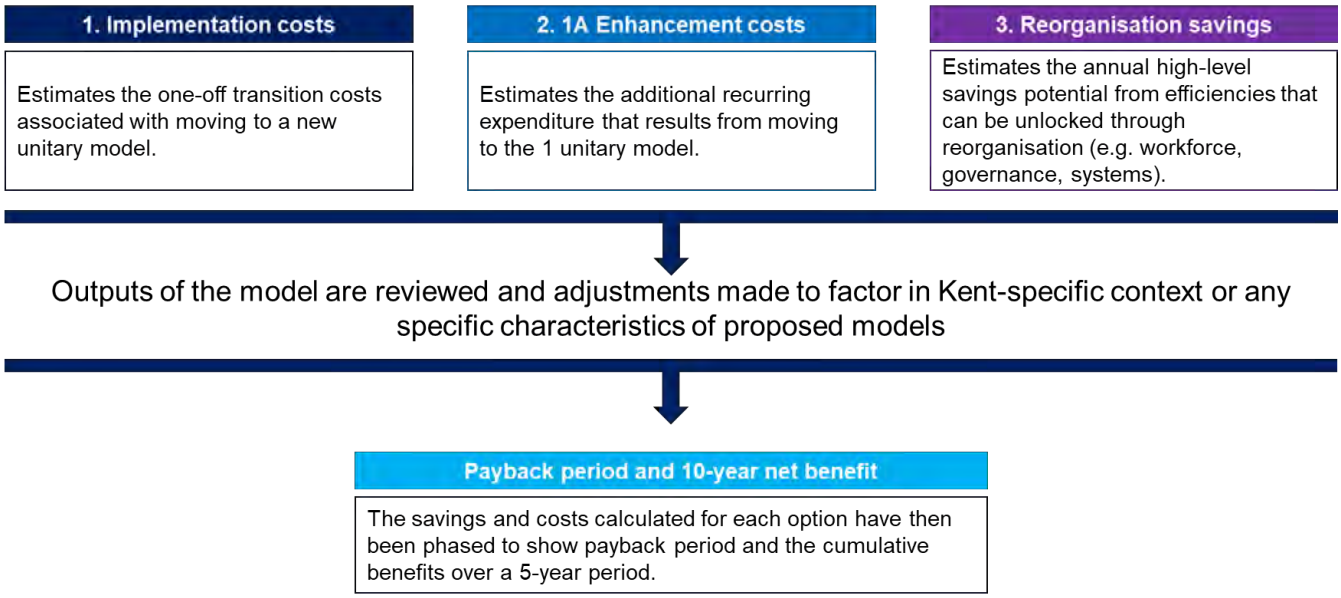
All finance officers across the 14 Kent councils have collaboratively reviewed and adjusted financial modelling in order to provide a single financial assessment of models for inclusion in proposals to Government.

Baselining

1. **Standardised data requests** were completed by all 14 councils, covering revenue budgets, reserves, capital plans, balance sheets, and key service metrics. Alongside numerical data, contextual narrative was gathered to support understanding of pressures, risks, and transformation plans.
2. A **consolidated financial baseline** was created, using data returns to combine district, unitary and county budgets into unified figures based on agreed assumptions.
3. Baseline information was then used to create a **financial view of all proposed councils** under each of the five options being submitted to Government.

Three elements of the financial modelling

The financial model is made up of three calculators, which have been applied to all options:



Financial calculations are underpinned by benchmarking of previous LGR proposals and the estimated costs and benefits modelled in those reports, adjusted for the budgets, populations and current local government structures within Kent.

Adjustments have been made to reflect experience of local government reorganisation implementation and through discussion with all Section 151 Officers across Kent.

Further detail of methodology

The calculation of each element of the model applied is explained separately within this section of the report.

Financial modelling summary outputs

Our financial modelling shows **Option 1A, a single-unitary model** covering Kent will bring sustainable financial sustainability. Although there are costs associated with LGR, a single council will deliver annual net recurring savings and will **breakeven between 3.3 years**.

Figure 5 – Summary of financial modelling

LGR option	Implementation costs (one-off) (£m)	Reorganisation savings (gross) (£m)	Recurring 1a enhancement costs (£m)	Recurring annual revenue savings (£m)	Estimated payback period
Option 1A	(99.4)	75.0	(6.0)	69.0	3.3 years

**Recurring revenue savings = gross reorganisation savings less recurring area enhancement costs*

Further analysis
The calculation of each element of the financial model is explained in the following pages.

Implementation costs

Implementation costs definition: The estimated one-off transition costs associated with moving to a new unitary model.

Method of calculation:

- Reviewed past LGR cases to estimate and benchmark an indexed average level of implementation costs per capita.
- Multiplied the benchmarked costs per capita figure by the total population of Kent to arrive at an estimated total implementation cost per unitary model.
- Applied an uplift of costs per additional unitary authority being created, due to additional costs through establishing governance structures, IT systems, administrative frameworks, etc.

Implementation costs

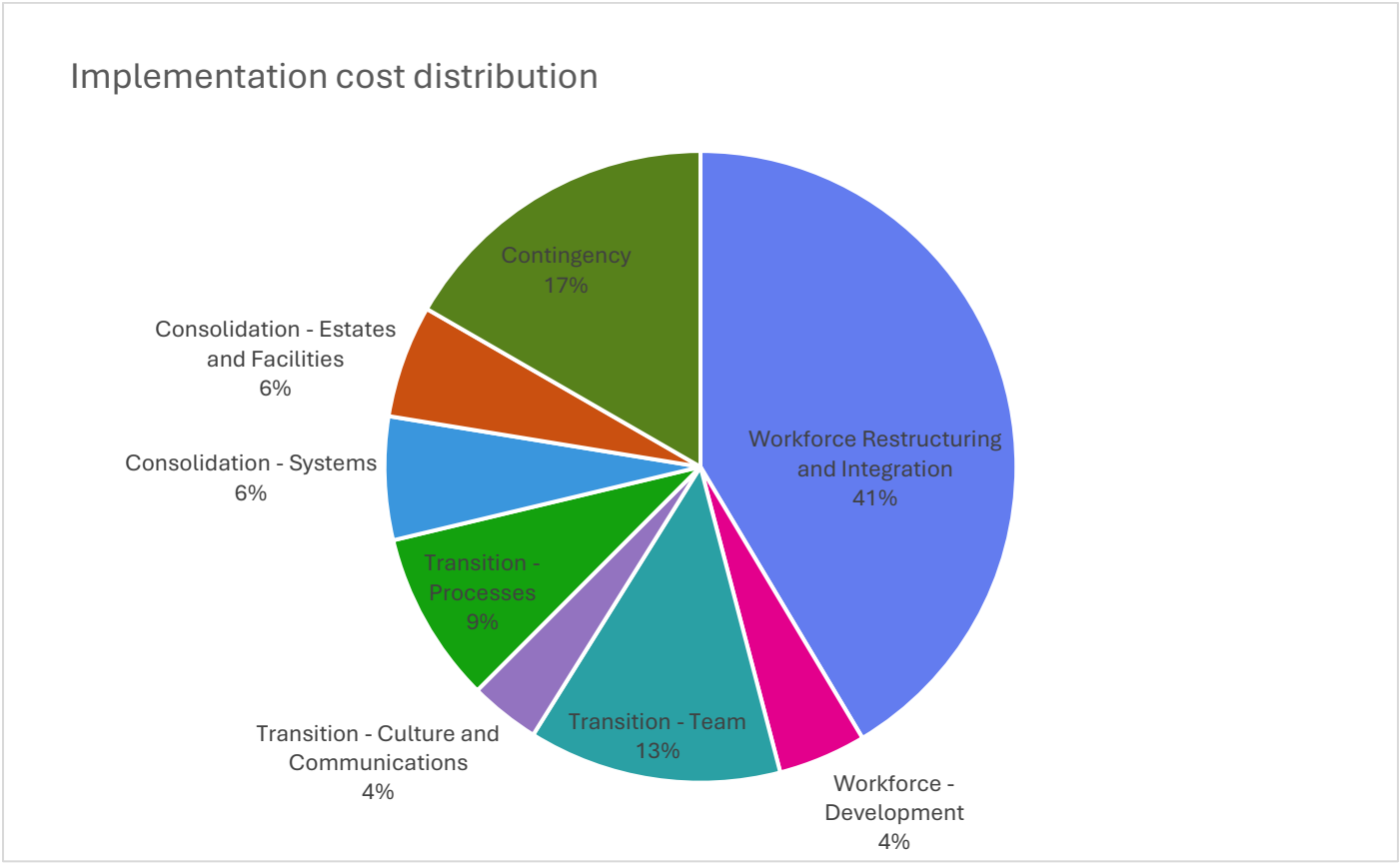
Figure 6 – Implementation cost summary

Option	Implementation costs (£m)	Commentary
1A	(99.4)	Implementation complexity and costs are relatively high due to need to integrate and disaggregate to form one authority.

Categories of implementation cost

As part of implementation cost benchmarking, categories of implementation costs have been identified to provide an indication of the expected breakdown of costs, for any of the LGR options.

Implementation cost category	Description
Workforce restructuring and integration	Costs associated with delivering TUPE and salary harmonisation processes. Compensation paid to employees as a result of any redundancies and pension strain. *Note: no decisions have been made regarding the size of the future workforce and the potential need for redundancies. A significant proportion of staff reductions could be delivered through staff naturally leaving the organisations.*
Workforce - Development	Additional costs to upskill and reskill employees to adapt to new roles and responsibilities.
Transition - Team	Implementation programme team including Legal, Contract Negotiation, Project and Programme Management, finance, and specialist support.
Transition - Culture and Communications	Costs to develop communications, branding, training, and public information in relation to new authorities. This should inform the public, stakeholders, and employees of proposed changes and address concerns.
Transition - Processes	Work required to harmonise processes and facilitate effective service transition. This includes specific constitutional changes and developments, democratic transition, and new policies and procedures.
Consolidation - Systems	Alignment of systems and digital infrastructure, including merging systems, data migration, commonality of cyber security, and training for new systems.
Contingency	Additional 20% contingency to allow for prudence in estimates.



Phasing of implementation costs

One-off implementation costs have been assumed to start ramping-up from the shadow year and build up by Year 4. The majority of costs are incurred in year 2 where the most staff restructuring and integration costs are expected to be incurred. These have then been phased as per the below table:

Figure 7 – Implementation cost summary

Implementation cost category	Shadow Year (FY27/28)	Year 1 (FY28/29)	Year 2 (FY29/30)	Year 3 (FY30/31)	Year 4 (FY31/32)
Workforce restructuring and integration	5%	15%	40%	40%	-
Workforce - Development	10%	50%	40%	-	-
Transition - Team	25%	40%	30%	5%	-
Transition - Culture and Communications	20%	50%	30%	-	-
Transition - Processes	5%	25%	40%	30%	
Consolidation - Systems	5%	25%	40%	30%	

Consolidation - Estates and Facilities	-	5%	25%	30%	40%
Contingency	10%	30%	30%	30%	

Reorganisation savings

Reorganisation savings (gross) definition: The estimated annual savings from efficiencies achieved through reorganisation, moving from two tiers to one tier of local government, by removing duplication, consolidating services and operating at greater scale.

Method of calculation:

- Reviewed past LGR cases to estimate and benchmark an indexed average level of savings per capita achievable through LGR.
- Multiplied the benchmarked savings per capita figure by the total population of Kent to arrive at an estimated total saving for per unitary model
- Applied specific adjustments based on the characteristics of Kent and assumptions around the models being proposed. This included a reduction in the total savings achievable and contingency being added to the model.
- Applied a dilution of savings for the number of unitary authorities being created, due to reduced ability to operate at scale.

Reorganisation savings

Figure 8 – Reorganisation savings summary

Option	Gross reorganisation savings (£m)	Commentary
1A	75.0	High level of savings linked to significant opportunity for economies of scale.

Categories of reorganisation saving

As part of benchmarking LGR revenue savings, categories of savings have been identified to provide an indication of the expected breakdown of savings.

Savings category	Description
Optimising Leadership	Reviewing the number of managerial roles to eliminate duplication and enhance operational efficiency, by merging similar responsibilities into fewer and more impactful positions.
Right Sizing the Organisation	Determining the right size of the organisation, proportionate to the services that are being delivered, offset by the costs of new technology and upskilling individuals. Reducing overall workforce through role consolidation and automation.

Consolidating Corporate Services	Consolidating back-office functions, such as Human Resources (HR), Finance and Information Technology (IT) to streamline operations, enhance efficiencies and unlock savings.
Service Contract Consolidation	Understanding current and joint service arrangements between Councils, and what savings (or costs) may be incurred on consolidation. Determining the optimum sourcing arrangements for contracts that are either currently outsourced or could be outsourced. This will need to consider both financial and operational efficiency and will consider existing arrangements with third parties.
Procurement & 3rd Party Spend	Centralising procurement to determine resultant costs/savings through relative purchasing power and renegotiating terms with suppliers. Where appropriate, consolidating similar contracts for service delivery, presents an opportunity to renegotiate terms and achieve economies of scale with suppliers.
Proportionate Democratic Services	Reviewing the costs of democratic services (elections, committee support, etc.) to be proportionate to the new authority. Reducing the number of councillors and governance costs (e.g. committees, elections).
Improved Digital & IT Systems	Implementing unified digital platforms, automating repetitive tasks, streamlining workflows, and eliminating manual processes, can lead to significant time and cost savings. Unified platforms and systems rationalisation reduce licensing, support, and admin overheads.
Asset & Property Optimisation	Reviewing property portfolio to ensure alignment with the council's overall objectives and community needs.
Customer Engagement	Enhancing customer contact facilities, determining the needs of citizens in the new authority and developing a proportionate customer contact centre, where appropriate including self-service through digital channels, to improve customer engagement, satisfaction and drive operational efficiencies and cost savings.
Consolidating Fleets & Optimising Routes	Exploring consolidation of fleets and any route efficiencies, to reduce costs and minimise environmental impact. Reducing fleet size and improving vehicle routing to lower transport costs.
Contingency	10% contingency applied to reflect risks to savings being achieved

The proportion of savings applied for the Single Unitary option are outlined in the following chart, these will be considered in greater detail in the next phase of LGR.

Figure 9 – Savings categories

Note: a 10% contingency is also applied but has not been reflected in the graph above

Phasing of reorganisation savings

Savings are realised to their entirety by year 5 and are then ongoing. Most savings are achieved in year 3. A 10% negative contingency has been applied to reflect risk and has been phased in line with when other savings are achieved.

Reorganisation savings category	Year 1 (FY28/29)	Year 2 (FY29/30)	Year 3 (FY30/31)	Year 4 (FY31/32)	Year 5 (FY32/33)
Optimising Leadership	10%	20%	40%	20%	10%
Right Sizing the Organisation	10%	20%	40%	20%	10%
Consolidating Corporate Services	10%	20%	40%	20%	10%
Procurement & 3rd Party Spend	10%	20%	30%	20%	20%
Service Contract Consolidation	10%	20%	30%	20%	20%
Proportionate Democratic Services	80%	20%	-	-	-
Improved Digital & IT Systems	5%	15%	30%	25%	25%
Asset & Property Optimisation	10%	15%	25%	25%	25%
Customer Engagement	20%	40%	40%	-	-
Consolidating Fleets & Optimising Routes	-	20%	45%	35%	-
Contingency	15%	20%	30%	20%	15%

1a Enhancement costs

1a Enhancement costs definition: The estimated additional recurring expenditure that results from the enhancements proposed in the 1a model including the operation of three Area Assemblies.

Method of calculation:

- Identified core service categories where single unitary enhancements will drive cost increases
- Allocated Kent County Council net revenue spend against cost categories defined.
- Agreed with Kent County Council officers the expected level of increase.

Figure 10 – Recurring 1a Enhancement costs

Option	Recurring 1a Enhancement Costs (£m)	Commentary
1A	(6.0)	To support the option a number of enhancements are proposed.

Categories of costs

The following categories of costs have been identified.

1a Enhancements cost category	Description
Cost of community navigators	As part of the additional community engagement team it is expected there will be 27 additional community navigators. These are expected to be KCC grade 10 posts.
Cost of supervisors	As part of the additional community engagement team, there will also be 3 additional supervisors at KCC grade 12.
Enhanced contact centre	To support the 1 unitary, the existing contact centre will be enhanced. This is currently a contracted and it is assumed that the scope of the contract will be extended.
Enhanced consultation team	To support the 1 unitary, the consultation team will be enhanced by adding 3 additional FTE to the existing team of 4.
Area Assemblies	Additional costs associated with an enhanced single unitary – relating to highways maintenance, economic development, family hubs, community services, environmental management and community safety.

Phasing of 1a enhancement costs

All 1a enhancement costs are assumed to be incurred annually from Day 1 of the new authorities.

Phasing and payback period

Payback period definition: the period taken to reach a net positive financial impact of LGR, once all one-off and recurring savings have been considered.

Cumulative financial benefit and payback period by LGR options

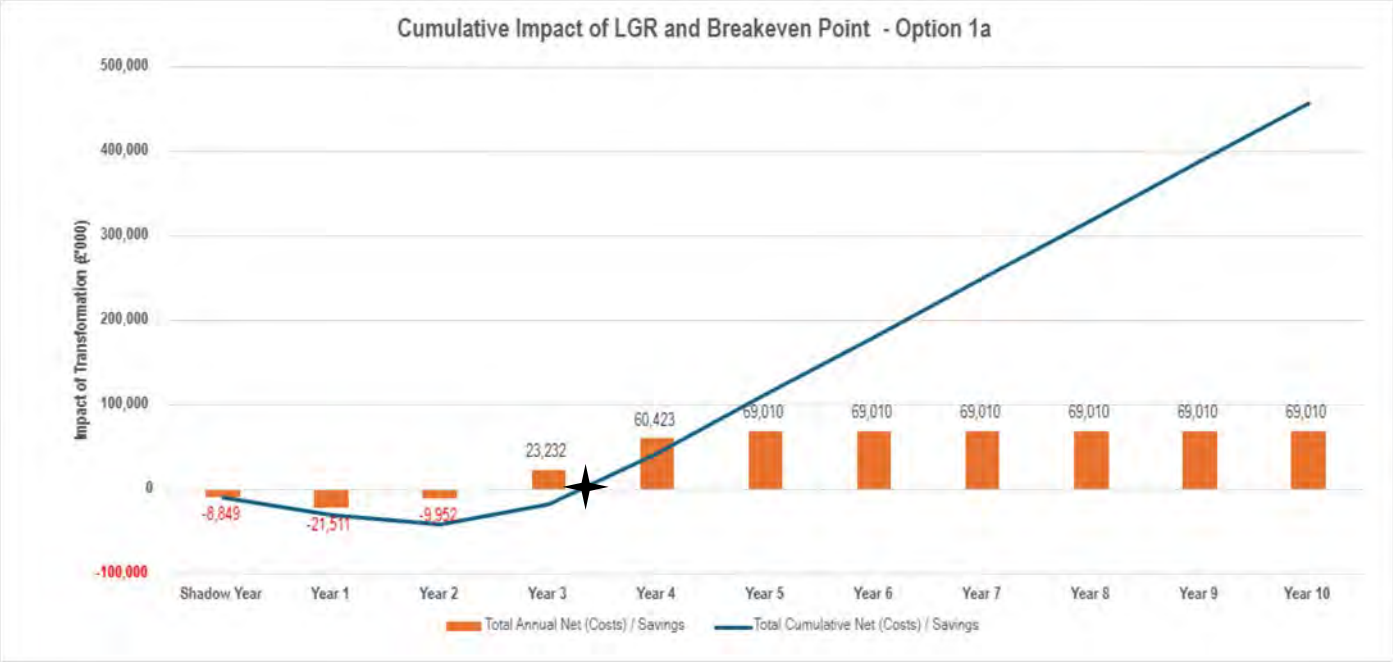
Set out below is the year-by-year breakdown of the financial impact of LGR, considering both one-off costs and recurring benefits / costs.

The payback period is driven by the outputs of the three calculators (reorganisation savings, 1a enhancement costs and implementation costs), and the phasing assumptions explained earlier in this Appendix.

Option	Implementation costs (one-off) (£m)	Recurring annual revenue savings (£m)	Estimated payback period	Commentary
1A	(99.4)	69.0	3.3 years	Implementation complexity and costs are relatively high due to need to integrate and aggregate to form a single authority

Payback period over an 8-year period

Set out in the figure below is the estimated cumulative financial impact of LGR for Option 1a



*The chart shows payback period with dissagregation costs at the lowest point in the range.

For reference: The following table shows the payback periods across all Kent options

	1a	3A	4B	4D*	5A*
One-off implementation costs	£99.4m	£127.7m	£130.9m	£135.9m	£139.1m
Recurring 1a Enhancement costs	£6.0m	£19.7m- £29.2m	£32.9m - £48.6m	£32.9m- £48.6m	£46.0m - £68.1m
Recurring reorganisation savings	£75.0m	£69.4m	£67.5m	£67.5m	£65.7m
Phased payback	**3.3 years**	**5.4 - 6.7 years**	**7.8 - 14.3 years**	**7.9 - 14.5 years**	**14.0 years – no payback**

Appendix 2: Key data sources

Figure 11 – Key data set for government criteria analysis: Financials

Metric	1A	3A			4B				4D				5A				
	All	North	West	East	North	West	East	Mid	North	West	East	Mid	North	West	East	Mid	South
Council tax base (number of band D equivalent properties) (FY28/29)[3]	703,525	225,749	231,972	245,804	173,700	231,972	151,628	146,225	202,762	156,102	187,882	156,779	111,995	222,260	120,136	110,931	138,203
Council Tax band D average (exc. Fire, Police and Parishes)[3]	1,907	1,842	1,904	1,907	1,842	1,904	1,874	1,907	1,904	1,874	1,907	1,907	1,842	1,904	1,874	1,812	1,907
General Fund Borrowing (FY26/27) (£m)[3]	1,730.4	812.0	289.1	629.2	740.3	289.1	387.0	314.0	761.3	175.9	460.0	333.1	336.8	278.4	257.2	468.7	389.3
Financing Costs (Q2 FY26/27) (£m)[3]	123.6	56.1	29.2	38.3	46.7	29.2	24.8	22.9	51.8	18.0	31.0	22.8	22.4	28.1	20.6	32.5	19.9
Net Revenue (Q2 FY26/27) (£m)[3]	2,313.4	1,104.6	548.2	660.5	947.7	548.2	415.2	402.3	1,024.7	376.0	521.9	390.8	432.7	526.6	338.0	655.7	360.4
Ratio of financing costs to net revenue stream %[3]	5.3%	5.1%	5.3%	5.8%	4.9%	5.3%	6.0%	5.7%	5.1%	4.8%	5.9%	5.8%	5.2%	5.3%	6.1%	5.0%	5.5%
Budget Gap (FY28/29) (£m)[3]	138.2	84.9	25.8	27.5	76.6	25.8	18.6	17.2	79.4	23.3	23.1	12.5	30.6	25.0	13.3	53.1	16.2
Total Usable Reserves (FY28/29) (£m)[3]	959.7	394.2	258.9	306.6	338.4	258.9	175.2	187.2	359.1	178.2	215.0	207.5	189.0	247.8	137.3	202.8	182.8

General fund balance (FY28/29) (£m)[3]	186.4	68.7	59.8	58.0	58.3	59.8	33.5	34.8	63.1	31.7	43.0	48.6	30.6	58.0	26.6	37.4	33.8
Retained Business Rates (£m) (2024-25)[4]	364.6	137.7	113.2	113.7	108.1	113.2	70.1	73.3	121.3	79.4	85.4	78.5	74.3	109.5	51.7	60.0	69.1
Net revenue expenditure (£m)[3]	2,273.8	833.2	651.0	789.6	645.8	651.0	494.3	482.7	748.0	432.1	609.8	483.8	397.2	625.4	405.2	416.4	429.5

[3] https://www.kent.gov.uk/about-the-council/information-and-data/facts-and-figures-about-kent/summary-of-kent-facts-and-figures/people

[4] National non-domestic rates collected by councils in England: forecast 2024 to 2025 - GOV.UK

[5] Financial data return submitted by councils

Appendix 3d

Local Government Reform: Impact on people services

Full report

Issued: 28th May 2025

Contents

Local Government Reform: Impact on people services

INTRODUCTION

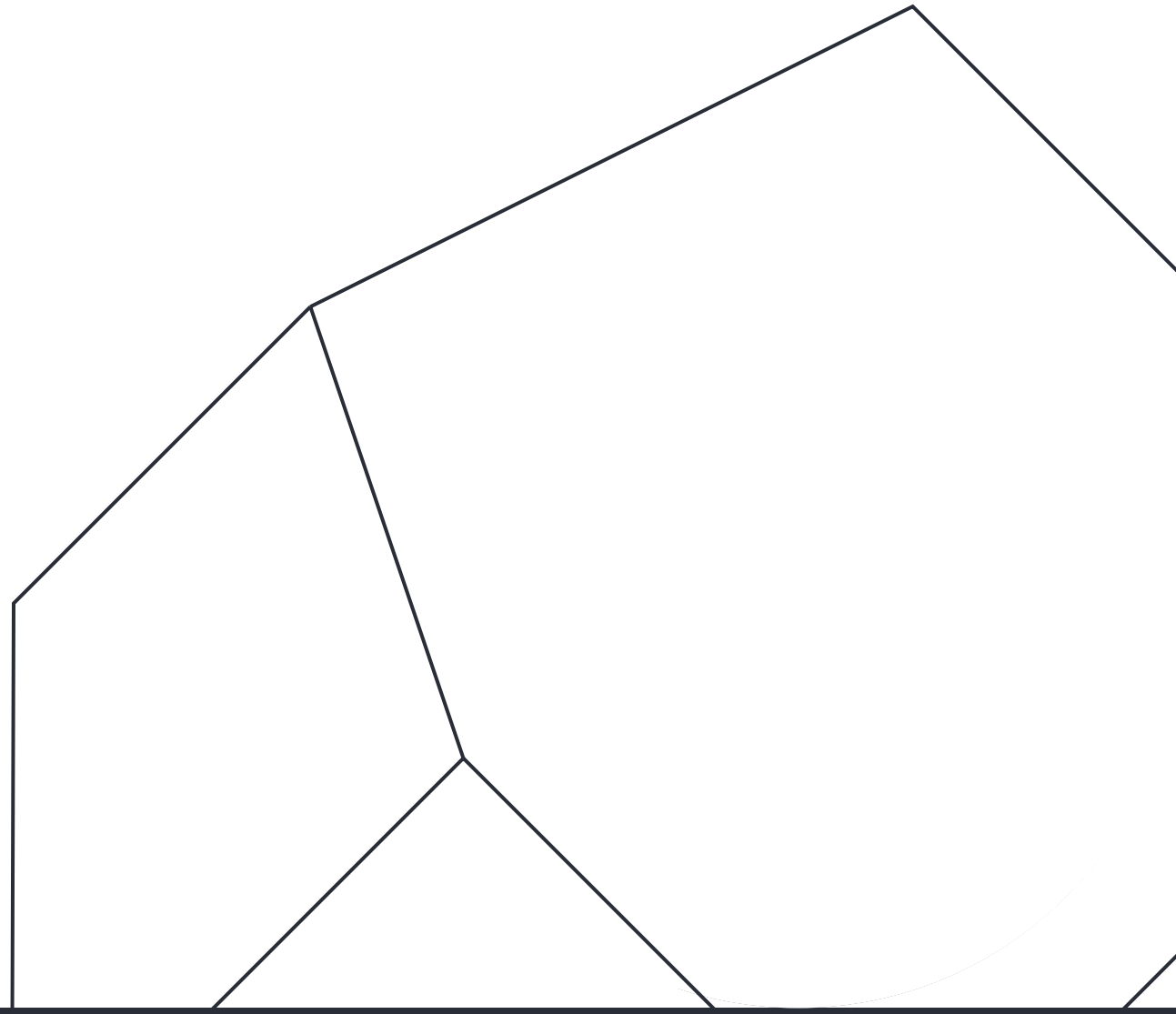
This report contains the full output of both Phase 1 and 2 of analysis of the impact of LGR on people services in Kent and Medway. The work has considered the impact on Adult Social Care, Children's Social Care, Education services, and Housing and Homelessness as local authorities are reorganised and responsibility of care changes across new geographical footprints within the county.

For each proposed formation, the expected demand and/or caseload for key people services within the county has been calculated across the options proposed by the authority. This includes a view for how demand and cost of service delivery split in day 1 and how these may change over the period until 2040.

The analysis contained in this report is based on data shared with Newton from the county and from national data returns.

The core methodology used, and assumptions made to undertake this analysis are included in the appendix.

This report contains the results of Newton's analysis, based on the data that has been provided, or otherwise made available to us, and no information contained within it should be treated as a recommendation to any Council or other authority. Responsibility for all business decisions including decisions on improvement actions (and for the acts themselves) rests solely with the Council or other authority making such decision.



Purpose of this report

THIS REPORT IS DESIGNED TO PROVIDE COMPARISONS BETWEEN SCEANRIOS

This model has been developed to allow the analysis to be completed across multiple councils at pace as well as aggregate results to inform a national report. Therefore, whilst this report provides detailed analysis allowing comparisons between scenarios, it has limitations and should not be considered in isolation.

What this report is...	What this report is not...
✓ A way to compare different scenarios and proposed unitary authorities based on expected demand and cost figures	✗ A detailed financial model designed to predict exact spend or demand numbers
✓ A way to highlight the impact of LGR on people-based services and the key themes that are important for your local area	✗ A detailed staffing model that accounts for all expected roles in new unitary authorities
✓ A general model that can applied to multiple councils that will show directionally correct forecasts	✗ A recommendation on the best scenario
✓ Designed to allow high level aggregated insight to be used in a national report with the CCN	

This report covers the agreed scope discussed with CCN and in steering groups. This does not consider all possible factors for LGR and should therefore not be treated in isolation. For example, the impact of public health, social housing or additional staffing costs from other teams, such as IT or legal teams, has not been modelled.

People Based Services

THIS REPORT IS FOCUSSED ON THE IMPACT OF LGR ON PEOPLE-BASED SERVICES

Adult Social Care

Adult Social Care is the support provided to help adults of all ages most commonly with physical disabilities, learning disabilities, frailty, mental illnesses, or who suffer from substance misuse. Local authorities have a legal duty under the Care Act 2014 to assess and meet eligible needs, provide safeguarding, and shape the local care market. The aim is to promote independence, dignity, and wellbeing, enabling people to live as safely and independently as possible in their own communities, with the people and things that matter to them most.

In this report Adult Social Care has been split by age group and refers to Working Age Adult (18-64) and Older Adult (65+).

This report focusses on adults who are receiving long term care. These can be supported through a variety of provisions. For this analysis the report has focussed on:

- **Nursing Care**: Specialised nursing support provided in a care home.
- **Residential Care**: Support provided in a care home.
- **Supported Living**: Supporting individuals either in their own homes or shared housing.
- **Domiciliary Care**: Supporting individuals in their own home with personal care and household tasks.
- **Other**: Care that does not fall into the above categories.

Children's Social Care

Children's Social Care supports children, young people and families who need additional help to protect children and young people from harm. Its main aim is to keep families together, but when this isn't possible, the system provides an alternative home to children and young people. The Director of Children's Services and Lead Member for Children's Services in local authorities are the key points of professional and political accountability, but the relevant Acts of Parliament also place safeguarding duties on a range of organisations and individuals (including ICBs, police and education providers).

Children can be supported through a variety of measures. This report focuses on these key services:

- **Children in Care**: The council has parental responsibility of the child and must place the chid in a safe setting.
- **Child Protection Plan**: Compulsory plan when a specific risk to a child is identified.
- **Child in Need Plan**: A non-statutory plan that recognises a need that a child has.
- **Early help:** Non-statutory support to families and children considered to be vulnerable and at risk.

There is a significant reform agenda underway that will impact the nature of services in Children's Social Care, with the Children's Wellbeing and Schools Bill progressing through Parliament at present.

Services For Children With SEND

Special Educational Needs and Disabilities refers to a child or young person who has a learning difficulty and/or disability that means they need special health and education support.

This report focuses on young people who are supported by an Educational Health and Care Plan (EHCP). This is a legal document outlining the educational, health, and social care needs of a child or young person with special educational needs or disabilities, aged 0 to 25. Children and young people with EHCPs can be supported in a variety of settings. For this analysis the report has focussed on:

- **Mainstream**: Children and young people supported in mainstream schools.
- **Maintained Special Schools** (MSS): Children and young people supported in local authority owned special schools.
- **Independent Non-Maintained Special Schools** (INMSS): Children and young people supported in independent non-local authority owned special schools.
- **Other:** EHCPs that do not fall into the above categories.

This report doesn't include statutory SEN support which should be provided by mainstream schools with less oversight from the LA.

Across all services for residents that need additional support there are increasing costs that are putting increased pressure on councils to deliver these services, against a backdrop of increasingly constrained finances. This report focuses on the impact LGR may have on these services.

Interpreting the report

THIS HIGHLIGHTS THE KEY TERMINOLOGY USED THROUGHOUT THIS REPORT

Scenarios

Scenarios have been provided by councils through the data returns.

- **Unitary authorities:** The new unitary authorities that have been proposed by councils for each scenario. These unitary authorities are made up of current Districts and/or Middle Super Output Areas (MSOAs).
- **Baseline:** The current boundaries of the council as well as any neighbouring unitary authorities that are included as part of any proposed scenarios.

Projections

This analysis focusses on the impact of LGR for day 1 (2025) as well as future demand (2030 and 2040).

- **Day 1:** Day 1 refers to what would happen to demand and cost on the day that LGR takes effect. This has been done taking the data provided and projecting to 2025. This refers to the initial demand and costs expected to be distributed to each unitary authorities at this point.
- **Future demand:** Demand and cost has been projected out to 2030 and 2040 to illustrate how this may change over time. This is to show the different growth rates and highlight the sustainability of proposed unitary authorities. For detailed methodology, please see the appendix.

People-based services terminology

Where appropriate acronyms and terminology on specific slides has been called out.

- **Supported person:** This refers to someone who is currently receiving support from the council. Adult Social Care: an individual receiving long term support. Children's Social Care: Children in Care (CiC) as well as young people on a Child Protection Plan, Child in Need plan or receiving an early help intervention, for SEND this is a young person with an EHCP.
- **Prevalence:** The amount of the population that is supported by the council, represented as number per 10,000 of the relevant population (e.g. working age adults).
- **Ordinary residence:** Where current residing address (e.g. a residential care home) is different to the originating address of future demand (i.e. the supported person's initial residence prior to social care support) and demand therefore re-balances over time due to ordinary residence rules.
- **Service spend:** Total spend produced by the model for each directorate. This includes "provision spend" which refers to the total spend of delivering social care and "staffing spend" which refers to the staffing spend that is solely attributable to delivering social care.

Key Assumptions

THIS OUTLINES THE KEY ASSUMPTIONS THAT HAVE GONE INTO THIS INITIAL ANALYSIS

Key assumptions have been made to enable this analysis to be performed at scale and pace. The key caveats and assumptions have been listed below and should be considered when drawing insight from the data. For detailed methodology, please see the appendix.

Neighbouring unitary authorities:
Where neighbouring unitary authorities have been included in scenarios, but no data provided, it has been assumed that the prevalence and unit cost in each provision will match the average for the rest of the county. Therefore, if you expect a neighbouring unitary authority to show very different trends this will not be captured.
Please note, if data has been provided for neighbouring unitary authorities this has been included.

Data sources:
The analysis in this report has been compiled using each council's data returns along with nationally available data where appropriate (e.g. ONS population estimates and projections).

Data caveats:
Where data has not been submitted to complete key analysis this has been highlighted in the relevant sections.

All analysis has been completed using data submissions returned by authorities and nationally available returns. If there are anomalies or inaccuracies, please contact Newton who will work with each authority to reconcile.

Section 1: Executive summary and high-level overview

This section provides a high-level summary of the outputs produced as part of Newton analysis on the impact on people services as a result of LGR.

Further detail is available in the full report.

Overview: Geographies of New Unitary Authorities

THE BELOW TABLE LAYS OUT THE DISTRICTS INCLUDED IN EACH OF THE NEW UNITARY AUTHORITIES

Scenario	Proposed Unitary	Districts included
Baseline	Kent	Current Kent boundary
	Medway	Current Medway boundary
Model 1	East	Ashford, Canterbury, Dover, Folkestone and Hythe, Thanet
	North	Medway, Dartford, Gravesham, Swale
	West	Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Model 3	East	Canterbury, Swale, Thanet
	North	Medway, Dartford, Gravesham
	South	Ashford, Dover, Folkestone and Hythe
	West	Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Model 4	East	Canterbury, Dover, Thanet
	Mid	Ashford, Folkestone and Hythe, Swale
	North	Medway, Dartford, Gravesham
	West	Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
North/East/Mid/West	East	Swale, Thanet, Canterbury, Dover
	Mid	Maidstone, Ashford, Folkestone and Hythe
	North	Dartford, Gravesham, Medway
	West	Sevenoaks, Tonbridge and Malling, Tunbridge Wells

Executive Summary: Terminology

WE HAVE OUTLINED THE KEY INSIGHT BY SCENARIO

The following slides outline how the demand and spend will split in each of the proposed unitary authorities by scenario, along with a comparison of the total cost of each scenario. We have also included the variation between each proposed unitary authority for the scenario in question and compared this to the baseline position.

The definitions of the key terminology used in these summaries is outlined below:

- **Total predicted spend per scenario:** This shows the combined spend per scenario predicted by the model for people-based services. This includes both placement costs (e.g. Residential Care beds or EHCP provision) and staffing costs for staff working directly on supporting service users, such as social workers, (where this has been provided). Staffing costs for other teams, such as IT or legal teams, are not included as part of this work. Please note that this is a general model designed to allow comparisons between proposed scenarios and is not a detailed financial forecast.
- **Spend per resident:** This the spend per resident per year where spend is total service and staffing spend (where this has been provided) and number of residents is the total population in each of the proposed unitary authorities.
- **Total demand:** This is the total demand for people-based services predicted by the model and refers to Adult Social Care (ASC): long term support, Children's Social Care (CSC): Children in Care (CiC), Child Protection Plans (CPP), Child in Need (CiN) plans or receiving an early help intervention, SEND: child or young person supported by an Education, Health and Care Plan (EHCP).
- **Demand variation:** This is the variation in the percentage of the population supported by people-based services in the unitary authorities in day 1. Where population supported by people-based services is the same as above.
- **Demand growth:** This is the growth in total number of people supported by people-based services from 2025-2040. Population supported by people-based services is defined as in spend per resident above.
- **Baseline:** The values associated with the baseline scenario, including current county council and any neighbouring unitary authorities.

Executive Summary: Scenario 1

KEY INSIGHTS FOR EACH SCENARIO

Scenario 1: Model 1 (North Kent/East Kent/West Kent)

This scenario has the smallest increase to baseline spend for any of the proposed scenarios. This scenario has the lowest variation in percentage of the population supported by people-based services, although this is still high at 30.7%. In this scenario, East Kent has the highest percentage of people supported by people-based services and therefore the highest spend per resident, an 15% higher than the baseline scenario. North Kent and West Kent see faster growth in percentage of the population supported by people services than East Kent.

Total predicted spend for the scenario:

£1,510m in day 1 and £2,754m in 2040. This is 1.0% higher than baseline position (an increase of £15m in 2025 and £27m in 2040).

Variation between proposed unitary authorities within scenario:

- Spend per resident: High variation in spend per resident in day 1, Varies by 27.6%. This reduces to 20.2% in 2040.
- Demand variation: Lowest variation in percentage of population supported, however this still varies by 30.7% (1.04 percentage points).
- Demand growth: High variation in growth of demand, with percentage of the population supported growing 3x quicker in West Kent than East Kent.

North Kent– *Day 1*

Districts included: Medway, Dartford, Gravesham, Swale
Total population: 678k
Age demographics: % population 65+ 16.8%, % population U18 23.2%
IMD score: 23.3
Total spend predicted by the model: £729m
Total demand: 26.5k (6.7k ASC, 10.3k CSC, 9.5k SEND)

Comparison to baseline scenario

- Spend per resident: £729 per resident per year at day 1, this is a decrease of 4.9% to the baseline scenario.
- Demand for people-based services: 3.91% of population supported by people-based services. This is similar to the baseline scenario, a decrease of 1.0%.
- Growth in demand: 11.6% growth in demand for people-based services from 2025 to 2040. This is an increase of 22% to the baseline scenario.

East Kent – Day 1

Districts included: Ashford, Canterbury, Dover, Folkestone and Hythe, Thanet
Total population: 701k
Age demographics: % population 65+ 23.0%, % population U18 19.7%
IMD score: 22.3
Total spend predicted by the model: £620m
Total demand: 31.1k (9.4k ASC, 12.2k CSC, 9.4k SEND)

Comparison to baseline scenario

- Spend per resident: £885 per resident per year at day 1, this is an increase of 15.3% to the baseline scenario.
- Demand for people-based services: 4.43% of population supported by people-based services. This is an increase of 12.4% to the baseline scenario.
- Growth in demand: 4.5% growth in demand for people-based services from 2025 to 2040. This is a decrease of 53% to the baseline scenario.

West Kent – *Day 1*

Districts included: Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Total population: 571k
Age demographics: % population 65+ 19.9%, % population U18 22.3%
IMD score: 13.6
Total spend predicted by the model: £395m
Total demand: 19.3k (5.1k ASC, 7.5k CSC, 6.7k SEND)

Comparison to baseline scenario

- Spend per resident: £693 per resident per year at day 1, this is a decrease of 9.6% to the baseline scenario.
- Demand for people-based services: 3.39% of population supported by people-based services. This is a decrease of 14.0% to the baseline scenario.
- Growth in demand: 14.7% growth in demand for people-based services from 2025 to 2040. This is an increase of 54.6% to the baseline scenario.

IMD score (Index of Multiple Deprivation): Official measure of relative deprivation in England. A lower score indicates a less deprived area.

Executive Summary: Scenario 2

KEY INSIGHTS FOR EACH SCENARIO

Scenario 2: Model 3 (North Kent/East Kent/South Kent/West Kent)

This scenario has the highest total predicted spend of all proposed scenarios, although spend is similar in all four unitary scenarios. This scenario also has the highest variation in spend per resident across all scenarios, with South Kent having the highest spend per resident of all proposed unitary authorities, 21.9% above the baseline scenario.

Total predicted spend for the scenario:

£1,517m in day 1 and £2,768m in 2040. This is 1.5% higher than baseline position (an increase of £23m in 2025 and £41m in 2040).

Variation between proposed unitary authorities within scenario:

- Spend per resident: Highest variation in spend per resident of all scenarios, varying by 34.9% in day 1. In 2040 this still has the highest variation at 25.1%.
- Demand variation: High variation in percentage of population supported (day 1), varying by 31.7% (1.07 percentage points).
- Demand growth: High variation in growth of demand, with North and West Kent growing at 4x the rate of East Kent.

North Kent – *Day 1*

Districts included: Medway, Dartford, Gravesham
Total population: 518k
Age demographics: % population 65+ 16.1%, % population U18 23.6%
IMD score: 22.0
Total spend predicted by the model: £378m
Total demand: 19.2k (5.1k ASC, 7.1k CSC, 6.9k SEND)

Comparison to baseline scenario

- Spend per resident: £730 per resident per year, decrease of 4.9% to the baseline scenario.
- Demand for people-based services: 3.70% of population supported. This is a decrease of 6.2% to the baseline scenario.
- Growth in demand: 14.9% growth from 2025 to 2040, this is an increase of 56% to the baseline scenario.

East Kent– *Day 1*

Districts included: Canterbury, Swale, Thanet
Total population: 477k
Age demographics: % population 65+ 21.7%, % population U18 20.1%
IMD score: 24.7
Total spend predicted by the model: £385m
Total demand: 21.2k (5.8k ASC, 8.6k CSC, 6.8k SEND)

Comparison to baseline scenario

- Spend per resident: £808 per resident per year, this is an increase of 5.4% to the baseline scenario.
- Demand for people-based services: 4.45% of population supported. This is an increase of 12.9% to the baseline scenario.
- Growth in demand: 3.4% growth from 2025 to 2040, a decrease of 65% to the baseline scenario.

West Kent – *Day 1*

Districts included: Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Total population: 571k
Age demographics: % population 65+ 19.9%, % population U18 22.3%
IMD score: 13.6
Total spend predicted by the model: £395m
Total demand: 19.3k (5.1k ASC, 7.5k CSC, 6.7k SEND)

Comparison to baseline scenario

- Spend per resident: £693 per resident per year, decrease of 9.6% to the baseline scenario.
- Demand for people-based services: 3.39% of population supported. This is a decrease of 14% to the baseline scenario.
- Growth in demand: 14.7% growth from 2025 to 2040, this is an increase of 54.6% to the baseline scenario.

South Kent – *Day 1*

Districts included: Ashford, Dover, Folkestone and Hythe
Total population: 384k
Age demographics: % population 65+ 22.9%, % population U18 20.2%
IMD score: 21.4
Total spend predicted by the model: £359m
Total demand: 17.1k (5.2k ASC, 6.9k CSC, 5.1k SEND)

Comparison to baseline scenario

- Spend per resident: £935 per resident per year, this is the highest of all proposed unitary authorities and an increase of 21.9% to the baseline scenario.
- Demand for people-based services: 4.47% of population supported. This is an increase of 13.2% to the baseline scenario.
- Growth in demand: 5.3% growth from 2025 to 2040, a decrease of 44% to the baseline scenario.

IMD score (Index of Multiple Deprivation): Official measure of relative deprivation in England. A lower score indicates a less deprived area.

Executive Summary: Scenario 3

KEY INSIGHTS FOR EACH SCENARIO

Scenario 3: Model 4 (North Kent/East Kent/Mid Kent/West Kent)

In this scenario both East Kent and Mid Kent have a higher proportion of people supported by people-based services than in the baseline scenario leading to them also having a higher spend per resident, with East Kent having the highest spend per resident, 16.6% above baseline. This scenario also has the highest variation in growth of demand of all proposed scenarios, with North and West Kent growing over 5x the rate of East Kent.

Total predicted spend for the scenario:

£1,516m in day 1 and £2,764m in 2040. This is 1.4% higher than baseline position (an increase of £21m in 2025 and £37m in 2040).

Variation between proposed unitary authorities within scenario:

- Spend per resident: High variation in spend per resident, varying by 29.1% in day 1. This reduces to 22.5% in 2040.
- Demand variation: High variation in percentage of population supported (day 1), varying by 31.9% (1.08 percentage points).
- Demand growth: Highest variation in growth of demand, with North and West Kent growing over 5x the rate of East Kent.

North Kent – *Day 1*

Districts included: Medway, Dartford, Gravesham
Total population: 518k
Age demographics: % population 65+ 16.1%, % population U18 23.6%
IMD score: 22.0
Total spend predicted by the model: £378m
Total demand: 19.2k (5.1k ASC, 7.1k CSC, 6.9k SEND)

Comparison to baseline scenario

- Spend per resident: £730 per resident per year, decrease of 4.9% from the baseline scenario.
- Demand for people-based services: 3.70% of population supported. This is a decrease of 6.2% from the baseline scenario.
- Growth in demand: 14.9% growth from 2025 to 2040, this is an increase of 56% from the baseline scenario.

East Kent– *Day 1*

Districts included: Canterbury, Dover, Thanet
Total population: 442k
Age demographics: % population 65+ 23.4%, % population U18 19.3%
IMD score: 23.0
Total spend predicted by the model: £395m
Total demand: 19.8k (6.0k ASC, 7.7k CSC, 6.1k SEND)

Comparison to baseline scenario

- Spend per resident: £894 per resident per year, this is an increase of 16.6% from the baseline scenario.
- Demand for people-based services: 4.47% of population supported. This is an increase of 13.3% from the baseline scenario.
- Growth in demand: 2.7% growth from 2025 to 2040, a decrease of 72% from the baseline scenario.

West Kent – *Day 1*

Districts included: Maidstone, Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Total population: 571k
Age demographics: % population 65+ 19.9%, % population U18 22.3%
IMD score: 13.6
Total spend predicted by the model: £395m
Total demand: 19.3k (5.1k ASC, 7.5k CSC, 6.7k SEND)

Comparison to baseline scenario

- Spend per resident: £693 per resident per year, decrease of 9.6% to the baseline scenario.
- Demand for people-based services: 3.39% of population supported. This is a decrease of 14% to the baseline scenario.
- Growth in demand: 14.7% growth from 2025 to 2040, this is an increase of 54.6% against the baseline scenario.

Mid Kent – *Day 1*

Districts included: Swale, Ashford, Folkestone and Hythe
Total population: 418k
Age demographics: % population 65+ 21.1%, % population U18 21.1%
IMD score: 23.4
Total spend predicted by the model: £359m
Total demand: 17.1k (5.2k ASC, 6.9k CSC, 5.1k SEND)

Comparison to baseline scenario

- Spend per resident: £829 per resident per year, this is an increase of 8.1% to the baseline scenario.
- Demand for people-based services: 4.44% of population supported. This is an increase of 12.7% to the baseline scenario.
- Growth in demand: 5.3% growth from 2025 to 2040, a decrease of 39% to the baseline scenario.

IMD score (Index of Multiple Deprivation): Official measure of relative deprivation in England. A lower score indicates a less deprived area.

Executive Summary: Scenario 4

KEY INSIGHTS FOR EACH SCENARIO

Scenario 4: (North Kent/East Kent/Mid Kent/West Kent)

This scenario has the highest variation in percentage of population supported by people-based services, with East Kent having the highest percentage of all proposed unitary authorities (although this is only slightly higher than East Kent in the other scenarios). However, this scenario has the lowest variation in spend per resident; this is still high at 26.6%.

Total predicted spend for the scenario:

£1,516m in day 1 and £2,764m in 2040. This is 1.4% higher than baseline position (an increase of £21m in 2025 and £37m in 2040).

Variation between proposed unitary authorities within scenario:

- Spend per resident: High variation in spend per resident, varying by 26.6% in day 1. This reduces to 18.8% in 2040.
- Demand variation: Highest variation in percentage of population supported (day 1) of proposed scenarios, varying by 38.1% (1.24 percentage points).
- Demand growth: High variation in growth of demand, with Mid, North and West Kent growing 5x faster than East Kent.

North Kent – *Day 1*

Districts included: Medway, Dartford, Gravesham
Total population: 518k
Age demographics: % population 65+ 16.1%, % population U18 23.6%
IMD score: 22.0
Total spend predicted by the model: £378m
Total demand: 19.2k (5.1k ASC, 7.1k CSC, 6.9k SEND)

Comparison to baseline scenario

- Spend per resident: £730 per resident per year, a decrease of 4.9% to the baseline scenario.
- Demand for people-based services: 3.70% of population supported. This is a decrease of 6.2% to the baseline scenario.
- Growth in demand: 14.9% growth from 2025 to 2040, this is an increase of 56% against the baseline scenario.

East Kent– *Day 1*

Districts included: Swale, Thanet, Canterbury, Dover
Total population: 602k
Age demographics: % population 65+ 22.2%, % population U18 20.0%
IMD score: 24.2
Total spend predicted by the model: £511m
Total demand: 27.1k (7.5k ASC, 10.9k CSC, 8.6k SEND)

Comparison to baseline scenario

- Spend per resident: £849 per resident per year, this is an increase of 10.7% to the baseline scenario.
- Demand for people-based services: 4.50% of population supported. This is an increase of 14.0% against the baseline scenario.
- Growth in demand: 2.8% growth from 2025 to 2040, a decrease of 71% from the baseline scenario.

West Kent – *Day 1*

Districts included: Sevenoaks, Tonbridge and Malling, Tunbridge Wells
Total population: 385k
Age demographics: % population 65+ 20.3%, % population U18 22.5%
IMD score: 12.4
Total spend predicted by the model: £258m
Total demand: 12.5k (3.2k ASC, 4.8k CSC, 4.5k SEND)

Comparison to baseline scenario

- Spend per resident: £670 per resident per year, decrease of 12.6% to the baseline scenario.
- Demand for people-based services: 3.26% of population supported. This is a decrease of 17.5% to the baseline scenario.
- Growth in demand: 12.7% growth from 2025 to 2040, this is an increase of 33% from the baseline scenario.

Mid Kent – *Day 1*

Districts included: Ashford, Maidstone, Folkestone and Hythe
Total population: 445k
Age demographics: % population 65+ 20.9%, % population U18 21.0%
IMD score: 19.0
Total spend predicted by the model: £369m
Total demand: 18.1k (5.4k ASC, 7.2k CSC, 5.6k SEND)

Comparison to baseline scenario

- Spend per resident: £830 per resident per year, this is an increase of 8.2% to the baseline scenario.
- Demand for people-based services: 4.07% of population supported. This is an increase of 3.3% to the baseline scenario.
- Growth in demand: 11.8% growth from 2025 to 2040, a decrease of 24% from the baseline scenario.

IMD score (Index of Multiple Deprivation): Official measure of relative deprivation in England. A lower score indicates a less deprived area.

Overview: Demographics of New Unitary Authorities

4 Scenarios have been modelled and compared to the current set up (baseline)

This analysis has considered the impact of LGR on people services by considering 4 proposed unitary formations and comparing this to the baseline position. These are summarised below.

Baseline – Kent and Medway

Kent:
- Total population: 1.67m
- % population 65+: 20.5%
- % population U18: 21.5%

Medway:
- Total population: 287k
- % population 65+: 16.6%
- % population U18: 23.0%

Model 1 – three unitaries

North:
- Total population: 678k
- % population 65+: 16.8%
- % population U18: 23.2%

West:
- Total population: 570k
- % population 65+: 19.9%
- % population U18: 22.3%

East:
- Total population: 701k
- % population 65+: 23.0%
- % population U18: 19.7%

Model 3 – four unitaries NESW

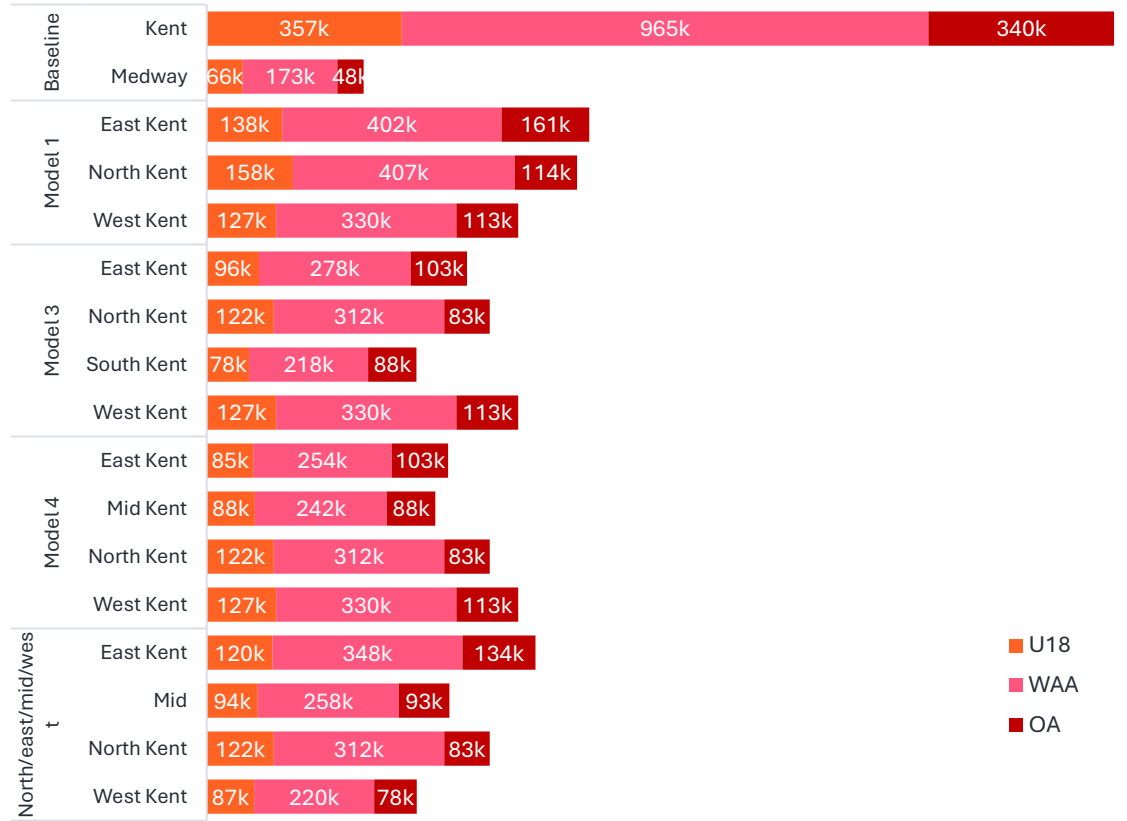
North:
- Total population: 518k
- % population 65+: 16.1%
- % population U18: 23.6%

South:
- Total population: 384k
- % population 65+: 22.9%
- % population U18: 20.2%

East:
- Total population: 477k
- % population 65+: 21.7%
- % population U18: 20.1%

West:
- Total population: 570k
- % population 65+: 19.9%
- % population U18: 22.3%

Population distribution across proposed authorities



WAA: Working Age Adult, 18 - 64
OA: Older Adult, 65+

All proposed unitary authorities are within the boundaries of NHS Kent and Medway Integrated Care Board

Overview: Demographics of New Unitary Authorities

4 Scenarios have been modelled and compared to the current set up (baseline)

This analysis has considered the impact of LGR on people services by considering 4 proposed unitary formations and comparing this to the baseline position. These are summarised below.

Model 4 – four unitaries NEMidW

North:
- Total population: 518k
- % population 65+: 16.1%
- % population U18: 23.6%

Mid:
- Total population: 418k
- % population 65+: 21.1%
- % population U18: 21.1%

East
- Total population: 442k
- % population 65+: 23.4%
- % population U18: 19.3%

West:
- Total population: 570k
- % population 65+: 19.9%
- % population U18: 22.3%

North/east/mid/west - NEMidW

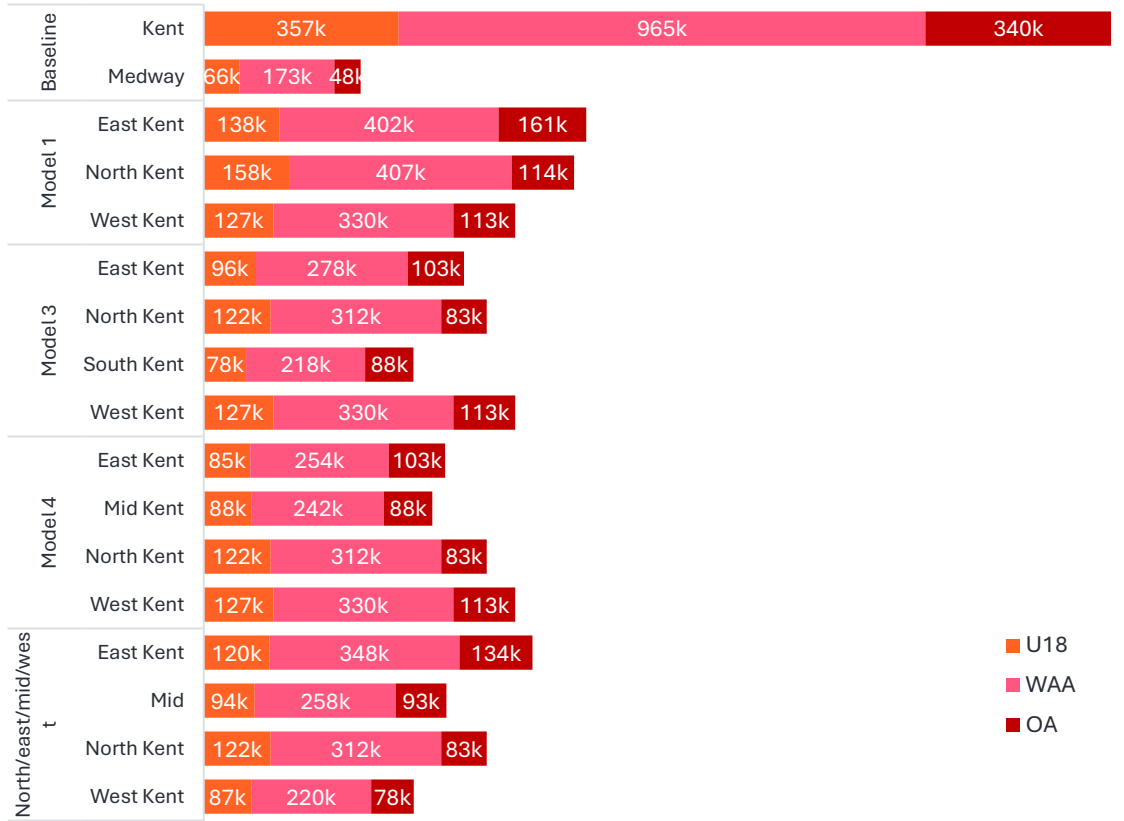
North:
- Total population: 518k
- % population 65+: 16.1%
- % population U18: 23.6%

Mid:
- Total population: 445k
- % population 65+: 20.9%
- % population U18: 21.0%

East
- Total population: 602k
- % population 65+: 22.2%
- % population U18: 20.0%

West:
- Total population: 384k
- % population 65+: 20.3%
- % population U18: 22.5%

Population distribution across proposed authorities



WAA: Working Age Adult, 18 - 64
OA: Older Adult, 65+

All proposed unitary authorities are within the boundaries of NHS Kent and Medway Integrated Care Board

Overview: Demand

DEMAND FOR SOCIAL CARE AND EDUCATION SERVICES IS EXPECTED TO GROW

This analysis has modelled the demand for Adult Social Care, Children's Social Care and Education services. A detailed breakdown by setting is included later in this report.

The % of the Total Population supported by people services refers to Adult Social Care: long term support, Children's Social Care: Children's Social Care (CSC): Children in Care (CiC), Child Protection Plans (CPP), Child in Need (CiN) plans or receiving an early help intervention, SEND: child or young person supported by an Education, Health and Care Plan. This analysis shows the variation in both day 1 demand and the future growth in demand. This will support understanding if certain scenarios would create unitary authorities that have high variation in demand in day 1. The projected view to 2040 also gives insight to any sustainability challenge for unitary authorities that are seeing a disproportionate growth in the future demand levels.

Scenario	Proposed Authority	% Total Population supported by people services	% Change in number of residents supported by people services (2025-2040)	% change ASC (2025 – 2040)	% change CSC (2025 – 2040)	% change SEND (2025 – 2040)	Number of residents supported by people services
Baseline	Kent	4.02%	8%	10%	-6%	24%	18.2k 26.8k 21.9k
	Medway	3.51%	17%	12%	-2%	38%	3.1k 3.3k 3.7k
Model 1	East Kent	4.43%	5%	9%	-9%	18%	9.4k 12.2k 9.4k
	North Kent	3.91%	12%	12%	-3%	27%	6.7k 10.3k 9.5k
	West Kent	3.39%	15%	12%	-4%	38%	5.1k 7.5k 6.7k
Model 3	East Kent	4.45%	3%	9%	-9%	14%	5.8k 8.6k 6.8k
	North Kent	3.70%	15%	12%	-2%	35%	5.1k 7.1k 6.9k
	South Kent	4.47%	5%	11%	-8%	17%	5.2k 6.9k 5.1k
	West Kent	3.39%	15%	12%	-4%	38%	5.1k 7.5k 6.7k
Model 4	East Kent	4.47%	3%	9%	-11%	14%	6.0k 7.7k 6.1k
	Mid Kent	4.44%	6%	11%	-5%	16%	5.0k 7.7k 5.8k
	North Kent	3.70%	15%	12%	-2%	35%	5.1k 7.1k 6.9k
	West Kent	3.39%	15%	12%	-4%	38%	5.1k 7.5k 6.7k
North/east/ mid/west	East Kent	4.50%	3%	9%	-9%	12%	7.5k 10.9k 8.6k
	Mid	4.07%	12%	13%	-4%	31%	5.4k 7.2k 5.6k
	North Kent	3.70%	15%	12%	-2%	35%	5.1k 7.1k 6.9k
	West Kent	3.26%	13%	9%	-7%	36%	3.2k 4.8k 4.5k

ASC
CSC
SEND

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate.

Overview: Spend

SPEND ON PEOPLES SERVICES BY PROPOSED UNITARY FORMATION

This analysis has considered the impact of LGR on the cost of delivering Adult & Children's Social Care services alongside the cost of SEND support. Note this is a general model to allow comparison between authorities and is not a financial forecast.

Cost values presented herein include both placement costs (e.g. Residential Care beds or EHCP provision) and staffing costs for staff working directly on supporting service users, such as social workers, (where this has been provided). Staffing costs for other teams, such as IT or legal teams, are not included.

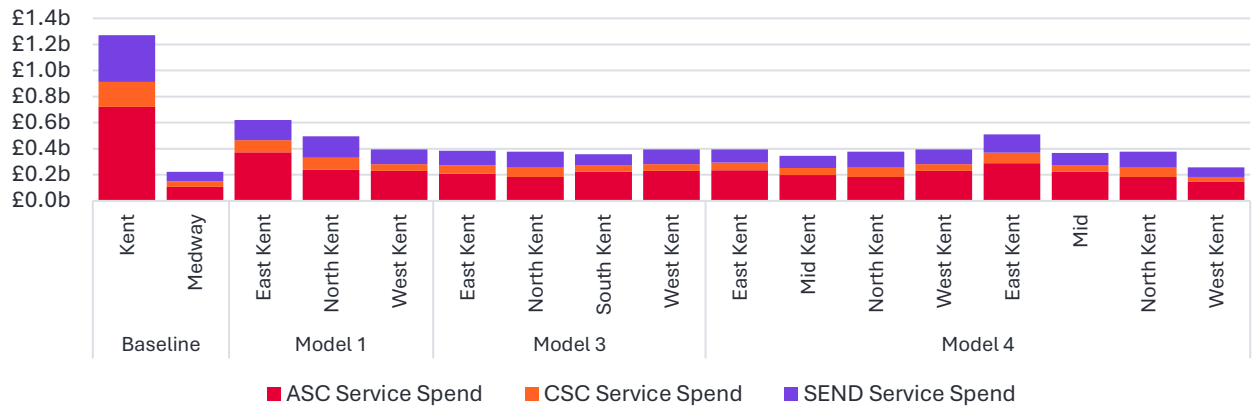
All analysis is a combination of local authority data returns supplied for the purposes of this research and national reporting.

In general, spend aligns with spread of demand across the county. This is because there is greater variation in demand than unit cost.

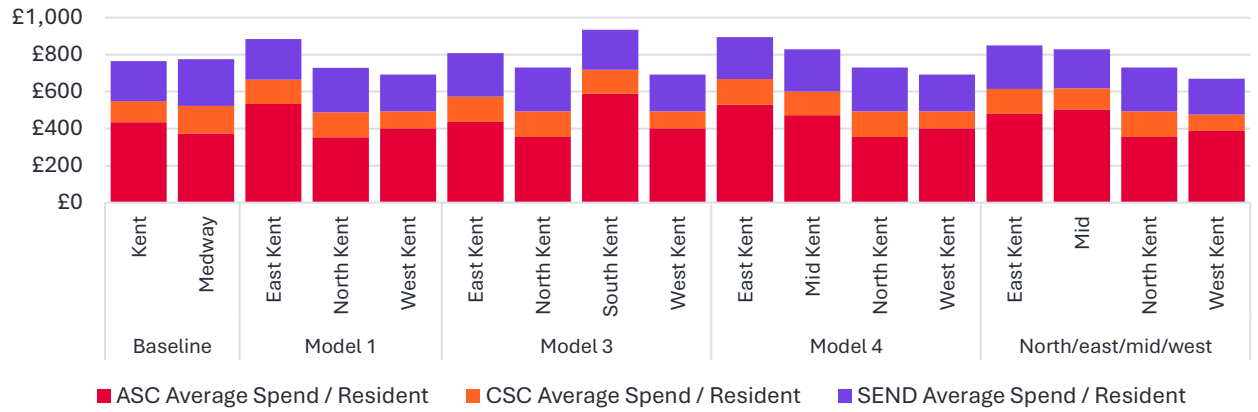
The average spend per resident shows the total spend per resident of the total population within the authority split by each directorate. Areas which have a higher total spend per resident than baseline may cause increased cost pressures when total spend is compared to expected funding.

Both the total spend per scenario and spend per resident has been broken down further and provided in the following pages. This page does not include spend on Home to School Transport or Housing.

Service spend on people services by proposed unitary formation (2025)



Average spend per resident in proposed authority (2025)



Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Distorted demography adjustments.

Overview: Spend

SPEND PER PROPOSED SCENARIO

The table below shows the total cost per scenario predicted by the model for people-based services. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes. This page does not include spend on Home to School Transport or Housing.

In general, we see an increase in combined service cost for scenarios with more authorities, driven by additional fixed management costs within the proposed scenario, as each proposed authority requires its own management team. Additionally, the model applies a step-up factor to unit cost that takes into account median income, deprivation and total population; this means that if other factors remain constant, an increase in unit costs for smaller authorities is forecasted*.

Note, the model only accounts for the additional uplift in staffing costs for delivery teams and we would expect an additional increase from other teams, such as IT or legal teams, that have not been modelled in this analysis.

Scenario	Proposed Authority	**Total cost of service for scenario 2025**	ASC cost of service for scenario 2025	CSC cost of service for scenario 2025	SEND cost of service for scenario 2025	**Total cost of service for scenario 2040**	ASC cost of service for scenario 2040	CSC cost of service for scenario 2040	SEND cost of service for scenario 2040
Baseline	Kent Medway	**£1494.8m**	£829.2m	£233.6m	£432.0m	**£2727.2m**	£1486.9m	£359.9m	£880.3m
Model 1	East North West	**£1509.6m**	£841.5m	£236.1m	£432.0m	**£2754.2m**	£1510.0m	£363.9m	£880.3m
Model 3	East North South West	**£1517.4m**	£847.4m	£238.1m	£432.0m	**£2767.8m**	£1520.3m	£367.2m	£880.3m
Model 4	East Mid North West	**£1515.6m**	£845.4m	£238.2m	£432.0m	**£2764.4m**	£1516.7m	£367.4m	£880.3m
North/east/ mid/west	East Mid North West	**£1515.6m**	£845.6m	£238.0m	£432.0m	**£2763.9m**	£1516.6m	£367.0m	£880.3m

** See Appendix I for additional detail.*

Overview: Spend
SPEND PER RESIDENT

The table below shows the spend per resident per year for each of the proposed unitary authorities as well as breaking this down into each directorate. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes. Here spend is total service and staffing spend (where this has been provided) and number of residents is the total population in each of the proposed unitary authorities. This page does not include spend on Home to School Transport or Housing.

This analysis demonstrates where there are scenarios that have an increased spend per resident both in the day 1 scenario and in 2040, providing the detail behind the high-level insights into variation between proposed unitary authorities provided in the preceding summaries of each scenario.

Scenario	Proposed Authority	**Total spend per resident 2025**	ASC spend per resident 2025	CSC spend per resident 2025	SEND spend per resident 2025	**Total spend per resident 2040**	ASC spend per resident 2040	CSC spend per resident 2040	SEND spend per resident 2040
Baseline	Kent	**£765**	£434	£115	£216	**£1,313**	£739	£167	£407
	Medway	**£776**	£374	£149	£254	**£1,414**	£636	£224	£555
Model 1	East	**£885**	£533	£131	£220	**£1,488**	£905	£186	£398
	North	**£729**	£353	£136	£241	**£1,278**	£601	£204	£473
	West	**£693**	£401	£91	£200	**£1,238**	£689	£135	£413
Model 3	East	**£808**	£437	£136	£235	**£1,365**	£744	£195	£427
	North	**£730**	£356	£138	£236	**£1,303**	£606	£208	£489
	South	**£935**	£588	£130	£217	**£1,549**	£992	£184	£372
	West	**£693**	£401	£91	£200	**£1,238**	£689	£135	£413
Model 4	East	**£894**	£530	£137	£227	**£1,516**	£906	£194	£416
	Mid	**£829**	£472	£129	£227	**£1,371**	£796	£186	£388
	North	**£730**	£356	£138	£236	**£1,303**	£606	£208	£489
	West	**£693**	£401	£91	£200	**£1,238**	£689	£135	£413
North/east/ mid/west	East	**£849**	£479	£135	£235	**£1,427**	£816	£193	£417
	Mid	**£830**	£504	£114	£211	**£1,409**	£849	£164	£395
	North	**£730**	£356	£138	£236	**£1,303**	£606	£208	£489
	West	**£670**	£387	£90	£194	**£1,200**	£664	£133	£404

Scenario Comparison

The table below compares the key metrics across scenarios. Here a lighter colour indicates a lower total cost or variation.

Scenario	Proposed Authority	Total increase in cost to baseline 2025	Total increase in cost to baseline 2040	Variation in 2025 spend per resident (relative % difference)	Variation in 2040 spend per resident (relative % difference)	Variation in 2025 % of people supported by people services (relative % difference)	Variation in 2040 % of people supported by people services (relative % difference)
Baseline	Kent Medway	-	-	1.4%	7.8%	14.4%	6.9%
Model 1	East North West	£14.9m	£27.1m	27.6%.	20.2%	30.7%	20.7%
Model 3	East North South West	£22.7m	£40.6m	34.9%	25.1%	31.7%	20.9%
Model 4	East Mid North West	£20.8m	£37.3m	29.1%	22.5%	31.9%	21.0%
North/east/ mid/west	East Mid North West	£20.9m	£36.8m	26.6%	18.8%	38.1%	25.1%

Section 2a: Adult Social Care

The scope of this section is to provide insight into the likely impacts of each proposed scenario on Adult Social Care, covering demand, cost and quality over the next 15 years.

Adult Social Care

SERVICE COST VARIATION AND FORECASTS

This analysis has considered the variation in the cost of delivering care between each of the proposed unitary formations. This cost includes both the cost of the provision of care, in addition to the authority staffing cost associated with delivering ASC support (where this data has been provided). Staffing costs resulting from other teams, such as IT or legal teams, that have not been modelled in this analysis. Cost growth includes both the expected impact of increased demand, increased unit cost and wage increases. Spend per resident per year compares the cost for this service to total number of residents in the new authority. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

This will support understanding if certain scenarios create variation in spend per resident both in 2025 and the future, showing where there are unitary authorities with a higher spend per resident to the baseline scenario as well as unitary authorities that have high cost growth in the future. Growth in cost is driven by inflation, the different growth rates in demand across constituent areas within proposed authorities, and effect of ordinary residence.

Scenario	Proposed Authority	Spend per resident 2025	Spend per resident 2040	% growth in spend (2025-2040)	ASC service cost 2025 (net placements cost + staffing)
Baseline	Kent	£434	£739	79%	£682m £40m
	Medway	£374	£636	81%	£99m £8m
Model 1	East Kent	£533	£905	77%	£352m £22m
	North Kent	£353	£601	81%	£223m £16m
	West Kent	£401	£689	82%	£217m £13m
Model 3	East Kent	£437	£744	77%	£194m £14m
	North Kent	£356	£606	81%	£172m £12m
	South Kent	£588	£992	78%	£213m £13m
	West Kent	£401	£689	82%	£217m £13m
Model 4	East Kent	£530	£906	76%	£220m £14m
	Mid Kent	£472	£796	79%	£185m £12m
	North Kent	£356	£606	81%	£172m £12m
	West Kent	£401	£689	82%	£217m £13m
North/east/ mid/west	East Kent	£479	£816	77%	£271m £18m
	Mid	£504	£849	83%	£211m £13m
	North Kent	£356	£606	81%	£172m £12m
	West Kent	£387	£664	77%	£140m £8m

ASC provision spend 2025 ASC staffing spend 2025

Data: ONS population forecasts and estimates, council provided cost data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

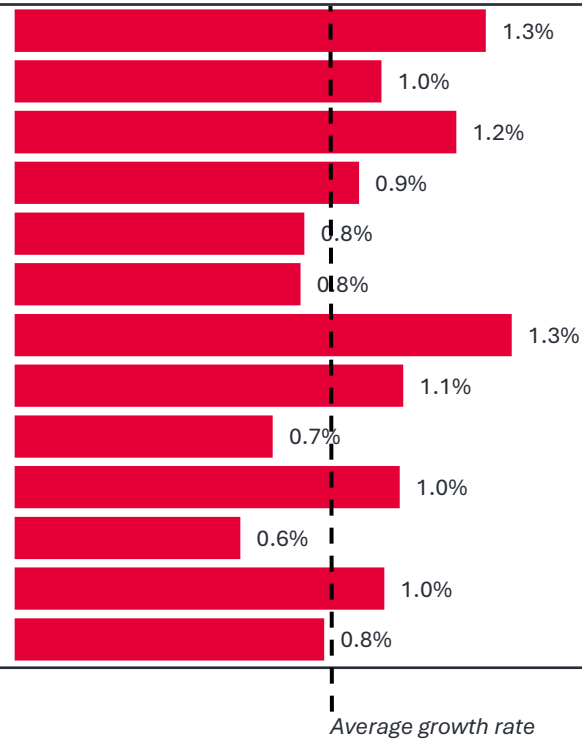
Adult Social Care: Older Adult population

POPULATION VARIATION AND FORECASTING

The existing Older Adult (over 65) population is shown across the districts in the geography. The below table shows the expected growth rate for Older Adult in each of the districts.

This analysis shows the underlying population trends that drive the change in demand for each of the new unitary authorities in the future.

District	65+ population by year			Percentage growth in 65+ from 2025-2040	Average percentage of Authority 65+	Annual growth rate of 65+ population
	2025	2030	2040			
Ashford	27.8k	30.9k	33.6k	21%	21%	1.3%
Canterbury	38.0k	41.4k	44.0k	16%	23%	1.0%
Dartford	16.8k	18.6k	20.0k	19%	14%	1.2%
Dover	30.5k	33.0k	35.0k	15%	26%	0.9%
Folkestone and Hythe	29.8k	32.0k	33.5k	12%	27%	0.8%
Gravesham	18.7k	20.0k	20.9k	12%	18%	0.8%
Maidstone	35.4k	39.6k	43.3k	22%	20%	1.3%
Medway	47.8k	52.3k	55.9k	17%	18%	1.1%
Sevenoaks	27.0k	28.8k	30.0k	11%	23%	0.7%
Swale	30.5k	33.4k	35.7k	17%	20%	1.0%
Thanet	34.8k	36.8k	38.1k	10%	25%	0.6%
Tonbridge and Malling	26.9k	29.4k	31.3k	16%	20%	1.0%
Tunbridge Wells	24.1k	25.9k	27.3k	13%	21%	0.8%



Data: ONS population forecasts and estimates
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

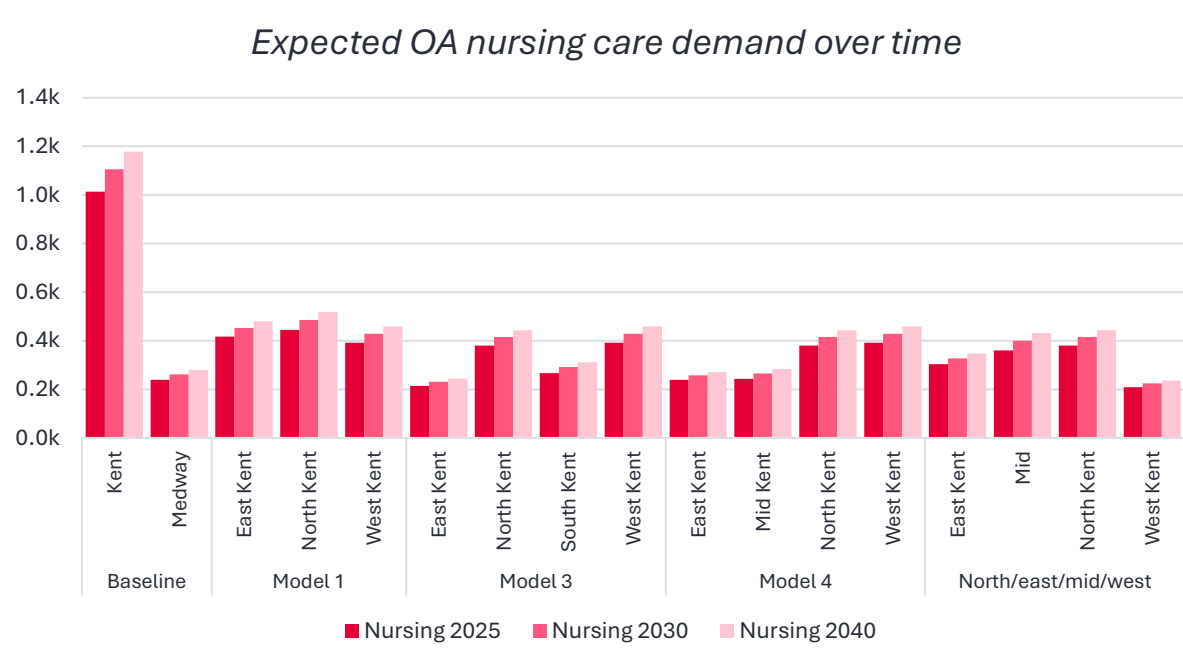
Adult Social Care: Older Adult demand

NURSING CARE DEMAND VARIATION AND FORECASTING

The following slides show the expected demand for Older Adult in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary.

The graph on the left shows total demand in 2025, 2030 and 2040. In general, this is proportional to population in the new unitary authorities. This analysis will show the expected growth in each unitary and identify areas that are expected to see high growth.

The table to the right of each graph shows the prevalence per 10,000 Older Adults. Due to only having placement address we have not modelled the impact of ordinary residence and therefore prevalence remains consistent.



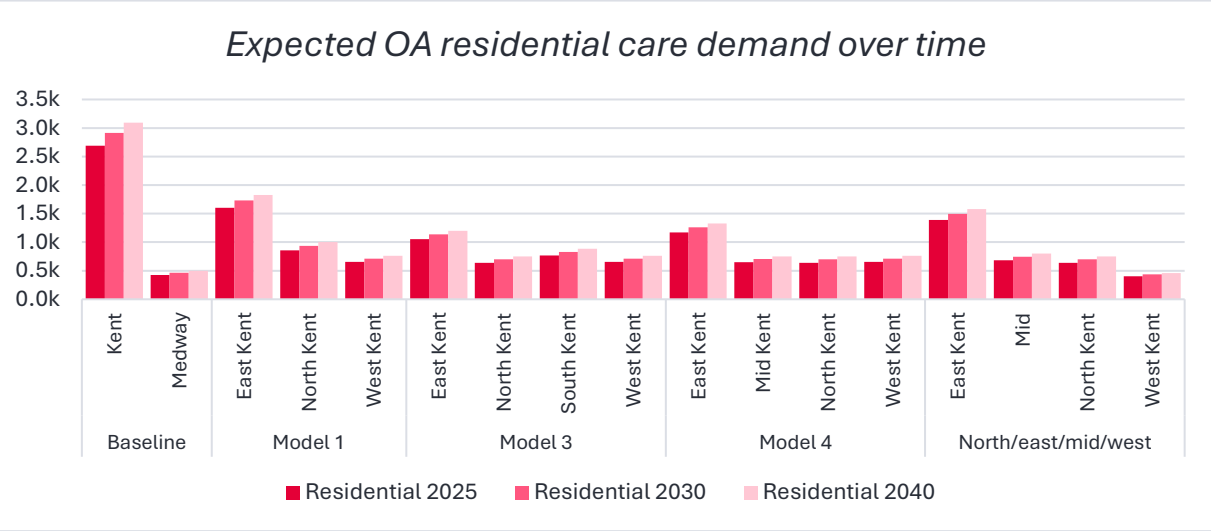
Scenario	Proposed Authority	Nursing care Prevalence
Baseline	Kent	30
	Medway	50
Model 1	East Kent	26
	North Kent	39
	West Kent	34
Model 3	East Kent	21
	North Kent	46
	South Kent	30
	West Kent	34
Model 4	East Kent	23
	Mid Kent	28
	North Kent	46
	West Kent	34
North/east/mid/west	East Kent	23
	Mid	39
	North Kent	46
	West Kent	27

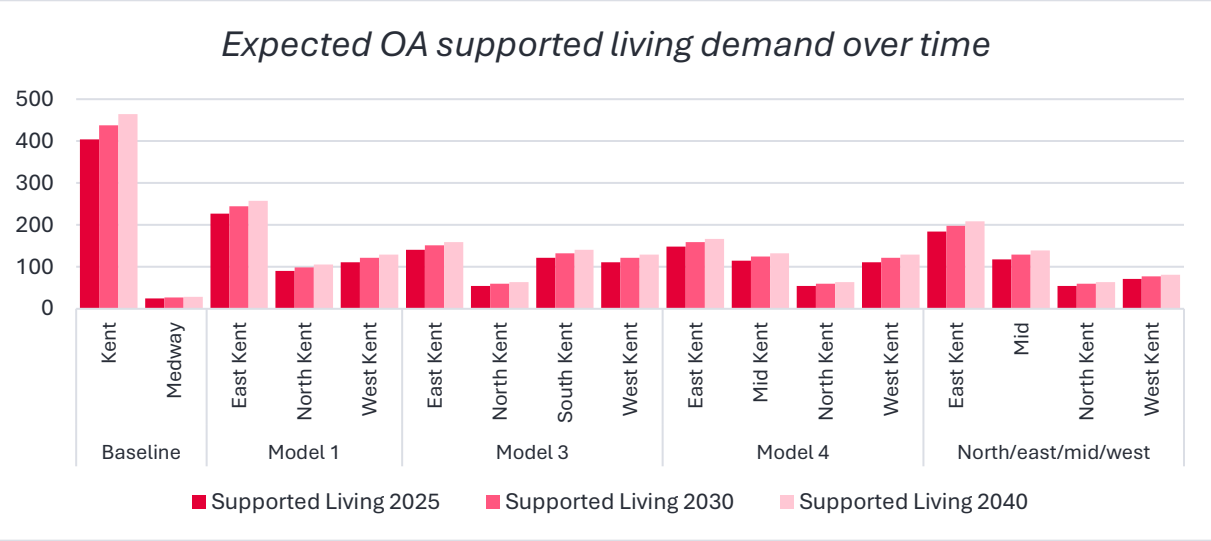
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence is shown per 10k older adults (65+).

Adult Social Care: Older Adult demand

RESIDENTIAL CARE AND SUPPORTED LIVING DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Residential care Prevalence
Baseline	Kent	79
	Medway	89
Model 1	East Kent	100
	North Kent	75
	West Kent	58
Model 3	East Kent	102
	North Kent	77
	South Kent	87
	West Kent	58
Model 4	East Kent	114
	Mid Kent	74
	North Kent	77
	West Kent	58
North/east/mid/west	East Kent	104
	Mid	73
	North Kent	77
	West Kent	52

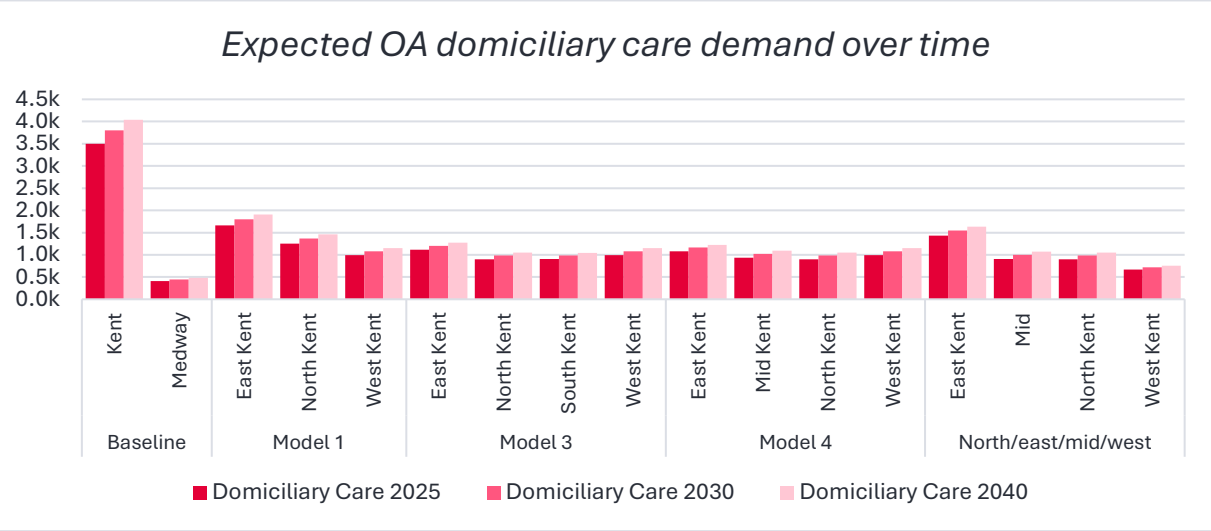
Scenario	Proposed Authority	Supported Living Prevalence
Baseline	Kent	12
	Medway	5
Model 1	East Kent	14
	North Kent	8
	West Kent	10
Model 3	East Kent	14
	North Kent	7
	South Kent	14
	West Kent	10
Model 4	East Kent	14
	Mid Kent	13
	North Kent	7
	West Kent	10
North/east/mid/west	East Kent	14
	Mid	13
	North Kent	7
	West Kent	9

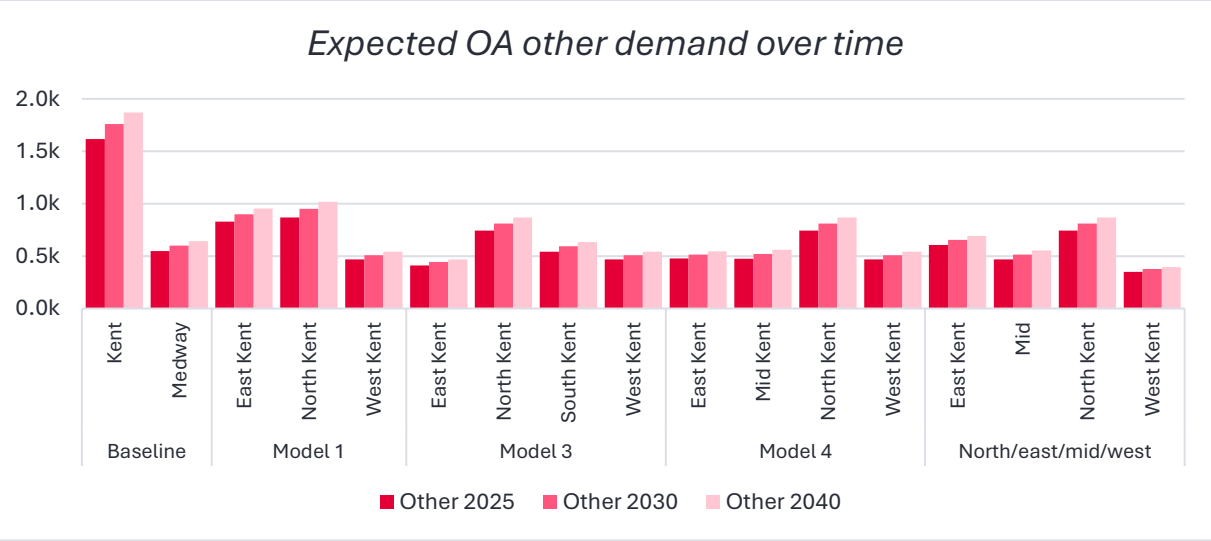
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence is shown per 10k older adults (65+).

Adult Social Care: Older Adult demand

DOMICILIARY CARE AND OTHER DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Domiciliary Care Prevalence
Baseline	Kent	103
	Medway	86
Model 1	East Kent	104
	North Kent	110
	West Kent	87
Model 3	East Kent	108
	North Kent	108
	South Kent	103
	West Kent	87
Model 4	East Kent	105
	Mid Kent	106
	North Kent	108
	West Kent	87
North/east/mid/west	East Kent	107
	Mid	98
	North Kent	108
	West Kent	85

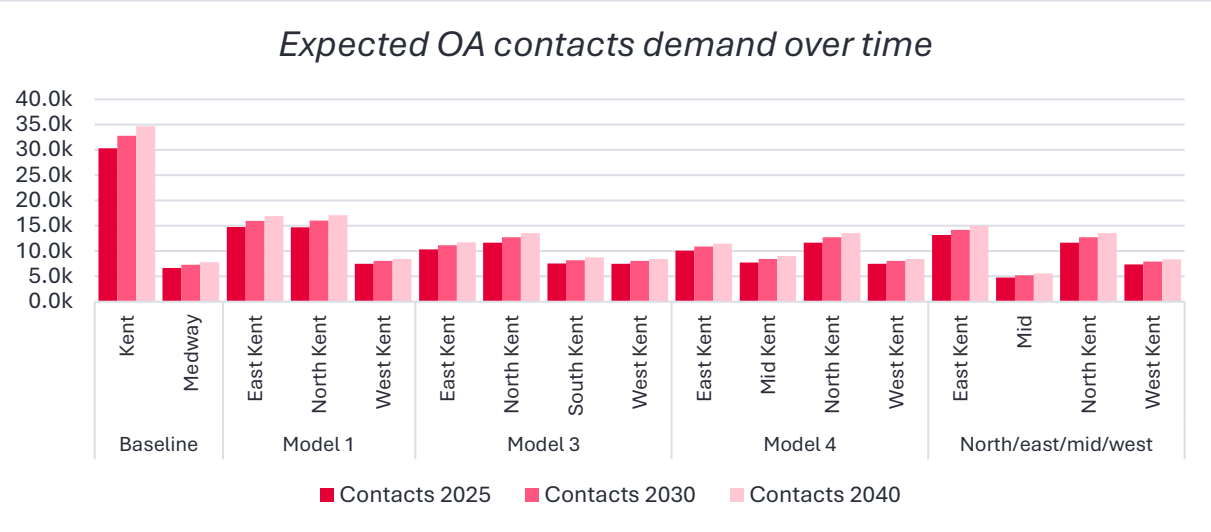
Scenario	Proposed Authority	Other Prevalence
Baseline	Kent	48
	Medway	115
Model 1	East Kent	51
	North Kent	77
	West Kent	41
Model 3	East Kent	40
	North Kent	89
	South Kent	62
	West Kent	41
Model 4	East Kent	46
	Mid Kent	54
	North Kent	89
	West Kent	41
North/east/mid/west	East Kent	45
	Mid	50
	North Kent	89
	West Kent	45

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

For Domiciliary Care and Other demand there is no impact of ordinary residence, therefore prevalence remains consistent. Prevalence is shown per 10k older adults (65+).

Adult Social Care: Older Adult demand

CONTACTS DEMAND VARIATION AND FORECASTING



Scenario	Proposed Authority	Contacts Prevalence
Baseline	Kent	891
	Medway	1394
Model 1	East Kent	919
	North Kent	1295
	West Kent	657
Model 3	East Kent	998
	North Kent	1403
	South Kent	854
	West Kent	657
Model 4	East Kent	979
	Mid Kent	877
	North Kent	1403
	West Kent	657
North/east/mid/west	East Kent	984
	Mid	512
	North Kent	1403
	West Kent	945

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

For contacts there is no impact of ordinary residence, therefore prevalence remains consistent. Prevalence is shown per 10k older adults (65+).

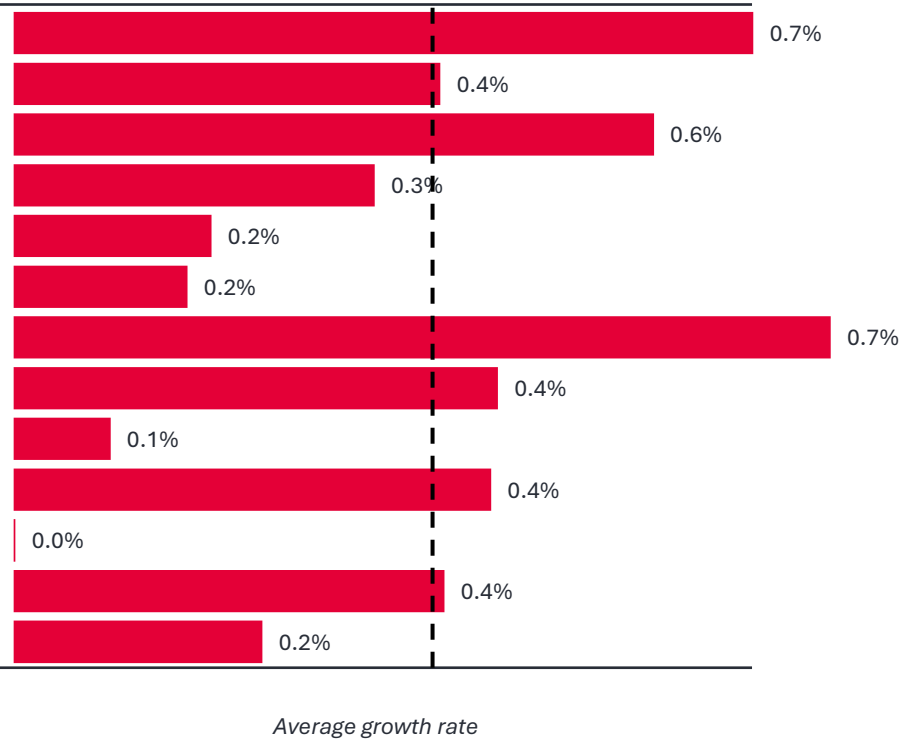
Adult Social Care: Working Age Adult population

POPULATION VARIATION AND FORECASTING

The existing Working Age Adult (18-65) population is shown across the districts in the geography. The below table shows the expected growth rate for Working Age Adult in each of the districts.

This analysis shows the underlying population trends that drive the change in demand for each of the new unitary authorities in the future.

District	WAA population by year			Percentage growth in WAA from 2025-2040	Average percentage of Authority WAA	Annual growth rate of WAA population
	2025	2030	2040			
Ashford	82.2k	86.4k	90.6k	10%	58%	0.7%
Canterbury	102.1k	105.1k	108.0k	6%	60%	0.4%
Dartford	75.2k	78.6k	81.9k	9%	61%	0.6%
Dover	70.1k	71.8k	73.6k	5%	56%	0.3%
Folkestone and Hythe	65.7k	66.6k	67.5k	3%	56%	0.2%
Gravesham	63.8k	64.5k	65.3k	2%	59%	0.2%
Maidstone	110.1k	116.4k	122.7k	11%	59%	0.7%
Medway	173.5k	179.3k	185.0k	7%	60%	0.4%
Sevenoaks	68.9k	69.3k	69.8k	1%	56%	0.1%
Swale	94.2k	97.3k	100.3k	7%	59%	0.4%
Thanet	81.4k	81.3k	81.4k	0%	56%	0.0%
Tonbridge and Malling	81.0k	83.4k	85.8k	6%	58%	0.4%
Tunbridge Wells	69.9k	71.1k	72.3k	3%	58%	0.2%



Data: ONS population forecasts and estimates
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

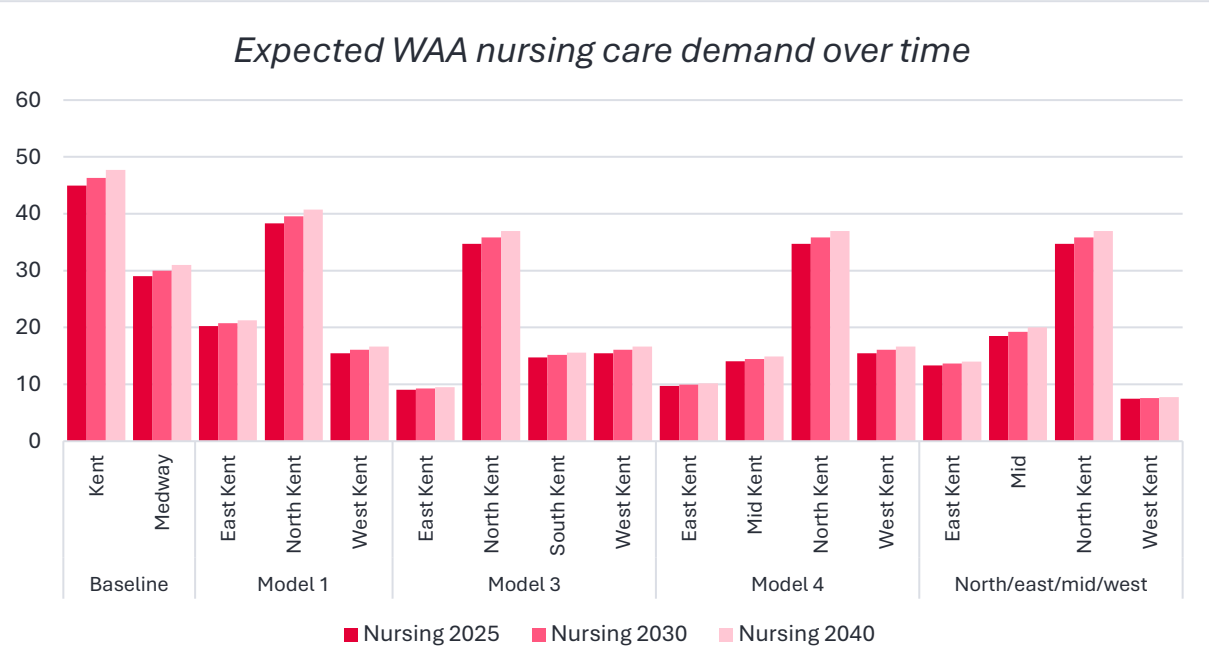
Adult Social Care: Working Age Adult demand

NURSING CARE DEMAND VARIATION AND FORECASTING

The following slides show the expected demand for Working Age Adults in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary.

The graph on the left shows total demand in 2025, 2030 and 2040, in general this is proportional to population in the new unitary authorities. This analysis will show the expected growth in each unitary and identify areas that are expected to see high growth.

The table to the right of each graph shows the prevalence per 10,000 Older Adults. Due to only having placement address we have not modelled the impact of ordinary residence and therefore prevalence remains consistent.



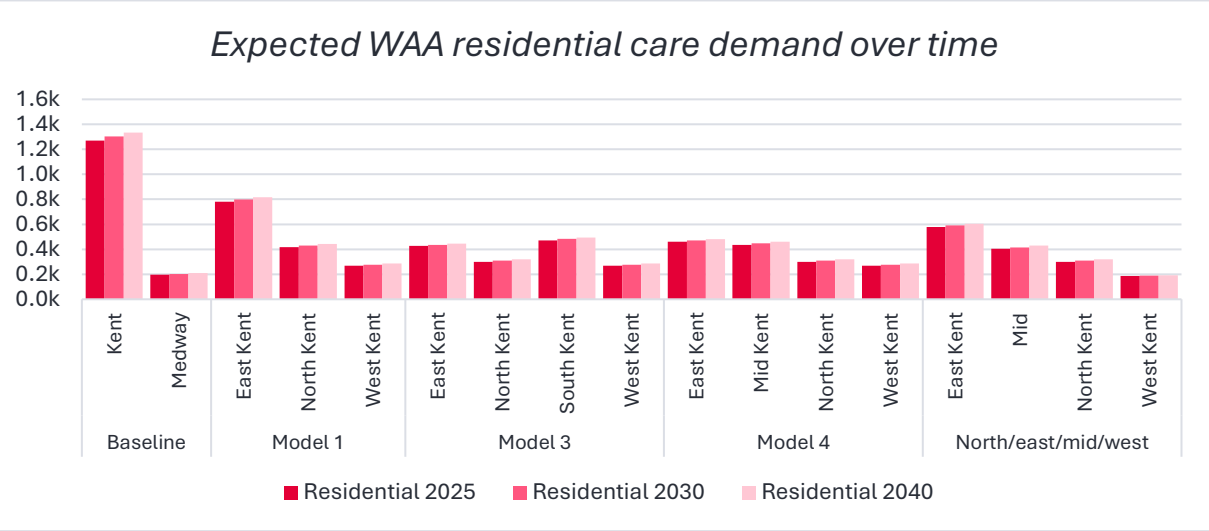
Scenario	Proposed Authority	Nursing care Prevalence 2025
Baseline	Kent	0.47
	Medway	1.67
Model 1	East Kent	0.50
	North Kent	0.94
	West Kent	0.47
Model 3	East Kent	0.33
	North Kent	1.11
	South Kent	0.68
	West Kent	0.47
Model 4	East Kent	0.38
	Mid Kent	0.58
	North Kent	1.11
	West Kent	0.47
North/east/mid/west	East Kent	0.38
	Mid	0.72
	North Kent	1.11
	West Kent	0.34

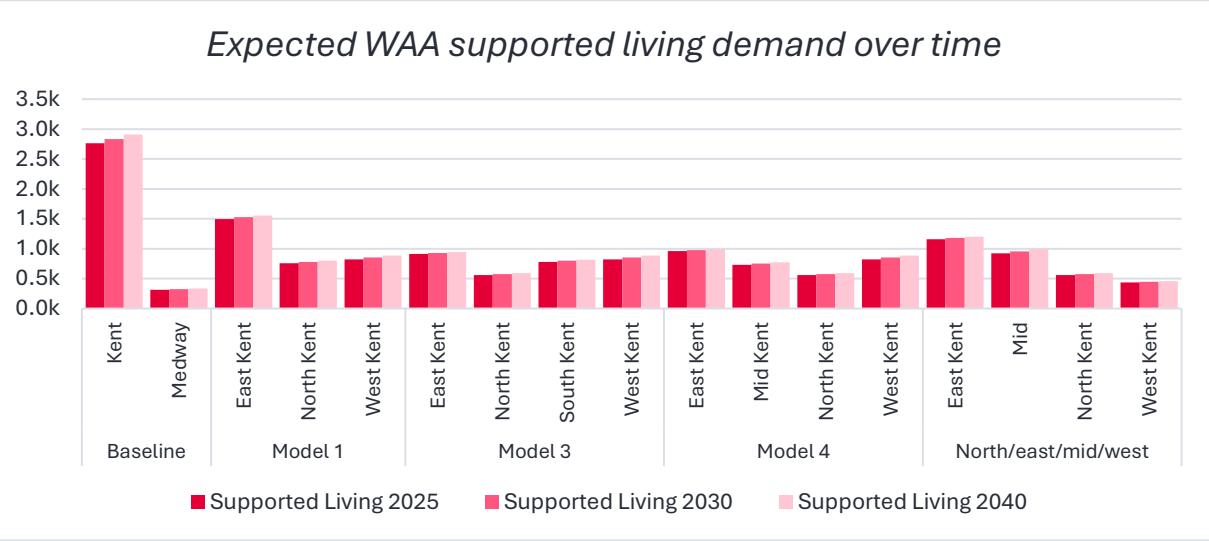
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence is shown per 10k working age adults (18-64).

Adult Social Care: Working Age Adult demand

RESIDENTIAL CARE AND SUPPORTED LIVING DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Residential Prevalence 2025
Baseline	Kent	13.16
	Medway	11.33
Model 1	East Kent	19.45
	North Kent	10.23
	West Kent	8.17
Model 3	East Kent	15.35
	North Kent	9.59
	South Kent	21.60
	West Kent	8.17
Model 4	East Kent	18.19
	Mid Kent	18.01
	North Kent	9.59
	West Kent	8.17
North/east/mid/west	East Kent	16.60
	Mid	15.62
	North Kent	9.59
	West Kent	8.47

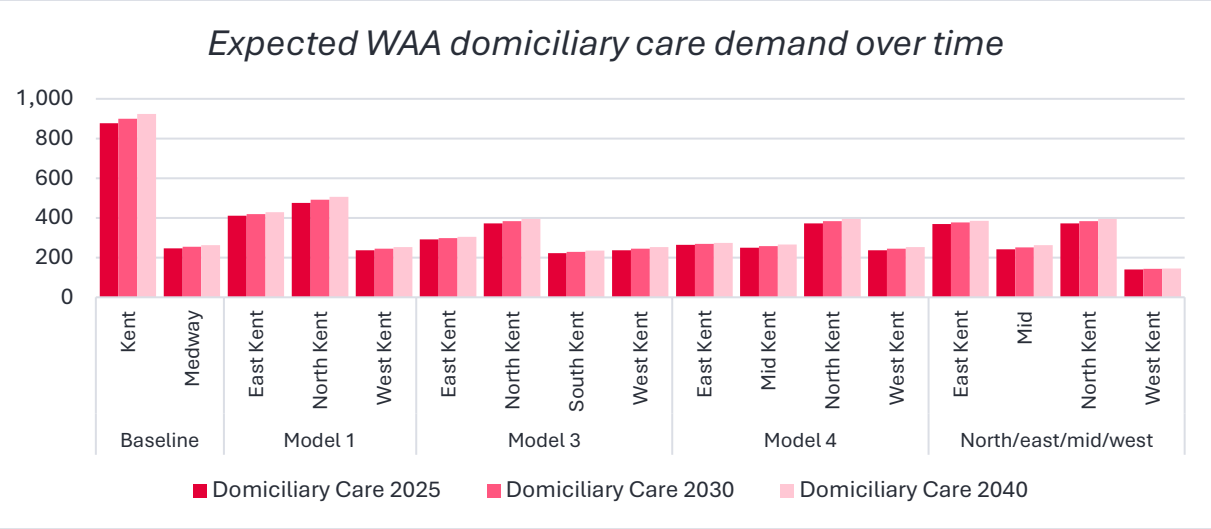
Scenario	Proposed Authority	Supported Living Prevalence 2025
Baseline	Kent	29
	Medway	18
Model 1	East Kent	37
	North Kent	19
	West Kent	25
Model 3	East Kent	33
	North Kent	18
	South Kent	36
	West Kent	25
Model 4	East Kent	38
	Mid Kent	30
	North Kent	18
	West Kent	25
North/east/mid/west	East Kent	33
	Mid	36
	North Kent	18
	West Kent	20

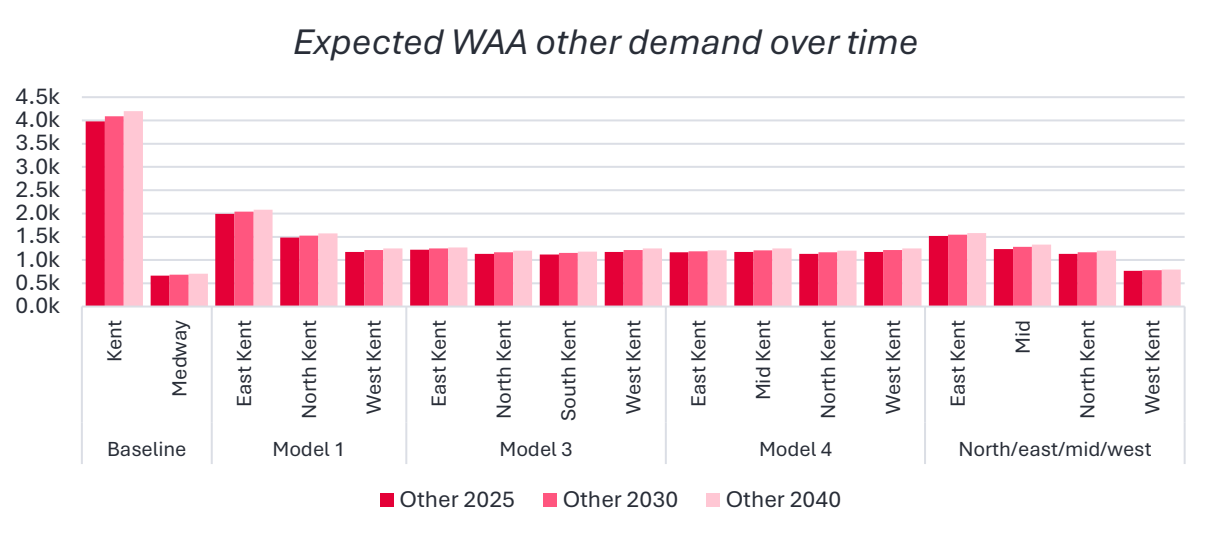
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence is shown per 10k working age adults (18-64).

Adult Social Care: Working Age Adult demand

DOMICILIARY CARE AND OTHER DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Domiciliary Care Prevalence
Baseline	Kent	9
	Medway	14
Model 1	East Kent	10
	North Kent	12
	West Kent	7
Model 3	East Kent	11
	North Kent	12
	South Kent	10
	West Kent	7
Model 4	East Kent	10
	Mid Kent	10
	North Kent	12
	West Kent	7
North/east/mid/west	East Kent	11
	Mid	9
	North Kent	12
	West Kent	6

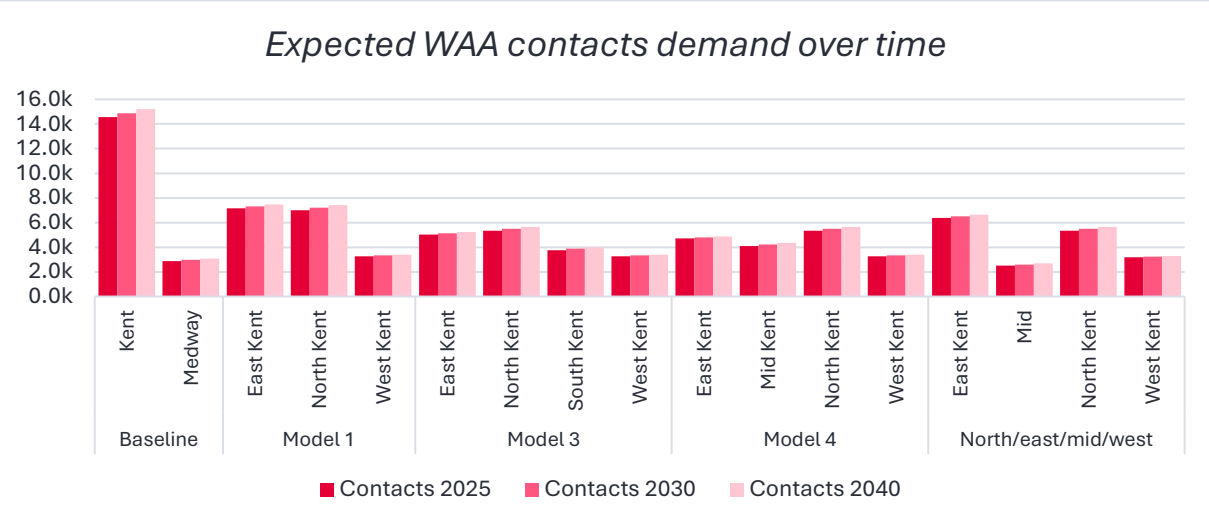
Scenario	Proposed Authority	Other Prevalence
Baseline	Kent	41
	Medway	38
Model 1	East Kent	50
	North Kent	36
	West Kent	36
Model 3	East Kent	44
	North Kent	36
	South Kent	51
	West Kent	36
Model 4	East Kent	46
	Mid Kent	48
	North Kent	36
	West Kent	36
North/east/mid/west	East Kent	44
	Mid	48
	North Kent	36
	West Kent	35

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

For Domiciliary Care and Other demand there is no impact of ordinary residence, therefore prevalence remains consistent. Prevalence is shown per 10k working age adults (18-64).

Adult Social Care: Working Age Adult demand

CONTACTS DEMAND VARIATION AND FORECASTING



Scenario	Proposed Authority	Contacts Prevalence
Baseline	Kent	151
	Medway	166
Model 1	East Kent	178
	North Kent	172
	West Kent	99
Model 3	East Kent	182
	North Kent	171
	South Kent	173
	West Kent	99
Model 4	East Kent	186
	Mid Kent	169
	North Kent	171
	West Kent	99
North/east/mid/west	East Kent	183
	Mid	97
	North Kent	171
	West Kent	145

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

For contacts there is no impact of ordinary residence, therefore prevalence remains consistent. Prevalence is shown per 10k working age adults (18-64).

Adult Social Care: Older Adult unit costs

UNIT COST VARIATION AND FORECASTING

The table shows a breakdown of the placement unit cost over time by setting in the proposed unitary formations. This has been calculated from the council data provided and refers to gross costs.

For each proposed unitarity formation unit price forecasts are based on a real-terms average of the previous cost data provided. The impact of inflation, changing demographics, and local cost variation has then been forecast.

Our analysis more widely had found there to be a correlation between unit cost and scale of existing upper tier local authorities. Controlling for deprivation, demographics and median income this applies an expected uplift in unit price for smaller unitary authorities. Detailed information is included in the methodology section of the appendix.

		Nursing Care				Residential Care				Domiciliary Care				Supported Living				Other			
Scenario	Proposed Authority	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change
Baseline	Kent	£1,109	£1,306	£1,812	63%	£963	£1,134	£1,575	64%	£340	£401	£557	63%	£792	£935	£1,300	64%	£217	£255	£353	63%
	Medway	£873	£1,028	£1,427	63%	£772	£909	£1,261	63%	£258	£304	£422	63%	£856	£1,009	£1,399	63%	£192	£226	£314	63%
Model 1	East Kent	£1,082	£1,275	£1,770	64%	£918	£1,082	£1,503	64%	£304	£359	£498	64%	£793	£936	£1,302	64%	£166	£196	£271	63%
	North Kent	£930	£1,095	£1,520	63%	£839	£989	£1,372	63%	£317	£373	£517	63%	£687	£811	£1,127	64%	£194	£229	£317	63%
	West Kent	£1,283	£1,509	£2,091	63%	£1,162	£1,366	£1,893	63%	£423	£497	£688	63%	£941	£1,110	£1,541	64%	£339	£399	£553	63%
Model 3	East Kent	£984	£1,159	£1,609	64%	£838	£988	£1,372	64%	£303	£357	£495	64%	£602	£710	£986	64%	£187	£221	£306	63%
	North Kent	£924	£1,088	£1,510	63%	£842	£992	£1,377	63%	£319	£375	£521	63%	£849	£1,003	£1,396	64%	£199	£234	£324	63%
	South Kent	£1,173	£1,381	£1,916	63%	£1,013	£1,194	£1,657	64%	£313	£369	£512	64%	£927	£1,092	£1,516	63%	£157	£185	£257	63%
	West Kent	£1,283	£1,509	£2,091	63%	£1,162	£1,366	£1,893	63%	£423	£497	£688	63%	£941	£1,110	£1,541	64%	£339	£399	£553	63%
Model 4	East Kent	£1,056	£1,245	£1,728	64%	£884	£1,042	£1,447	64%	£305	£360	£499	64%	£784	£927	£1,290	65%	£154	£181	£251	63%
	Mid Kent	£1,101	£1,297	£1,800	63%	£956	£1,126	£1,563	64%	£309	£365	£507	64%	£696	£820	£1,138	63%	£185	£218	£302	63%
	North Kent	£924	£1,088	£1,510	63%	£842	£992	£1,377	63%	£319	£375	£521	63%	£849	£1,003	£1,396	64%	£199	£234	£324	63%
	West Kent	£1,283	£1,509	£2,091	63%	£1,162	£1,366	£1,893	63%	£423	£497	£688	63%	£941	£1,110	£1,541	64%	£339	£399	£553	63%
North/east/ mid/west	East Kent	£1,042	£1,228	£1,704	64%	£870	£1,026	£1,424	64%	£305	£360	£500	64%	£712	£840	£1,167	64%	£159	£188	£260	63%
	Mid	£1,147	£1,351	£1,873	63%	£1,020	£1,202	£1,668	63%	£330	£389	£541	64%	£879	£1,036	£1,440	64%	£206	£243	£336	63%
	North Kent	£924	£1,088	£1,510	63%	£842	£992	£1,377	63%	£319	£375	£521	63%	£849	£1,003	£1,396	64%	£199	£234	£324	63%
	West Kent	£1,386	£1,632	£2,264	63%	£1,261	£1,484	£2,059	63%	£452	£533	£738	63%	£919	£1,083	£1,503	63%	£373	£441	£612	64%

Data: Council data
Assumptions: see appendix for UA assumptions and step-up-factor. Inflation at 3.28%.

Adult Social Care: Working Age Adult unit costs

UNIT COST VARIATION AND FORECASTING

The table shows a breakdown of the placement unit cost over time by setting in the proposed unitary formations. This has been calculated from the council data provided and refers to gross costs.

For each proposed unitarity formation unit price forecasts are based on a real-terms average of the previous cost data provided. The impact of inflation, changing demographics, and local cost variation has then been forecast.

Our analysis more widely had found there to be a correlation between unit cost and scale of existing upper tier local authorities. Controlling for deprivation, demographics and median income this applies an expected uplift in unit price for smaller unitary authorities. Detailed information is included in the methodology section of the appendix.

		Nursing Care				Residential Care				Domiciliary Care				Supported Living				Other			
Scenario	Proposed Authority	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change
Baseline	Kent	£1,271	£1,496	£2,074	63%	£2,099	£2,474	£3,434	64%	£349	£410	£569	63%	£1,112	£1,310	£1,818	64%	£360	£425	£589	63%
	Medway	£1,035	£1,219	£1,692	63%	£1,685	£1,985	£2,754	63%	£311	£366	£508	63%	£1,415	£1,667	£2,312	63%	£380	£448	£621	63%
Model 1	East Kent	£1,259	£1,483	£2,057	63%	£1,982	£2,336	£3,242	64%	£315	£371	£513	63%	£1,094	£1,290	£1,791	64%	£338	£398	£552	63%
	North Kent	£1,084	£1,277	£1,772	63%	£1,999	£2,355	£3,267	63%	£335	£394	£546	63%	£1,263	£1,487	£2,062	63%	£370	£436	£605	63%
	West Kent	£1,370	£1,610	£2,230	63%	£2,363	£2,782	£3,857	63%	£416	£490	£679	63%	£1,180	£1,390	£1,929	64%	£420	£494	£686	63%
Model 3	East Kent	£1,259	£1,482	£2,054	63%	£1,853	£2,184	£3,033	64%	£294	£346	£479	63%	£933	£1,101	£1,529	64%	£331	£389	£540	63%
	North Kent	£1,085	£1,278	£1,773	63%	£1,833	£2,160	£2,996	63%	£362	£426	£591	63%	£1,400	£1,648	£2,285	63%	£378	£445	£618	64%
	South Kent	£1,282	£1,510	£2,096	63%	£2,254	£2,656	£3,687	64%	£314	£370	£513	63%	£1,255	£1,477	£2,047	63%	£356	£419	£581	63%
	West Kent	£1,370	£1,610	£2,230	63%	£2,363	£2,782	£3,857	63%	£416	£490	£679	63%	£1,180	£1,390	£1,929	64%	£420	£494	£686	63%
Model 4	East Kent	£1,258	£1,481	£2,053	63%	£1,892	£2,229	£3,093	63%	£324	£381	£528	63%	£1,101	£1,299	£1,807	64%	£338	£398	£552	63%
	Mid Kent	£1,263	£1,488	£2,065	63%	£2,215	£2,611	£3,625	64%	£281	£331	£458	63%	£1,039	£1,223	£1,695	63%	£346	£408	£565	63%
	North Kent	£1,085	£1,278	£1,773	63%	£1,833	£2,160	£2,996	63%	£362	£426	£591	63%	£1,400	£1,648	£2,285	63%	£378	£445	£618	64%
	West Kent	£1,370	£1,610	£2,230	63%	£2,363	£2,782	£3,857	63%	£416	£490	£679	63%	£1,180	£1,390	£1,929	64%	£420	£494	£686	63%
North/east/ mid/west	East Kent	£1,240	£1,460	£2,025	63%	£1,985	£2,339	£3,247	64%	£301	£354	£491	63%	£1,060	£1,250	£1,737	64%	£339	£400	£554	63%
	Mid	£1,249	£1,470	£2,038	63%	£2,193	£2,584	£3,587	64%	£335	£395	£548	63%	£1,106	£1,301	£1,804	63%	£363	£428	£594	64%
	North Kent	£1,085	£1,278	£1,773	63%	£1,833	£2,160	£2,996	63%	£362	£426	£591	63%	£1,400	£1,648	£2,285	63%	£378	£445	£618	64%
	West Kent	£1,555	£1,831	£2,541	63%	£2,451	£2,886	£4,003	63%	£438	£516	£716	63%	£1,231	£1,452	£2,017	64%	£435	£513	£712	64%

Data: Council data
Assumptions: see appendix for UA assumptions and step-up-factor. Inflation at 3.28%.

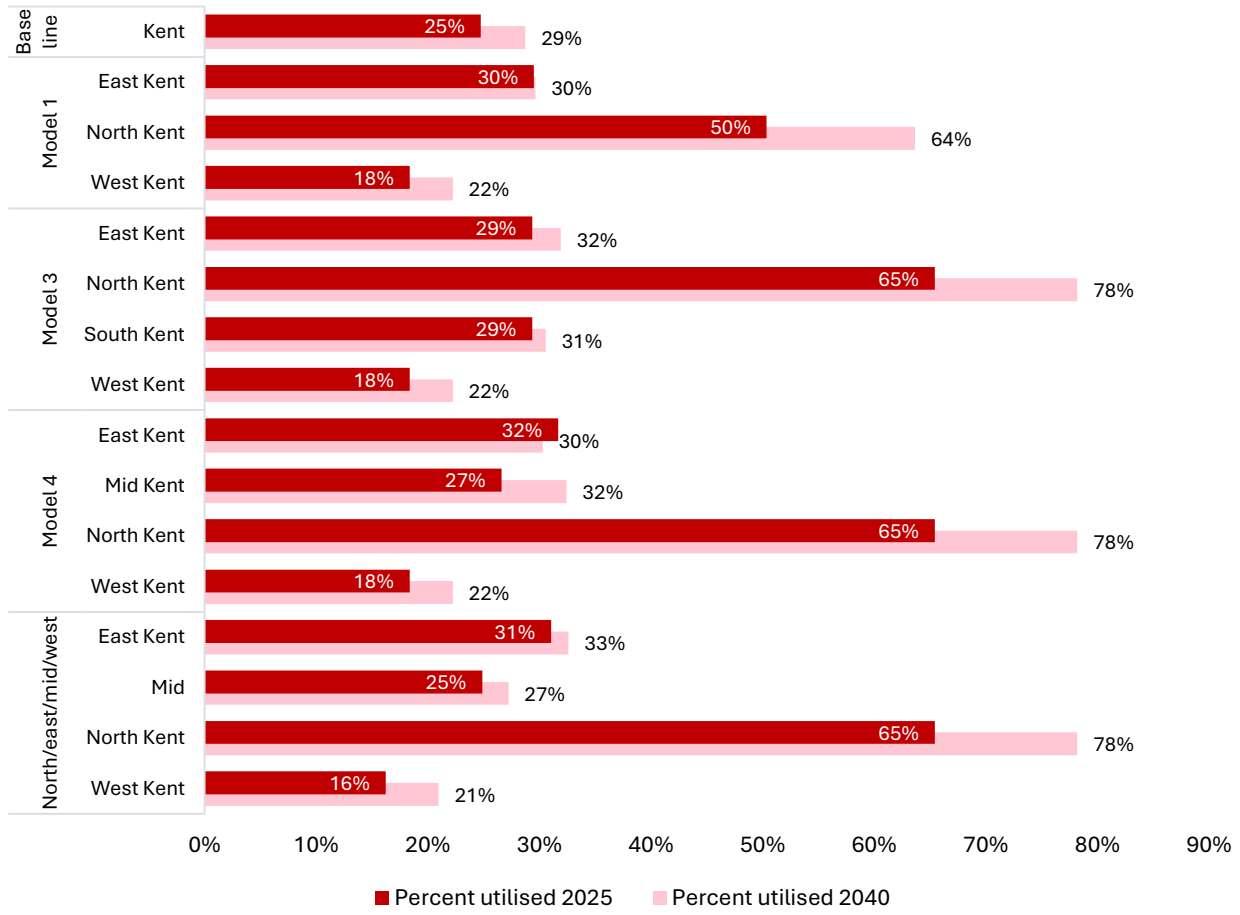
Adult Social Care: Capacity

PLACEMENT DEMAND AND CAPACITY UTILISATION

This analysis shows the expected % of available capacity required to support forecast demand for 2025 and 2040. This capacity also includes beds occupied in the private market and so exceeds council only demand in most cases.

Where there is a higher % this means that a higher proportion of the available capacity is required to support the forecasted demand.

Adult's Social Care Capacity over time



Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Adult Social Care: Quality

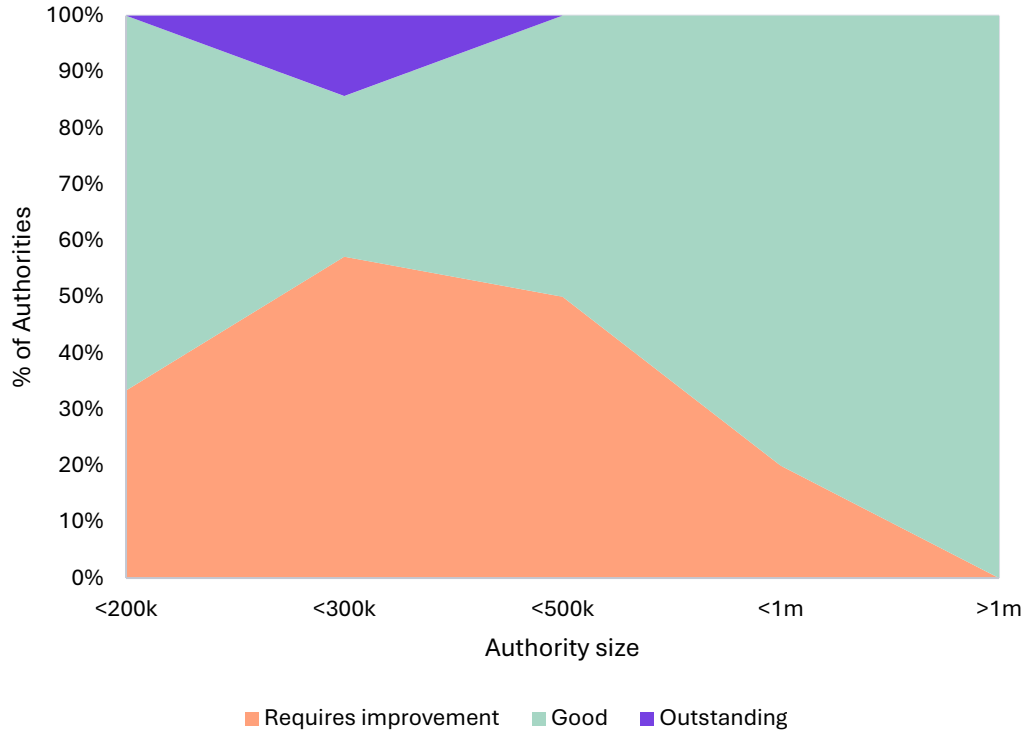
THERE IS LIMITED NATIONALLY AVAILABLE DATA TO DRAW CONCLUSIONS OF QUALITY BASED ON POPULATION SIZE

The CQC is currently in the process of implementing a new assessment framework for local authorities and integrated care networks. This means that limited CQC ratings have been published at time of completing this analysis.

There was not sufficient data for us to provide a meaningful model based on these published outcomes. Therefore, no conclusions have been drawn, even at a high level, from the published reports.

As with OFSTED, income, deprivation and geographic location could be more influential than population alone, however further data and information is required to draw meaningful conclusions.

CQC Quality of Authority Distribution



Adult Social Care
SERVICE COST SUMMARY

The predicted spend for each scenario is included in the table below alongside the expected service cost in 2025 and 2040. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

In general, there is an increase in combined service cost for scenarios with more authorities. This is driven by the expected uplift on placement unit costs applied to smaller authorities and higher combined staffing overheads due to having more authorities and therefore leadership teams. Note, the model only accounts for the additional uplift in staffing costs for delivery teams and there is an expected additional increase from other teams, such as IT or legal teams, that have not been modelled in this analysis.

Scenario	Proposed Authority	Predicted spend for scenario 2025	ASC service cost 2025 (net placements cost + staffing)	Predicted spend for scenario 2040	ASC service cost 2040 (net placements cost + staffing)
Baseline	Kent	£829.2m	£722m	£1486.9m	£1293m
	Medway		£107m		£194m
Model 1	East	£841.5m	£373m	£1510.0m	£662m
	North		£239m		£432m
	West		£229m		£416m
Model 3	East	£847.4m	£208m	£1520.3m	£369m
	North		£184m		£333m
	South		£226m		£403m
	West		£229m		£416m
Model 4	East	£845.4m	£234m	£1516.7m	£413m
	Mid		£198m		£354m
	North		£184m		£333m
	West		£229m		£416m
North/east/ mid/west	East	£845.6m	£288m	£1516.6m	£511m
	Mid		£224m		£409m
	North		£184m		£333m
	West		£149m		£264m

Data: ONS population forecasts and estimates, council provided cost data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Section 2b: Children's Social Care

The scope of this section is to provide insight into the likely impacts of each proposed scenario on Children's Social Care, covering demand, cost and quality over the next 15 years.

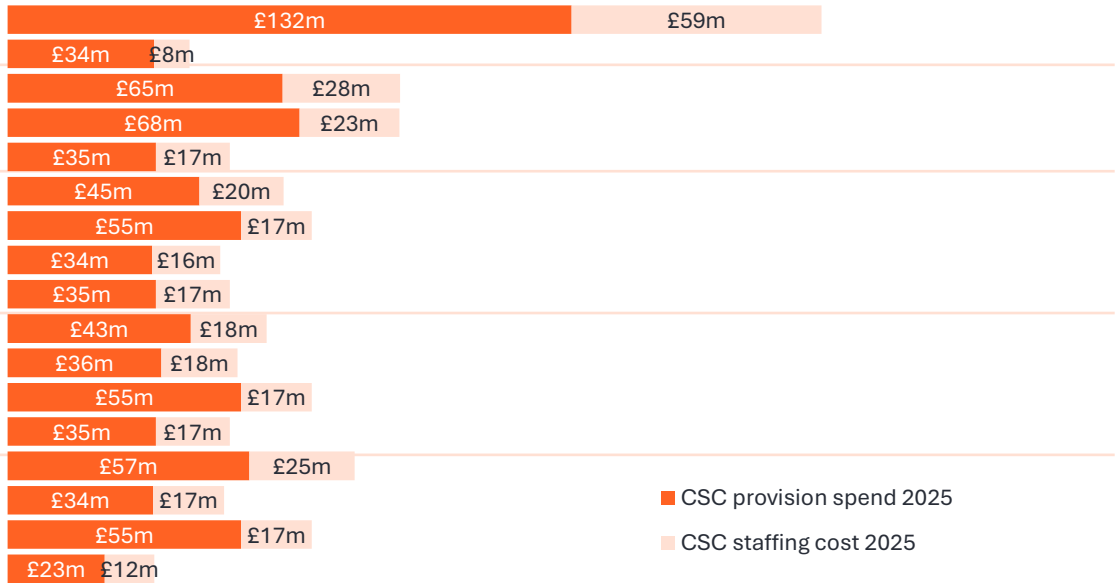
Children's Social Care

SERVICE COST VARIATION AND FORECASTING

This analysis has considered the variation in the cost of delivering care between each of the proposed unitary formations. This cost includes both the cost of the provision of care, in addition to the authority staffing cost associated with delivering CSC support (where this data has been provided). Staffing costs resulting from other teams, such as IT or legal teams, that have not been modelled in this analysis. Cost growth includes both the expected impact of increased demand, increased unit cost and wage increases. As this work has been performed without any personal identifiable data and caseload sizes for Children in Care settings are small, changes in the blend of settings with time have not been modelled. Should this blend change, this may cause a variation in unit cost over time i.e. due to a decline in internal fostering capacity or increase in Residential Care placements, but this has not been included in the model. Spend per resident per year compares the cost for this service to total number of residents in the new authority. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

This will support understanding if certain scenarios create variation in spend per resident both in 2025 and the future, showing where there are unitary authorities with a higher spend per resident to the baseline scenario as well as unitary authorities that have high cost growth in the future. Growth in cost is driven by inflation and the different growth rates in demand across constituent areas within proposed authorities.

Scenario	Proposed Authority	Spend per resident 2025	Spend per resident 2040	% growth in spend (2025-2040)
Baseline	Kent	£115	£167	53%
	Medway	£149	£224	60%
Model 1	East	£131	£186	48%
	North	£136	£204	59%
	West	£91	£135	57%
Model 3	East	£136	£195	49%
	North	£138	£208	60%
	South	£130	£184	50%
	West	£91	£135	57%
Model 4	East	£137	£194	46%
	Mid	£129	£186	54%
	North	£138	£208	60%
	West	£91	£135	57%
North/east/ mid/west	East	£135	£193	49%
	Mid	£114	£164	56%
	North	£138	£208	60%
	West	£90	£133	53%



Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

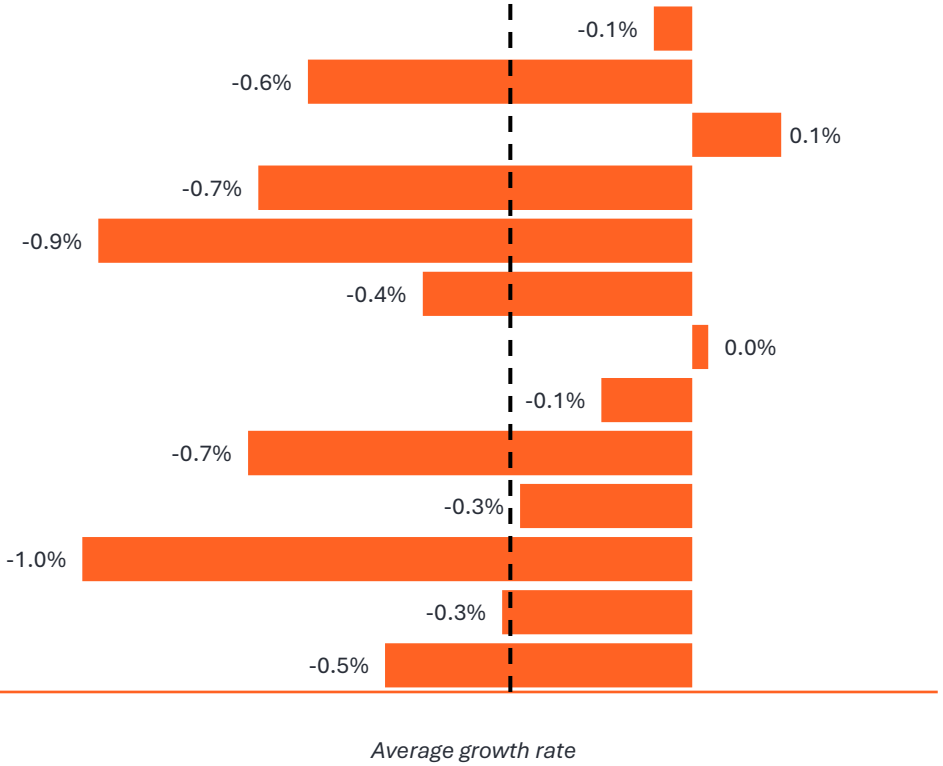
Children's Social Care: Population

U18 POPULATION VARIATION AND FORECASTING

The existing U18 population is shown across the districts in the geography. The below table shows the expected growth rate for U18s in each of the districts.

This analysis shows the underlying population trends that drive the change in demand for each of the new unitary authorities in the future.

District	U18 population by year			Percentage growth in U18 from 2025-2040	Average percentage of Authority U18	Annual growth rate of U18 population
	2025	2030	2040			
Ashford	31.1k	30.8k	30.8k	-1%	21%	-0.1%
Canterbury	31.3k	29.7k	28.6k	-9%	17%	-0.6%
Dartford	30.8k	31.1k	31.5k	2%	24%	0.1%
Dover	24.7k	23.3k	22.3k	-10%	18%	-0.7%
Folkestone and Hythe	22.0k	20.3k	19.1k	-13%	17%	-0.9%
Gravesham	25.6k	24.6k	24.0k	-6%	23%	-0.4%
Maidstone	40.5k	40.4k	40.7k	0%	21%	0.0%
Medway	66.0k	65.0k	64.6k	-2%	22%	-0.1%
Sevenoaks	27.6k	26.0k	24.9k	-10%	21%	-0.7%
Swale	35.1k	34.2k	33.7k	-4%	21%	-0.3%
Thanet	29.3k	27.0k	25.4k	-13%	19%	-1.0%
Tonbridge and Malling	31.6k	30.8k	30.2k	-4%	22%	-0.3%
Tunbridge Wells	27.4k	26.2k	25.5k	-7%	21%	-0.5%



Data: ONS population forecasts and estimates
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

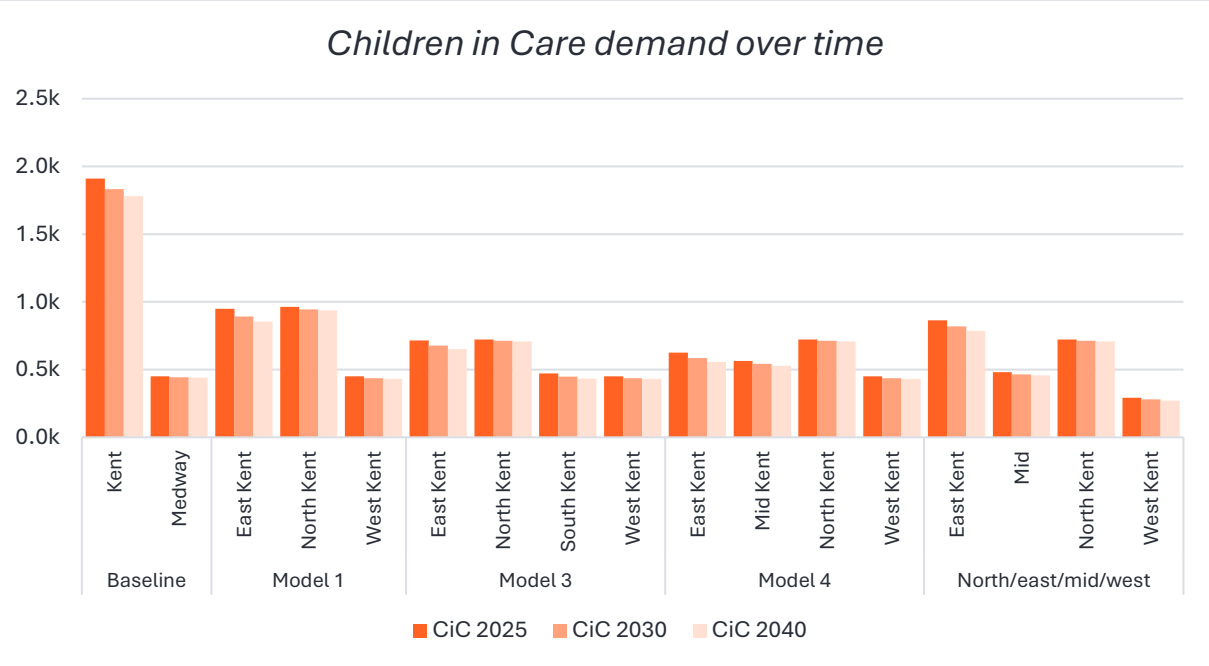
Children's Social Care: Demand

CHILDREN IN CARE DEMAND VARIATION AND FORECASTING

The following slides show the expected demand for Children's Social Care in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary.

The graph on the left shows total demand in 2025, 2030 and 2040, in general this is proportional to population in the new unitary authorities. This analysis will show the expected change in demand in each unitary.

The table to the right of each graph shows the prevalence per 10,000 U18 population. This remains consistent over time as agreed in the methodology sessions. As this work has been performed without any personal identifiable data and caseload sizes for Children in Care settings are small, changes in the blend of settings with time have not been modelled.



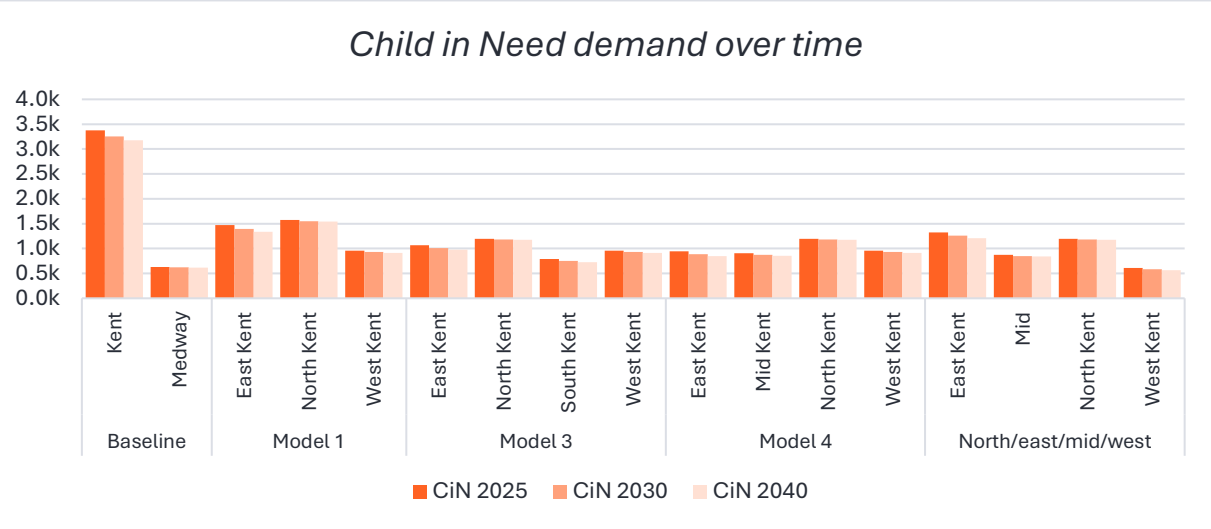
Scenario	Proposed Authority	CiC Prevalence
Baseline	Kent	54
	Medway	68
Model 1	East Kent	69
	North Kent	61
	West Kent	35
Model 3	East Kent	75
	North Kent	59
	South Kent	61
	West Kent	35
Model 4	East Kent	73
	Mid Kent	64
	North Kent	59
	West Kent	35
North/east/mid/west	East Kent	72
	Mid	51
	North Kent	59
	West Kent	34

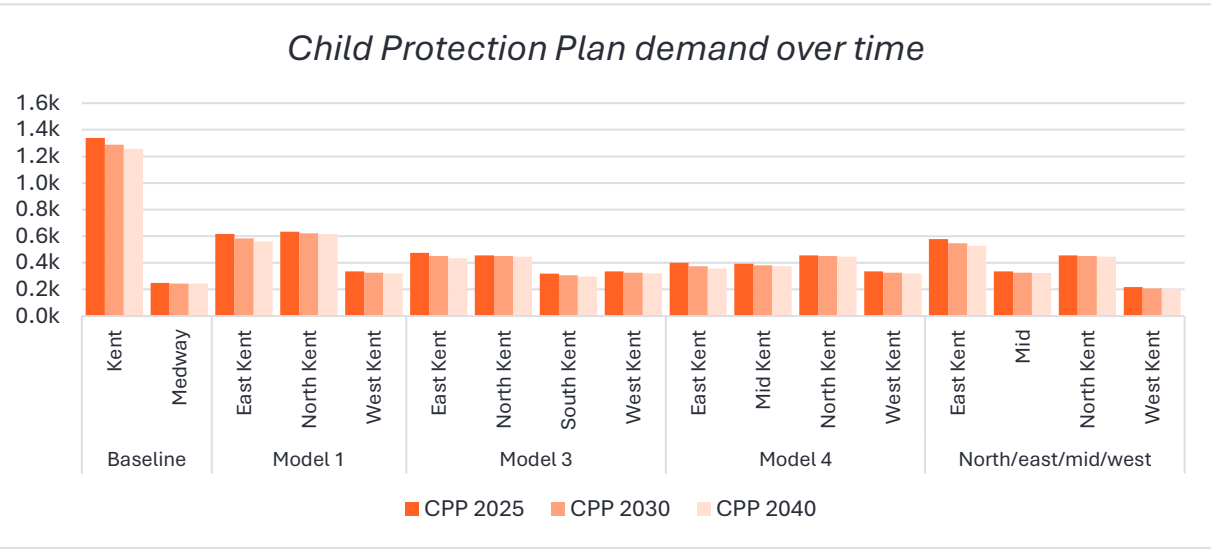
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k U18 population.

Children's Social Care: Demand

DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	CiN Prevalence
Baseline	Kent	95
	Medway	95
Model 1	East Kent	107
	North Kent	100
	West Kent	75
Model 3	East Kent	111
	North Kent	98
	South Kent	101
	West Kent	75
Model 4	East Kent	111
	Mid Kent	103
	North Kent	98
	West Kent	75
North/east/mid/west	East Kent	110
	Mid	93
	North Kent	98
	West Kent	70

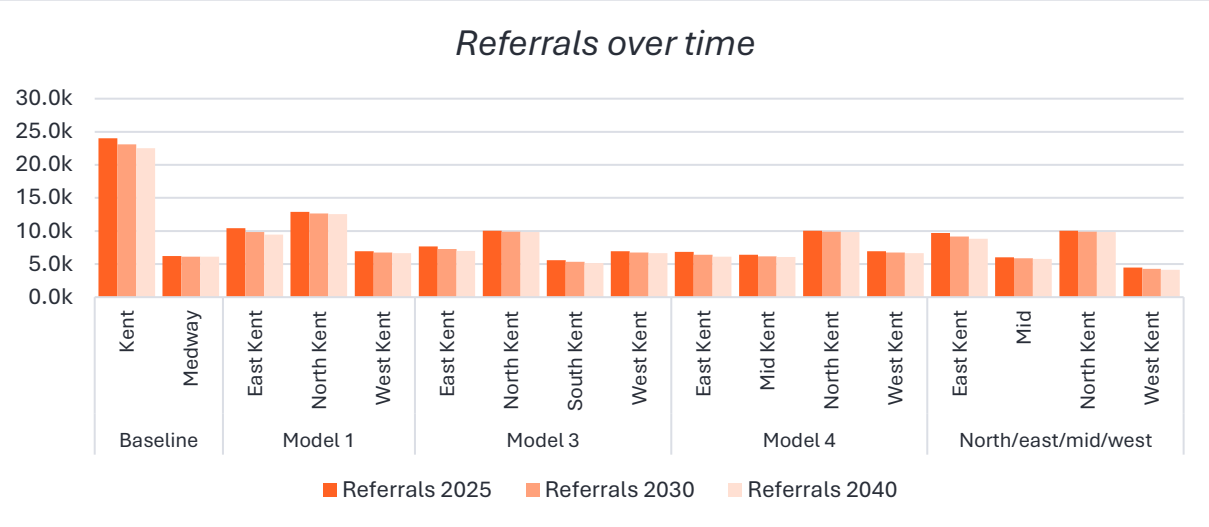
Scenario	Proposed Authority	CPP Prevalence
Baseline	Kent	38
	Medway	38
Model 1	East Kent	45
	North Kent	40
	West Kent	26
Model 3	East Kent	50
	North Kent	37
	South Kent	41
	West Kent	26
Model 4	East Kent	47
	Mid Kent	45
	North Kent	37
	West Kent	26
North/east/mid/west	East Kent	48
	Mid	36
	North Kent	37
	West Kent	25

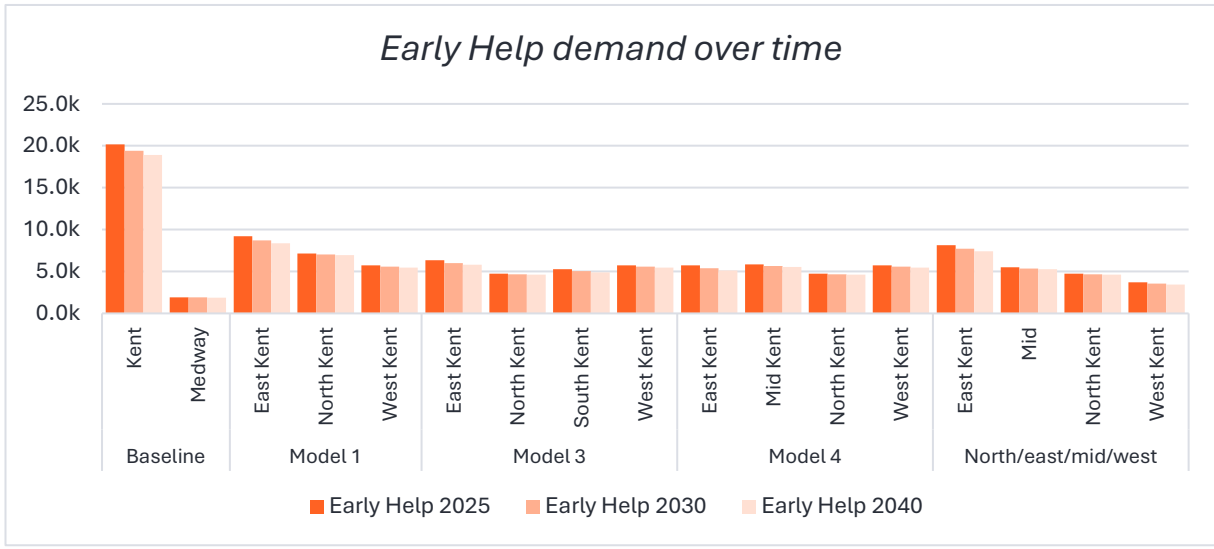
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k U18 population.

Children's Social Care: Demand

DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Referrals Prevalence
Baseline	Kent	672
	Medway	943
Model 1	East Kent	754
	North Kent	817
	West Kent	545
Model 3	East Kent	800
	North Kent	820
	South Kent	721
	West Kent	545
Model 4	East Kent	804
	Mid Kent	727
	North Kent	820
	West Kent	545
North/east/mid/west	East Kent	805
	Mid	645
	North Kent	820
	West Kent	515

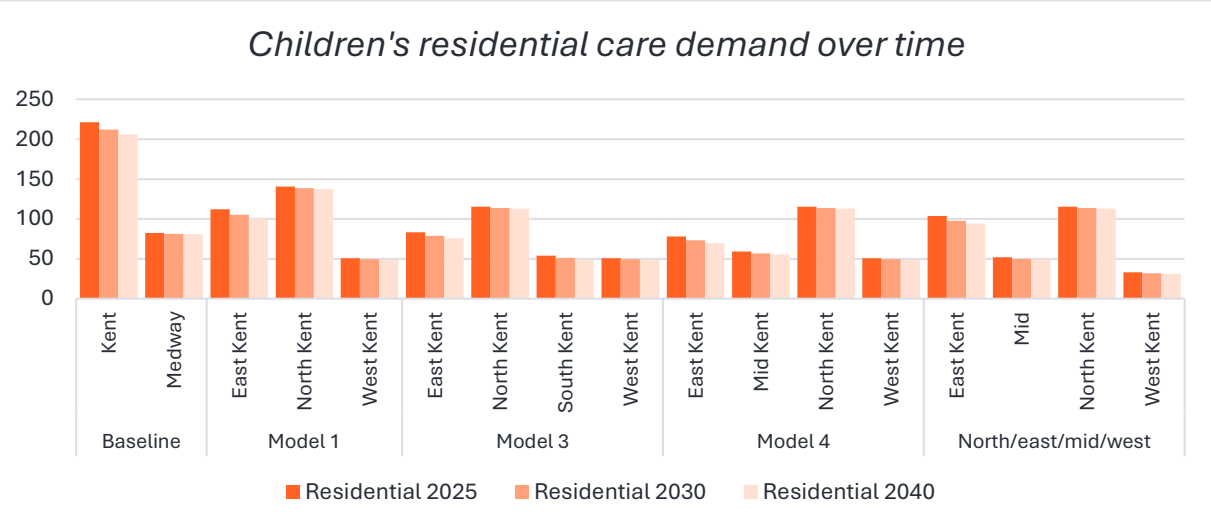
Scenario	Proposed Authority	Early Help Prevalence
Baseline	Kent	564
	Medway	293
Model 1	East Kent	666
	North Kent	454
	West Kent	450
Model 3	East Kent	662
	North Kent	388
	South Kent	679
	West Kent	450
Model 4	East Kent	674
	Mid Kent	665
	North Kent	388
	West Kent	450
North/east/mid/west	East Kent	677
	Mid	587
	North Kent	388
	West Kent	427

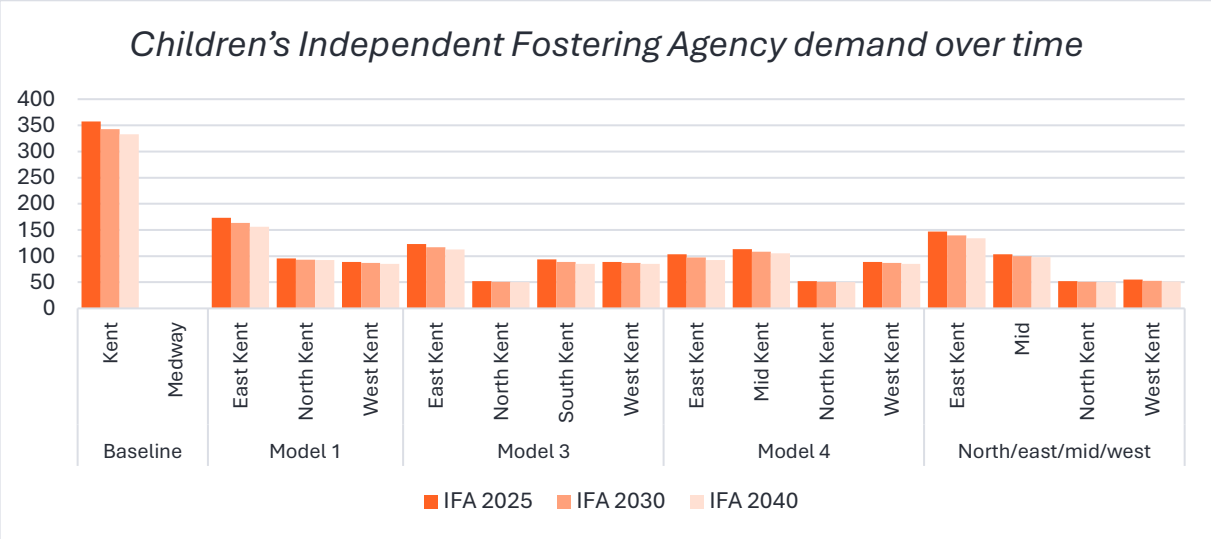
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k U18 population.

Children's Social Care: Demand

DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Residential Prevalence
Baseline	Kent	6.2
	Medway	12.5
Model 1	East Kent	8.1
	North Kent	8.9
	West Kent	4.0
Model 3	East Kent	8.7
	North Kent	9.4
	South Kent	7.0
	West Kent	4.0
Model 4	East Kent	9.2
	Mid Kent	6.7
	North Kent	9.4
	West Kent	4.0
North/east/mid/west	East Kent	8.6
	Mid	5.5
	North Kent	9.4
	West Kent	3.8

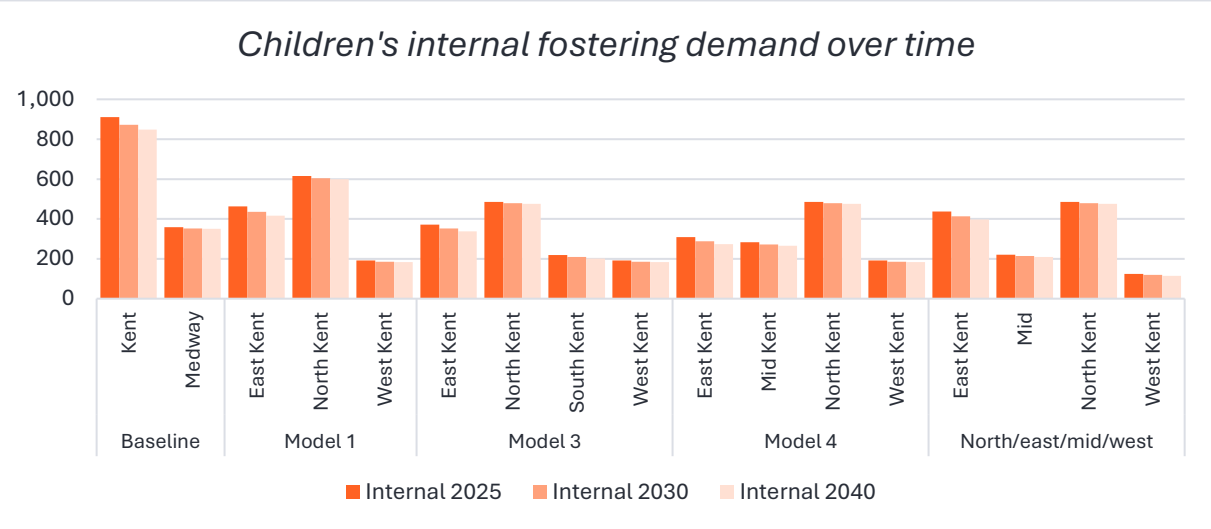
Scenario	Proposed Authority	IFA Prevalence
Baseline	Kent	10.0
	Medway	0.1
Model 1	East Kent	12.5
	North Kent	6.1
	West Kent	7.0
Model 3	East Kent	12.9
	North Kent	4.2
	South Kent	12.1
	West Kent	7.0
Model 4	East Kent	12.2
	Mid Kent	12.8
	North Kent	4.2
	West Kent	7.0
North/east/mid/west	East Kent	12.2
	Mid	11.1
	North Kent	4.2
	West Kent	6.4

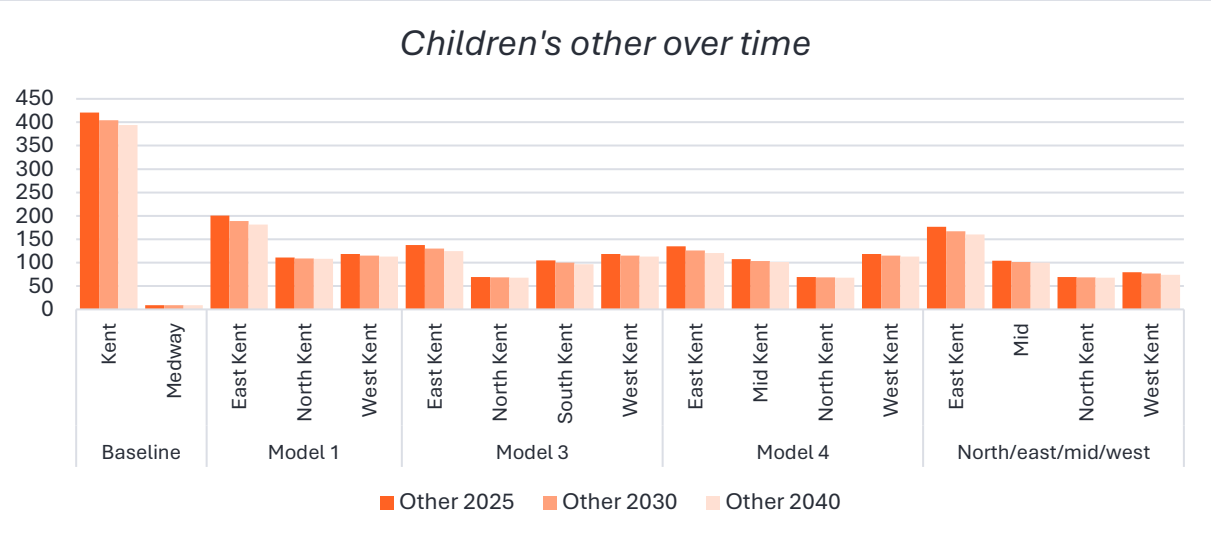
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k U18 population.
Medway internal and IFA fostering data was aggregated due to suppression levels and therefore is all counted in internal fostering

Children's Social Care: Demand

DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Internal Fostering Prevalence
Baseline	Kent	26
	Medway	54
Model 1	East Kent	33
	North Kent	39
	West Kent	15
Model 3	East Kent	39
	North Kent	40
	South Kent	28
	West Kent	15
Model 4	East Kent	36
	Mid Kent	32
	North Kent	40
	West Kent	15
North/east/mid/west	East Kent	36
	Mid	24
	North Kent	40
	West Kent	14

Scenario	Proposed Authority	Other Prevalence
Baseline	Kent	12
	Medway	1
Model 1	East Kent	14
	North Kent	7
	West Kent	9
Model 3	East Kent	14
	North Kent	6
	South Kent	14
	West Kent	9
Model 4	East Kent	16
	Mid Kent	12
	North Kent	6
	West Kent	9
North/east/mid/west	East Kent	15
	Mid	11
	North Kent	6
	West Kent	9

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k U18 population.
Medway internal and IFA fostering data was aggregated due to suppression levels and therefore is all counted in internal fostering

Children's Social Care: Unit costs

UNIT COST DEMAND VARIATION AND FORECASTING

The table shows a breakdown of the placement unit cost over time by setting in the proposed unitary formations. This has been calculated from the council data provided and refers to gross costs.

For each proposed unitarity formation unit price forecasts are based on a real-terms average of the previous cost data provided. The impact of inflation, changing demographics, and local cost variation has then been forecast.

Our analysis more widely had found there to be a correlation between unit cost and scale of existing upper tier local authorities. Controlling for deprivation, demographics and median income this applies an expected uplift in unit price for smaller unitary authorities. Detailed information is included in the methodology section of the appendix.

£ / Week		Children in Care				Residential Care				Independent Fostering Agency				Internal Fostering				Other			
Scenario	Proposed Authority	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change
Baseline	Kent	£1,332	£1,568	£2,175	63%	£5,593	£6,595	£9,158	64%	£1,226	£1,443	£2,001	63%	£525	£618	£856	63%	£926	£1,088	£1,507	63%
	Medway	£1,469	£1,730	£2,400	63%	£5,699	£6,713	£9,313	63%	£1,326	£1,562	£2,167	63%	£488	£574	£797	63%	£1,753	£2,065	£2,864	63%
Model 1	East Kent	£1,308	£1,540	£2,135	63%	£5,289	£6,235	£8,656	64%	£1,223	£1,440	£1,997	63%	£528	£622	£863	63%	£955	£1,122	£1,552	63%
	North Kent	£1,369	£1,612	£2,237	63%	£5,642	£6,643	£9,214	63%	£1,174	£1,382	£1,916	63%	£490	£577	£799	63%	£987	£1,164	£1,618	64%
	West Kent	£1,487	£1,753	£2,434	64%	£6,486	£7,646	£10,616	64%	£1,353	£1,594	£2,211	63%	£568	£669	£929	63%	£926	£1,090	£1,510	63%
Model 3	East Kent	£1,209	£1,423	£1,973	63%	£4,948	£5,833	£8,100	64%	£1,189	£1,399	£1,939	63%	£503	£591	£820	63%	£871	£1,022	£1,413	62%
	North Kent	£1,457	£1,716	£2,381	63%	£5,805	£6,835	£9,477	63%	£1,203	£1,415	£1,961	63%	£496	£583	£809	63%	£1,156	£1,363	£1,893	64%
	South Kent	£1,380	£1,622	£2,247	63%	£5,803	£6,836	£9,486	63%	£1,231	£1,450	£2,011	63%	£546	£644	£893	64%	£976	£1,146	£1,585	62%
	West Kent	£1,487	£1,753	£2,434	64%	£6,486	£7,646	£10,616	64%	£1,353	£1,594	£2,211	63%	£568	£669	£929	63%	£926	£1,090	£1,510	63%
Model 4	East Kent	£1,321	£1,556	£2,159	63%	£5,085	£5,994	£8,320	64%	£1,244	£1,466	£2,033	63%	£520	£613	£850	63%	£1,027	£1,208	£1,675	63%
	Mid Kent	£1,234	£1,451	£2,010	63%	£5,566	£6,554	£9,091	63%	£1,178	£1,387	£1,924	63%	£523	£615	£854	63%	£773	£909	£1,259	63%
	North Kent	£1,457	£1,716	£2,381	63%	£5,805	£6,835	£9,477	63%	£1,203	£1,415	£1,961	63%	£496	£583	£809	63%	£1,156	£1,363	£1,893	64%
	West Kent	£1,487	£1,753	£2,434	64%	£6,486	£7,646	£10,616	64%	£1,353	£1,594	£2,211	63%	£568	£669	£929	63%	£926	£1,090	£1,510	63%
North/east/ mid/west	East Kent	£1,261	£1,484	£2,058	63%	£5,075	£5,982	£8,305	64%	£1,201	£1,413	£1,960	63%	£506	£596	£826	63%	£945	£1,110	£1,536	63%
	Mid	£1,364	£1,605	£2,226	63%	£6,128	£7,225	£10,033	64%	£1,250	£1,473	£2,043	63%	£557	£655	£909	63%	£825	£970	£1,344	63%
	North Kent	£1,457	£1,716	£2,381	63%	£5,805	£6,835	£9,477	63%	£1,203	£1,415	£1,961	63%	£496	£583	£809	63%	£1,156	£1,363	£1,893	64%
	West Kent	£1,502	£1,770	£2,458	64%	£6,429	£7,573	£10,507	63%	£1,383	£1,630	£2,262	63%	£578	£681	£945	63%	£976	£1,149	£1,592	63%

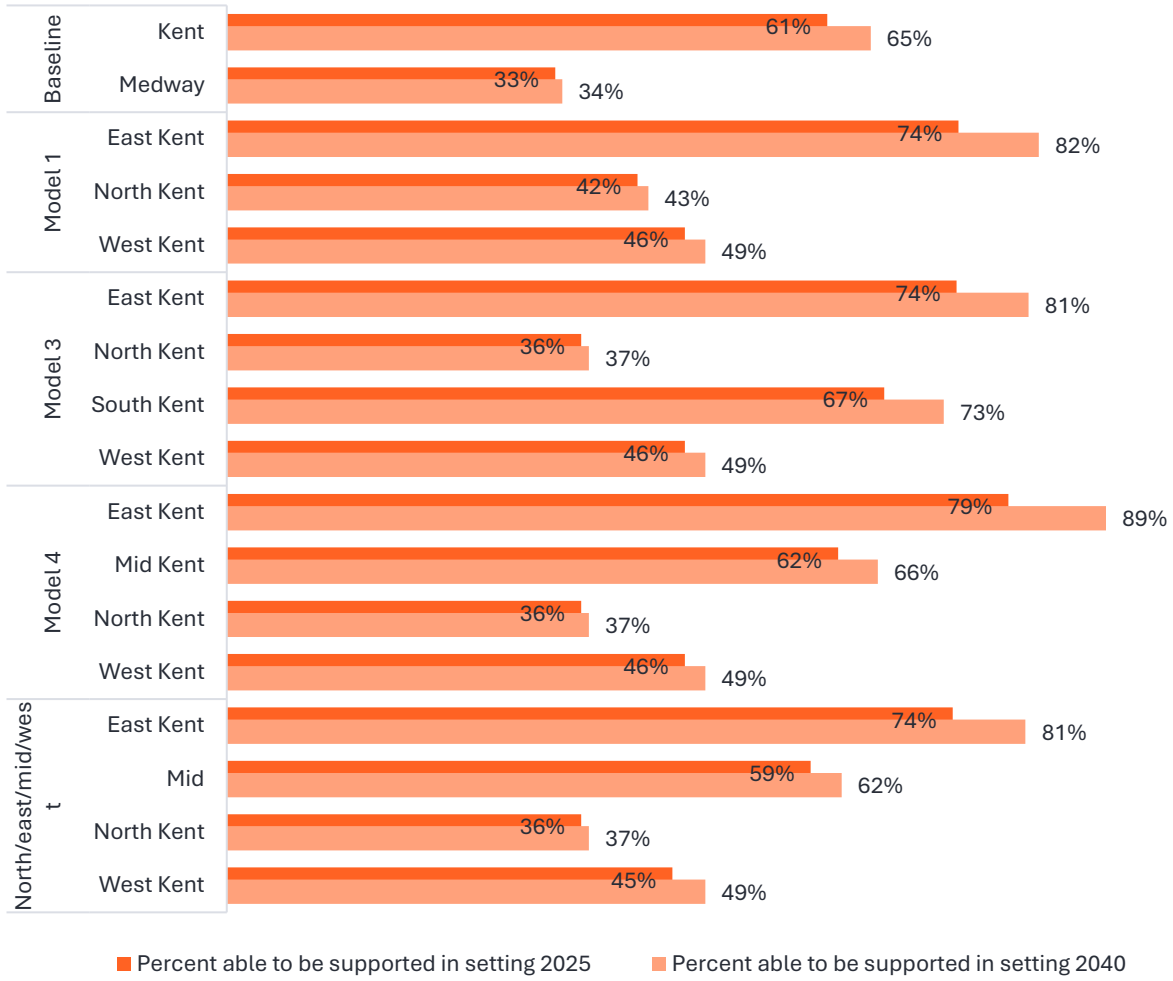
Data: Council data
Assumptions: see appendix for UA assumptions and step-up-factor. Inflation at 3.28%.

Children's Social Care: Capacity
PLACEMENT DEMAND AND CAPACITY

The placement capacity for internal fostering has been compared to the expected Children in Care caseload size as determined by the model.

Where there is a lower percentage, this indicates that a lower proportion of Children in Care can be supported in internal fostering. This likely means that there will be a greater use of IFA and residential , reducing the number of children who can be supported in a family-based setting.

Proportion of Children in Care that could be supported by our internal fostering capacity over time



Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate.

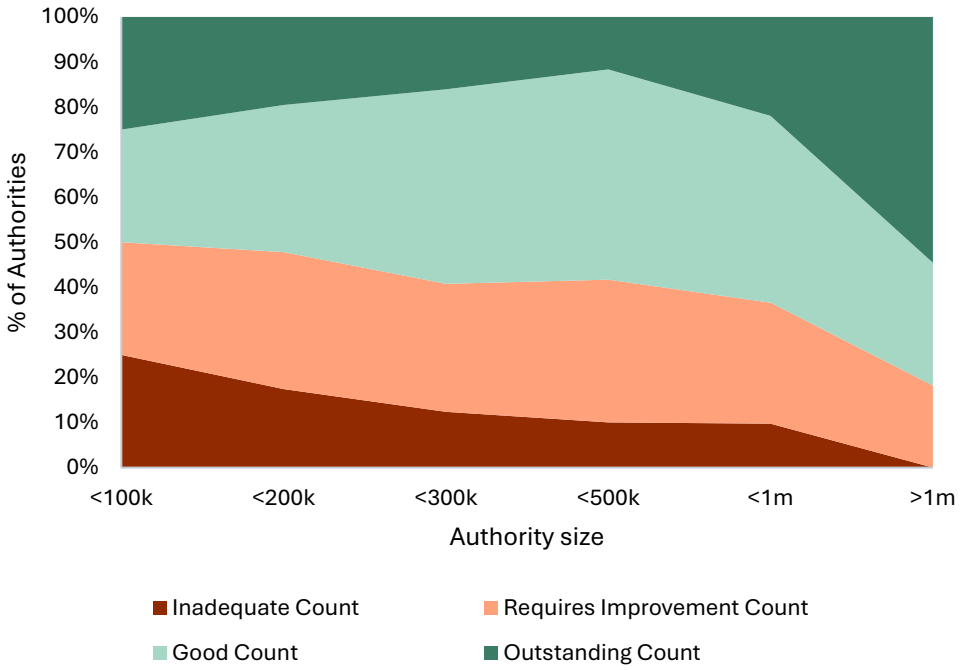
Children's Social Care: Quality

SMALLER AUTHORITIES ARE LESS LIKELY TO ACHIEVE GOOD OR OUTSTANDING OFSTED RATINGS

Based on a regression model, controlling for authority, location deprivation and median income the probability of an authority achieving good or outstanding reduces as the authority shrinks.

An indication of the likelihood of an authority achieving a good or outstanding rating based on its likely characteristics has been calculated. This gives a score of 1 – 4 which relates to the probability of achieving inadequate (1) to outstanding (4). This analysis does not account for current OFSTED scores, or the effect of splitting or merging current unitary authorities and practises. This analysis should therefore only be treated as an indication of outcome, rather than a forecast or prediction.

OFSTED Distribution of Authorities



Scenario	Proposed Authority	Total population	Median income	IMD Score	OFSTED prediction score
Baseline	Kent	1661.8k	£32.4k	19.45	3.29
	Medway	287.3k	£32.1k	23.79	2.55
Model 1	East Kent	700.7k	£31.1k	22.30	2.71
	North Kent	677.9k	£32.2k	23.25	2.75
	West Kent	570.5k	£34.0k	13.63	2.87
Model 3	East Kent	476.7k	£29.8k	24.74	2.51
	North Kent	518.1k	£32.4k	21.98	2.69
	South Kent	383.9k	£33.0k	21.37	2.66
	West Kent	570.5k	£34.0k	13.63	2.87
Model 4	East Kent	442.1k	£30.2k	23.04	2.53
	Mid Kent	418.4k	£32.3k	23.44	2.63
	North Kent	518.1k	£32.4k	21.98	2.69
	West Kent	570.5k	£34.0k	13.63	2.87
North/east/ mid/west	East Kent	601.9k	£30.6k	24.19	2.62
	Mid	444.6k	£32.6k	19.00	2.69
	North Kent	518.1k	£32.4k	21.98	2.69
	West Kent	384.5k	£34.7k	12.40	2.83

Children's Social Care

SERVICE COST SUMMARY

The predicted spend for each scenario is included in the table below alongside the expected service cost in 2025 and 2040. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

In general, there is an increase in combined service cost for scenarios with more authorities. This is driven by the expected uplift on placement unit costs applied to smaller authorities and higher combined staffing overheads due to having more authorities and therefore leadership teams. Note, the model only accounts for the additional uplift in staffing costs for delivery teams and there is an expected additional increase from other teams, such as IT or legal teams, that have not been modelled in this analysis.

Scenario	Proposed Authority	Predicted spend for scenario 2025	CSC service cost 2025 (gross placements cost + staffing)	Predicted spend for scenario 2040	CSC service cost 2040 (gross placements cost + staffing)
Baseline	Kent	£233.6m	£191m	£359.9m	£292m
	Medway		£43m		£68m
Model 1	East	£236.1m	£92m	£363.9m	£136m
	North		£92m		£146m
	West		£52m		£82m
Model 3	East	£238.1m	£65m	£367.2m	£96m
	North		£71m		£114m
	South		£50m		£75m
	West		£52m		£82m
Model 4	East	£238.2m	£61m	£367.4m	£89m
	Mid		£54m		£83m
	North		£71m		£114m
	West		£52m		£82m
North/east/ mid/west	East	£238.0m	£81m	£367.m	£121m
	Mid		£51m		£79m
	North		£71m		£114m
	West		£34m		£53m

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Section 2c: SEND and Education

The scope of this section is to provide insight into the likely impacts of each proposed scenario on SEND, covering demand, cost and quality over the next 15 years.

Education: SEND

SERVICE COST VARIATION AND FORECAST

This analysis has considered the variation in the cost of delivering care between each of the proposed unitary formations. This cost includes both the cost of the provision of care, in addition to the authority staffing cost associated with delivering SEND support (where this data has been provided). Staffing costs resulting from other teams, such as IT or legal teams, that have not been modelled in this analysis. Cost growth includes both the expected impact of increased demand, increased unit cost and wage increases. Spend per resident per year compares the cost for this service to total number of residents in the new authority. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

This will support understanding if certain scenarios create variation in spend per resident both in 2025 and the future, showing where there are unitary authorities with a higher spend per resident to the baseline scenario as well as unitary authorities that have high cost growth in the future. Growth in cost is driven by inflation and the different growth rates in demand across constituent areas within proposed authorities.

Scenario	Proposed Authority	Spend per resident 2025	Spend per resident 2040	% growth in spend (2025-2040)	SEND service cost 2025 (placements cost + staffing)
Baseline	Kent	£216	£407	98%	£359m £0m
	Medway	£254	£555	133%	£73m £0m
Model 1	East Kent	£220	£398	88%	£154m £0m
	North Kent	£241	£473	108%	£163m £0m
	West Kent	£200	£413	118%	£114m £0m
Model 3	East Kent	£235	£427	88%	£112m £0m
	North Kent	£236	£489	119%	£122m £0m
	South Kent	£217	£372	82%	£83m £0m
	West Kent	£200	£413	118%	£114m £0m
Model 4	East Kent	£227	£416	89%	£100m £0m
	Mid Kent	£227	£388	82%	£95m £0m
	North Kent	£236	£489	119%	£122m £0m
	West Kent	£200	£413	118%	£114m £0m
North/east/ mid/west	East Kent	£235	£417	85%	£141m £0m
	Mid	£211	£395	103%	£94m £0m
	North Kent	£236	£489	119%	£122m £0m
	West Kent	£194	£404	115%	£74m £0m

SEND provision spend 2025
SEND staffing cost 2025

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Education: School age population

POPULATION VARIATION AND FORECASTING

The existing school aged population is shown across the districts in the geography. The below table shows the expected growth rate for school aged population in each of the districts.

This analysis shows the underlying population trends that drive the change in demand for each of the new unitary authorities in the future.

District	School aged population by year			Percentage growth in school aged population from 2025-2040	Average percentage of Authority school aged	Annual growth rate of school aged population
	2025	2030	2040			
Ashford	21.4k	21.2k	21.2k	-1%	14%	-0.1%
Canterbury	21.8k	20.7k	19.9k	-9%	12%	-0.6%
Dartford	20.7k	20.8k	21.1k	2%	16%	0.1%
Dover	17.3k	16.2k	15.5k	-10%	13%	-0.7%
Folkestone and Hythe	15.4k	14.2k	13.3k	-13%	12%	-0.9%
Gravesham	17.5k	16.9k	16.5k	-6%	16%	-0.4%
Maidstone	27.3k	27.2k	27.4k	0%	14%	0.0%
Medway	45.0k	44.2k	44.0k	-2%	15%	-0.1%
Sevenoaks	19.3k	18.1k	17.3k	-10%	15%	-0.7%
Swale	24.1k	23.4k	23.1k	-4%	14%	-0.3%
Thanet	20.1k	18.5k	17.3k	-14%	13%	-1.0%
Tonbridge and Malling	21.9k	21.3k	21.0k	-4%	15%	-0.3%
Tunbridge Wells	19.4k	18.6k	18.1k	-7%	15%	-0.5%

Average growth rate

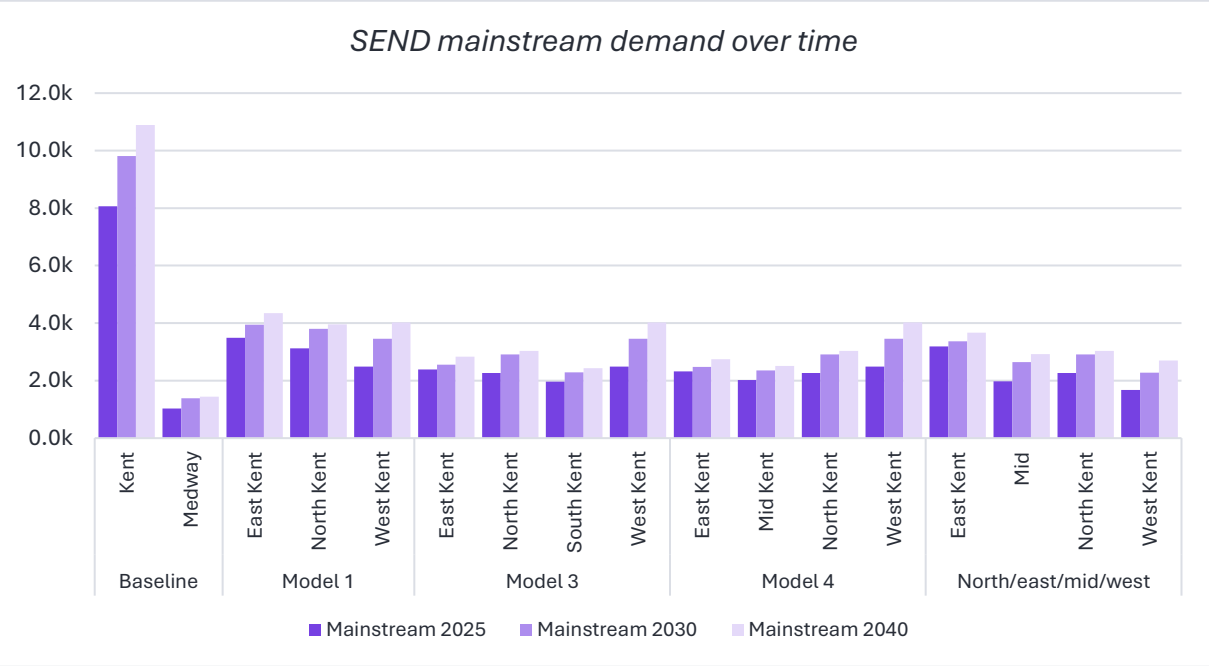
Data: ONS population forecasts and estimates
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Education: SEND
MAINSTREAM DEMAND

The following slides show the expected demand for EHCPs in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary as well as the increasing prevalence of EHCPs.

The graph on the left shows total demand in 2025, 2030 and 2040, in general this is proportional to population in the new unitary authorities. This analysis will show the expected growth in each unitary and identify areas that are expected to see high growth.

The table to the right of each graph shows the prevalence per 10,000 under 25 population. This is expected to grow at the rate seen in the data provided; however, total prevalence is capped at 550 per 10,000, this is as it is expected that the current growth will flatten off. The 550 per 10,000 is a previous value Newton have used in work undertaken with the Department for Education (DfE).



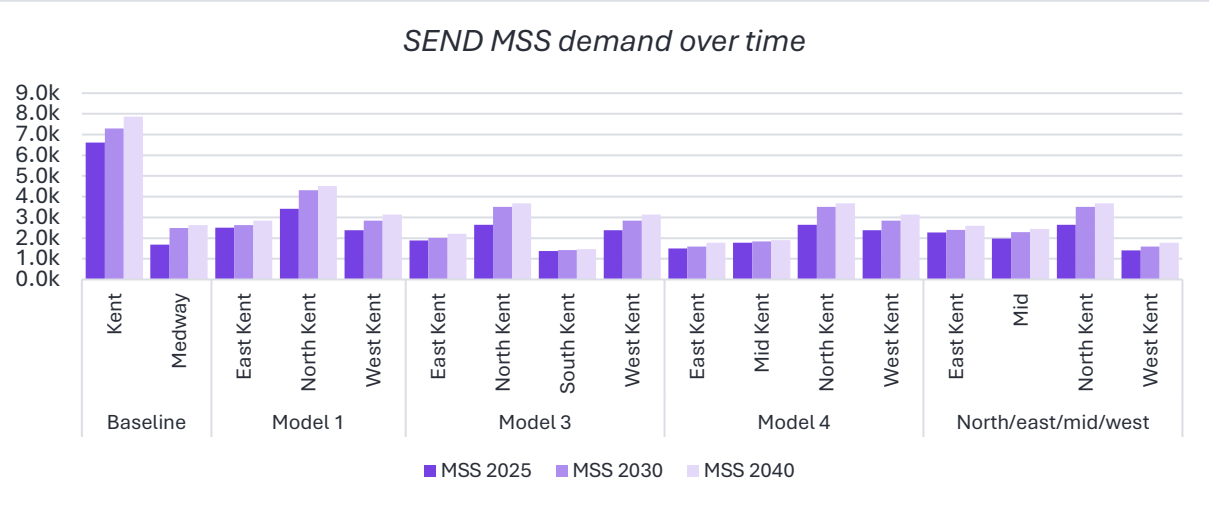
Scenario	Proposed Authority	Mainstream Prevalence 2025	Mainstream Prevalence 2030	Mainstream Prevalence 2040
Baseline	Kent	170	201	217
	Medway	118	152	153
Model 1	East Kent	179	198	213
	North Kent	152	179	181
	West Kent	153	207	234
Model 3	East Kent	172	179	195
	North Kent	142	176	179
	South Kent	192	218	225
	West Kent	153	207	234
Model 4	East Kent	186	194	212
	Mid Kent	175	197	203
	North Kent	142	176	179
	West Kent	153	207	234
North/east/mid/west	East Kent	186	192	205
	Mid	162	207	220
	North Kent	142	176	179
	West Kent	153	204	238

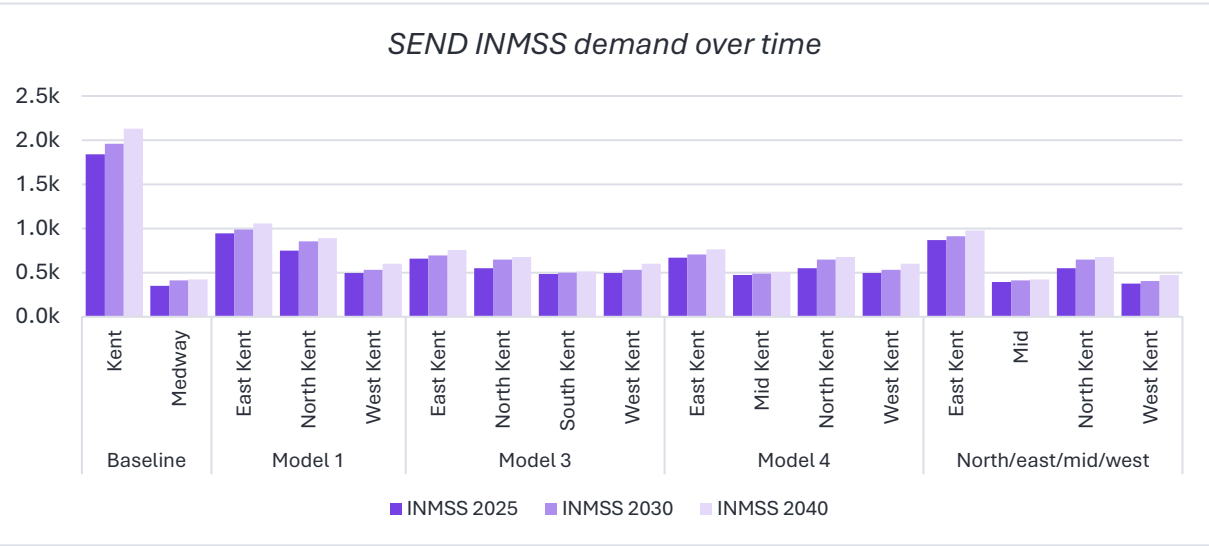
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Capped prevalence at 550/10k under 25s. Detail included in methodology section of the appendix.

Prevalence increases with time based off current END growth. Prevalence is shown per 10k under 25 population.

Education: SEND

MAINTAINED SPECIAL SCHOOLS (MSS) AND INDEPENDENT NON-MAINTAINED SPECIAL SCHOOLS (INMSS) DEMAND





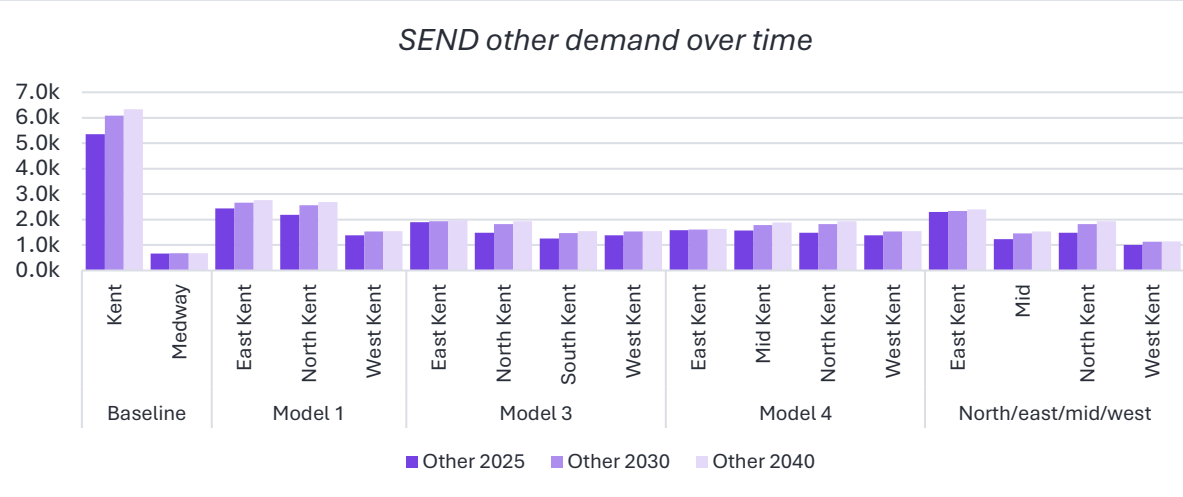
Scenario	Proposed Authority	MSS Prevalence 2025	MSS Prevalence 2030	MSS Prevalence 2040
Baseline	Kent	139	150	157
	Medway	191	274	279
Model 1	East Kent	128	132	139
	North Kent	166	203	206
	West Kent	147	170	182
Model 3	East Kent	136	141	152
	North Kent	165	213	217
	South Kent	136	136	135
	West Kent	147	170	182
Model 4	East Kent	119	125	136
	Mid Kent	154	154	154
	North Kent	165	213	217
	West Kent	147	170	182
North/east/mid/west	East Kent	132	136	145
	Mid	163	179	183
	North Kent	165	213	217
	West Kent	128	143	156

Scenario	Proposed Authority	INMSS Prevalence 2025	INMSS Prevalence 2030	INMSS Prevalence 2040
Baseline	Kent	39	40	42
	Medway	40	45	45
Model 1	East Kent	48	49	52
	North Kent	36	40	41
	West Kent	31	32	35
Model 3	East Kent	47	49	52
	North Kent	34	39	40
	South Kent	48	47	47
	West Kent	31	32	35
Model 4	East Kent	53	55	59
	Mid Kent	41	41	41
	North Kent	34	39	40
	West Kent	31	32	35
North/east/mid/west	East Kent	51	52	55
	Mid	32	32	32
	North Kent	34	39	40
	West Kent	34	36	42

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Capped prevalence at 550/10k under 25s. Detail included in methodology section of the appendix.

Prevalence increases with time based off current SEND growth. Prevalence is shown per 10k under 25 population. MSS: Maintained Special Schools. INMSS: Independent Non-Maintained Special Schools.

Education: SEND
OTHER DEMAND



Scenario	Proposed Authority	Other Prevalence 2025	Other Prevalence 2030	Other Prevalence 2040
Baseline	Kent	113	124	126
	Medway	75	75	72
Model 1	East Kent	125	134	135
	North Kent	106	120	123
	West Kent	85	92	90
Model 3	East Kent	136	136	136
	North Kent	93	111	114
	South Kent	123	139	143
	West Kent	85	92	90
Model 4	East Kent	126	126	126
	Mid Kent	135	149	152
	North Kent	93	111	114
	West Kent	85	92	90
North/east/mid/west	East Kent	134	134	134
	Mid	101	114	115
	North Kent	93	111	114
	West Kent	92	102	101

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Capped prevalence at 550/10k under 25s. Detail included in methodology section of the appendix.

Prevalence increases with time based off current SEND growth.
Prevalence is shown per 10k under 25 population. Other contains all SEND demand not captured in the previous categories.

Education: SEND
UNIT COSTS VARIATION AND FORECASTING

The table shows a breakdown of the placement unit cost over time by setting in the proposed unitary formations. This has been calculated from the council data provided, SEND unit costs where only provided at a council level. Therefore, the variation in expected unit cost cannot be modelled and the Kent council wide average has been applied to all unitary authorities.

For each proposed unitarity formation unit price forecasts are based on a real-terms average of the previous cost data provided. The impact of inflation, changing demographics, and local cost variation has then been forecast.

£/week		Mainstream				Maintained Special Schools				Independent Non-Maintained Special Schools				Other			
Scenario	Proposed Authority	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change	2025	2030	2040	% change
Baseline	Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	Medway	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
Model 1	East Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	North Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	West Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
Model 3	East Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	North Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	South Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	West Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
Model 4	East Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	Mid Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	North Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	West Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
North/east/ mid/west	East Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	Mid	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	North Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%
	West Kent	£161	£190	£264	63%	£488	£575	£798	63%	£969	£1,142	£1,584	63%	£111	£131	£182	63%

Data: Council data
Assumptions: see appendix for UA assumptions. Inflation at 3.28%.

Education: SEND deficit

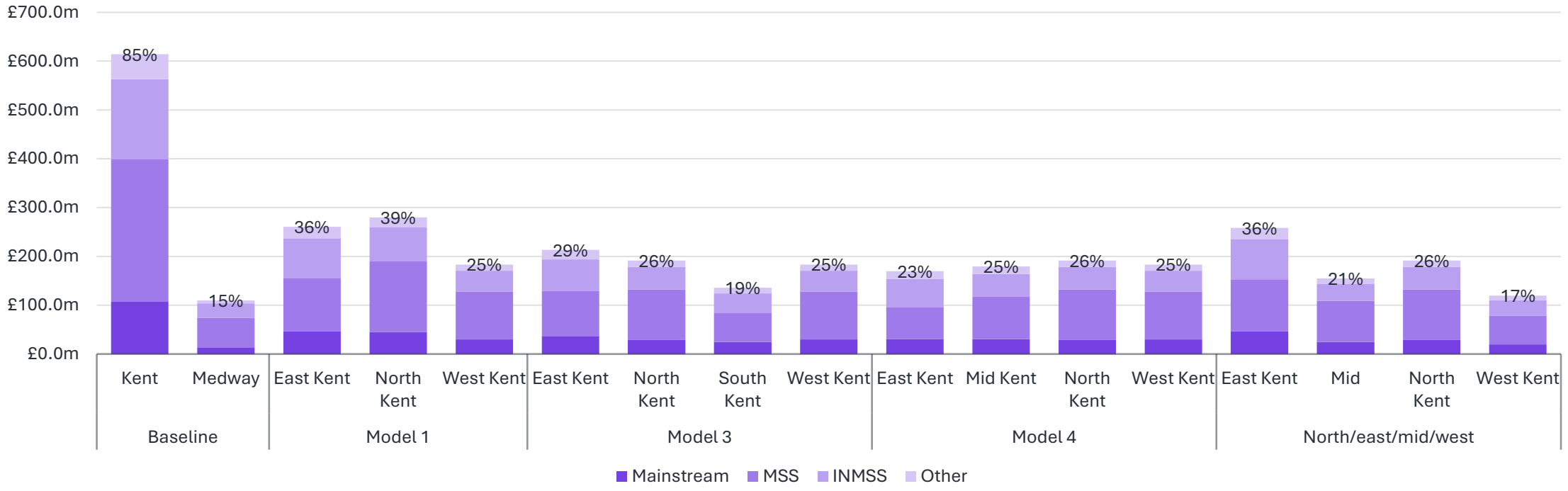
SEND DEFICIT DISTRIBUTION

As of 31st March 2024, Kent had a SEND deficit of £67.1m. The SEND deficit position is projected to increase by vesting day where this position may fall to the proposed new unitary authorities. It is undecided how this deficit may be split and is likely to involve a financial settlement based on the assets and future income of the new unitary authorities.

The contribution from each of the new unitary authorities has been estimated by calculating the cumulative spend on EHCPs over the past 3 years. This shows the proportion of spend that would have come from each of the proposed unitary authorities and therefore their estimated contribution to the deficit.

Note this analysis has not considered the different deficit positions of neighbouring unitary authorities along with how the DSG budget has been managed.

Cumulative spend on EHCPS over past 3 years

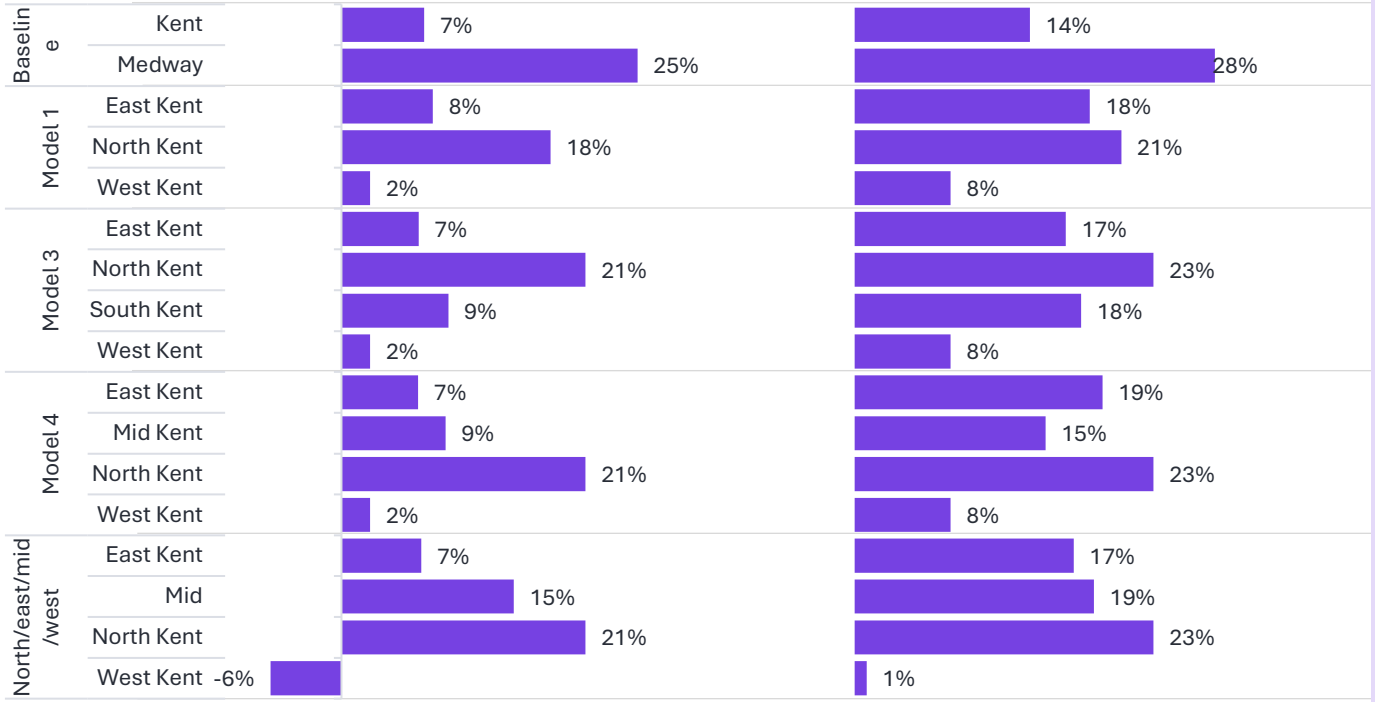


Education: Demand forecasting
PLACEMENT DEMAND AND CAPACITY

The below graphs show the school capacity compared to the projected school age population. This shows the demand vs capacity for schools in each of the proposed unitary authorities.

Note if neighbouring unitary data has not been provided the capacity from schools within these has not been included.

2025 school capacity deficit



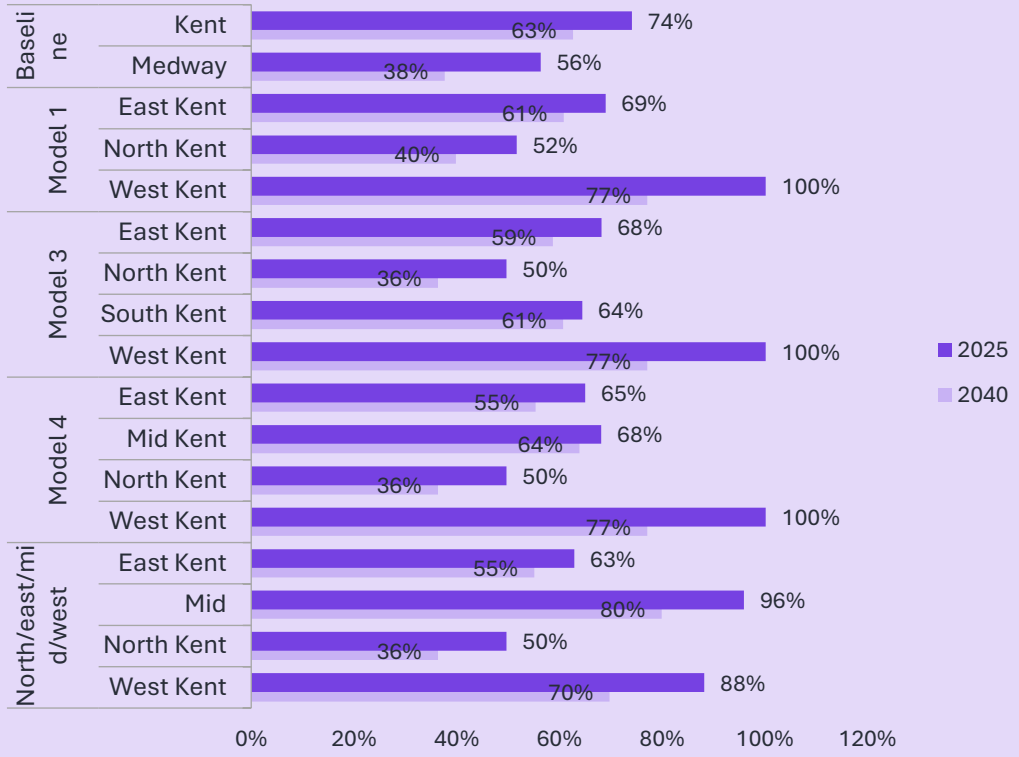
2040 school capacity deficit

MSS capacity

This graph shows the percentage of children in maintained special schools (MSS) and independent non maintained special schools (INMSS) that can be supported in local authority owned special schools.

Where there is a lower percentage, this indicates that a lower proportion of young people can be supported in maintained special schools. This likely means that there will be a greater use of INMSS placements.

MSS capacity



Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. 2025 school's capacity held constant. Detail included in methodology section of the appendix.

Education: SEND costs

SERVICE COST SUMMARY

The predicted spend for each scenario is included in the table below alongside the expected service cost in 2025 and 2040. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

In general, there is an increase in combined service cost for scenarios with more authorities. This is driven by higher combined staffing overheads due to having more authorities and therefore leadership teams. Note, the model only accounts for the additional uplift in staffing costs for delivery teams and there is an expected additional increase from other teams, such as IT or legal teams, that have not been modelled in this analysis. SEND staffing costs where not provided so the total cost is consistent across scenarios.

Scenario	Proposed Authority	Predicted spend for scenario 2025	SEND service cost 2025 (placements cost + staffing)	Predicted spend for scenario 2040	SEND service cost 2040 (placements cost + staffing)
Baseline	Kent	£432.0m	£359m	£880.3m	£711m
	Medway		£73m		£170m
Model 1	East	£432.0m	£154m	£880.3m	£291m
	North		£163m		£340m
	West		£114m		£249m
Model 3	East	£432.0m	£112m	£880.3m	£211m
	North		£122m		£269m
	South		£83m		£151m
	West		£114m		£249m
Model 4	East	£432.0m	£100m	£880.3m	£190m
	Mid		£95m		£173m
	North		£122m		£269m
	West		£114m		£249m
North/east/ mid/west	East	£432.0m	£141m	£880.3m	£261m
	Mid		£94m		£190m
	North		£122m		£269m
	West		£74m		£160m

Data: ONS population forecasts and estimates, council provided cost data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Education: Home to School (HTS) transport

SERVICE COST VARIATION AND FORECASTING

This analysis has considered the variation in the cost of home to school transport in each of the proposed unitary formations. Cost growth includes both the expected impact of increased demand, increased unit cost and wage increases. Spend per resident per year compares the cost for this service to total number of residents in the new authority. Note this is a general model designed to allow comparisons between proposed scenarios and is not a financial forecast for budgeting purposes.

This will support understanding if certain scenarios create variation in spend per resident both in 2025 and the future, showing where there are unitary authorities with a higher spend per resident to the baseline scenario as well as unitary authorities that have high cost growth in the future. Growth in cost is driven by inflation and the different growth rates in demand across constituent areas within proposed authorities.

Scenario	Proposed Authority	Spend per resident 2025	Spend per resident 2040	% growth in spend (2025-2040)	HTS service cost 2025
Baseline	Kent	£8	£13	73%	£9m £4m
	Medway	£9	£14	74%	£2m £1m
Model 1	East Kent	£7	£11	72%	£3m £2m
	North Kent	£9	£15	74%	£4m £2m
	West Kent	£8	£13	74%	£3m £1m
Model 3	East Kent	£8	£13	72%	£3m £1m
	North Kent	£8	£13	74%	£3m £1m
	South Kent	£7	£12	74%	£2m £1m
	West Kent	£8	£13	74%	£3m £1m
Model 4	East Kent	£7	£11	70%	£2m £1m
	Mid Kent	£9	£14	75%	£3m £1m
	North Kent	£8	£13	74%	£3m £1m
	West Kent	£8	£13	74%	£3m £1m
North/east/ mid/west	East Kent	£8	£13	71%	£3m £1m
	Mid	£8	£13	78%	£2m £1m
	North Kent	£8	£13	74%	£3m £1m
	West Kent	£8	£13	69%	£2m £1m

Direct Transport Spend 2025
Parental Spend 2025

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. HTS transport demand grows with SEND demand. Detail included in methodology section of the appendix.

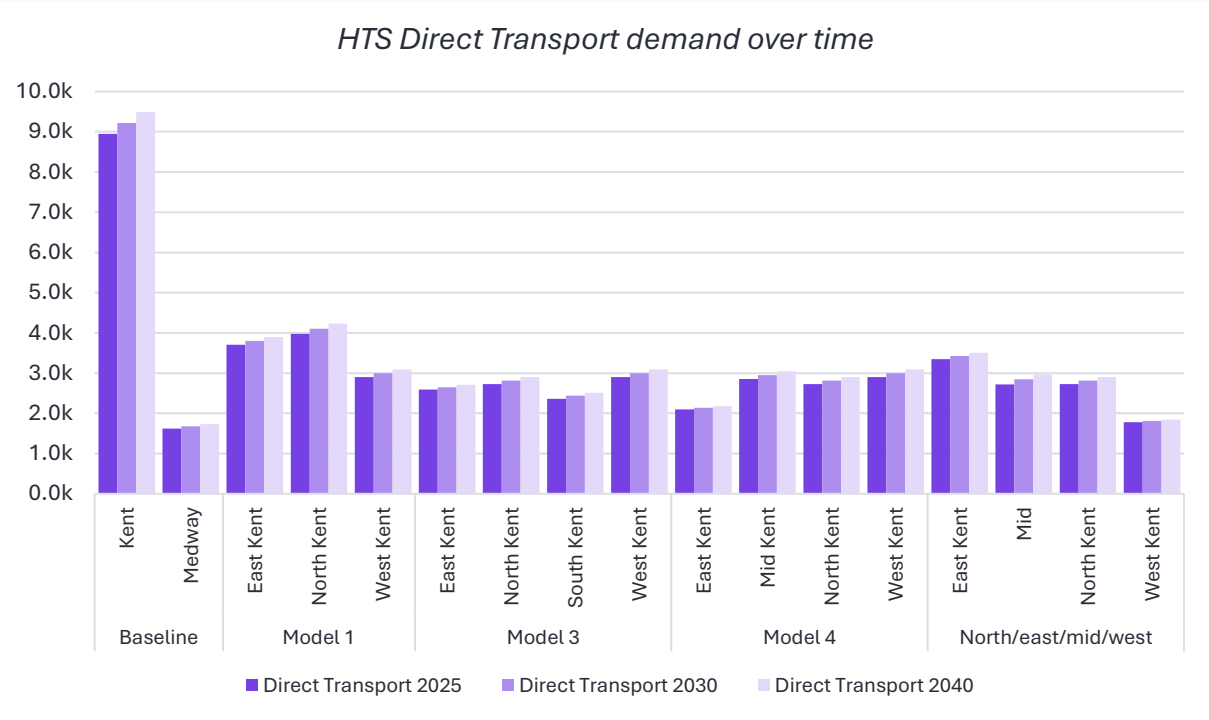
Education: HTS transport

DIRECT TRANSPORT DEMAND VARIATION AND FORECASTING

The following slides show the expected demand for home to school transport in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary as well as the increasing SEND demand.

The graph on the left shows total demand in 2025, 2030 and 2040, in general this is proportional to population in the new unitary authorities. This analysis will show the expected change in demand in each unitary.

The table to the right of each graph shows the prevalence per 10,000 school aged population. This grow over time as home to school transport is expected to grow with the increase in SEND prevalence.



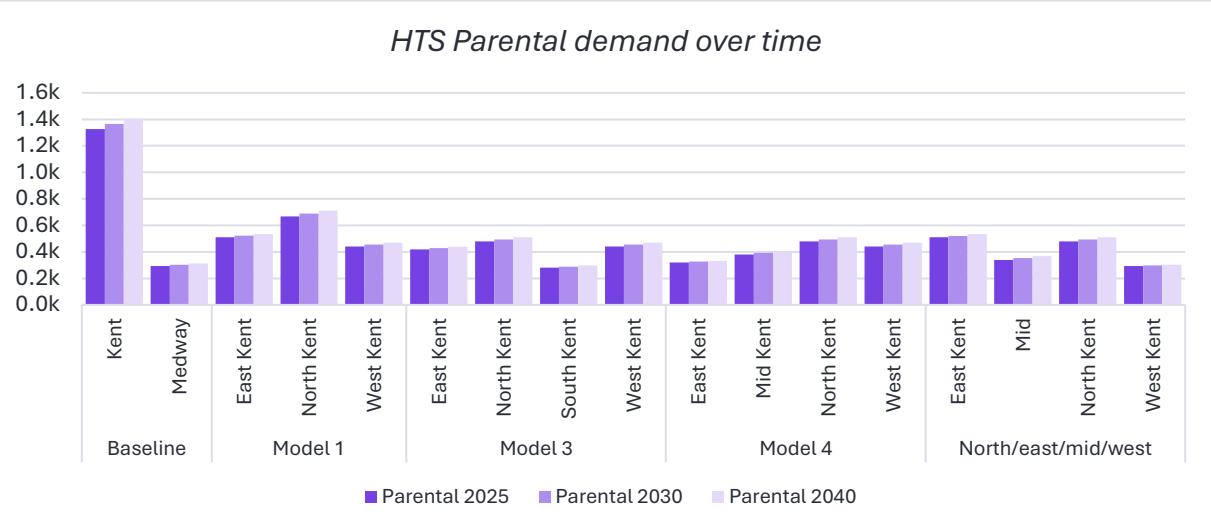
Scenario	Proposed Authority	Direct Transport Prevalence 2025	Direct Transport Prevalence 2030	Direct Transport Prevalence 2040
Baseline	Kent	364	389	409
	Medway	361	379	394
Model 1	East Kent	386	419	447
	North Kent	370	389	404
	West Kent	330	351	369
Model 3	East Kent	392	423	450
	North Kent	328	343	356
	South Kent	437	472	502
	West Kent	330	351	369
Model 4	East Kent	355	386	413
	Mid Kent	468	501	528
	North Kent	328	343	356
	West Kent	330	351	369
North/east/mid/west	East Kent	402	435	462
	Mid	425	454	479
	North Kent	328	343	356
	West Kent	294	312	327

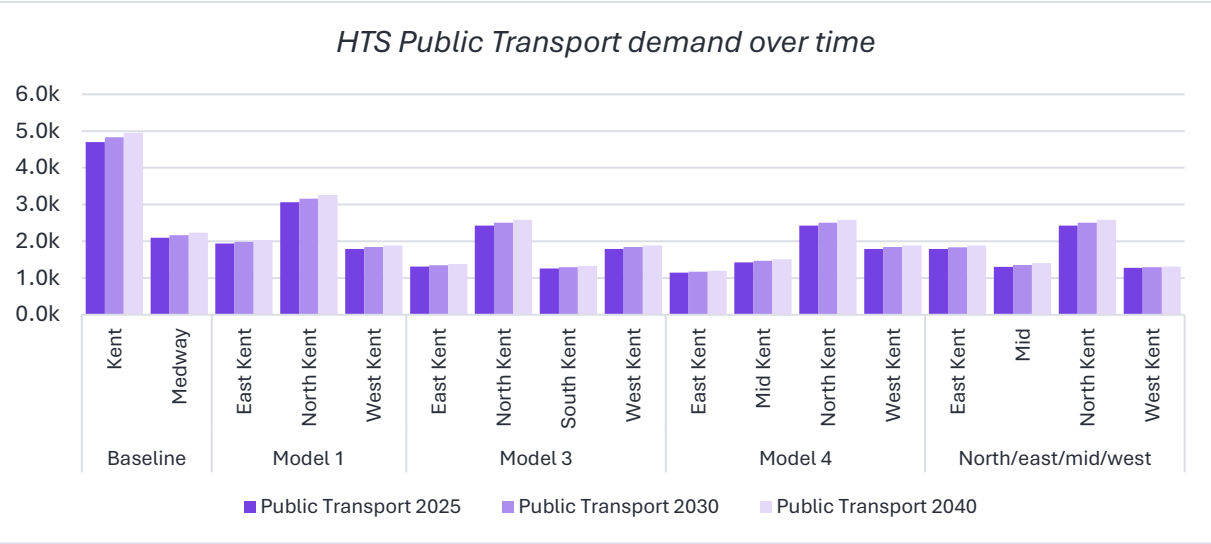
Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. HTS transport demand grows with SEND demand. Detail included in methodology section of the appendix.

Prevalence increases with time based off current SEND growth.
Prevalence is shown per 10k school aged population.

Education: HTS transport

PARENTAL AND PUBLIC TRANSPORT DEMAND VARIATION AND FORECASTING





Scenario	Proposed Authority	Parental Prevalence 2025	Parental Prevalence 2030	Parental Prevalence 2040
Baseline	Kent	54	58	61
	Medway	65	68	71
Model 1	East Kent	53	58	61
	North Kent	62	65	68
	West Kent	50	53	56
Model 3	East Kent	64	69	73
	North Kent	58	60	63
	South Kent	52	56	59
	West Kent	50	53	56
Model 4	East Kent	54	59	63
	Mid Kent	62	67	70
	North Kent	58	60	63
	West Kent	50	53	56
North/east/mid/west	East Kent	61	66	70
	Mid	53	57	60
	North Kent	58	60	63
	West Kent	48	51	54

Scenario	Proposed Authority	Public Transport Prevalence 2025	Public Transport Prevalence 2030	Public Transport Prevalence 2040
Baseline	Kent	191	204	214
	Medway	466	489	508
Model 1	East Kent	202	219	233
	North Kent	286	300	312
	West Kent	204	216	226
Model 3	East Kent	199	215	229
	North Kent	292	305	317
	South Kent	234	251	266
	West Kent	204	216	226
Model 4	East Kent	195	212	228
	Mid Kent	234	250	263
	North Kent	292	305	317
	West Kent	204	216	226
North/east/mid/west	East Kent	215	233	248
	Mid	203	216	227
	North Kent	292	305	317
	West Kent	211	223	233

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. HTS transport demand grows with SEND demand. Detail included in methodology section of the appendix.

Prevalence increases with time based off current SEND growth.
Prevalence is shown per 10k school aged population.

Education: HTS transport

UNIT COST DEMAND VARIATION AND FORECASTING

The table shows a breakdown of the placement unit cost over time by setting in the proposed unitary formations. This has been calculated from the council data provided.

For each proposed unitarity formation unit price forecasts are based on a real-terms average of the previous cost data provided. The impact of inflation, changing demographics, and local cost variation has then been forecast.

All unit costs are the average cost per week during the school term (38 weeks).

£ / week		Direct Transport				Parental			
Scenario	Proposed Authority	2025	2030	2040	% change	2025	2030	2040	% change
Baseline	Kent	£26	£31	£43	63%	£79	£93	£129	63%
	Medway	£26	£31	£43	63%	£81	£95	£132	63%
Model 1	East Kent	£23	£27	£37	63%	£78	£91	£127	64%
	North Kent	£27	£32	£44	63%	£78	£91	£127	63%
	West Kent	£29	£35	£48	63%	£84	£99	£138	63%
Model 3	East Kent	£26	£31	£43	64%	£75	£89	£123	64%
	North Kent	£27	£32	£44	63%	£78	£92	£128	63%
	South Kent	£21	£25	£35	63%	£80	£94	£131	64%
	West Kent	£29	£35	£48	63%	£84	£99	£138	63%
Model 4	East Kent	£25	£29	£41	64%	£77	£91	£126	64%
	Mid Kent	£23	£27	£38	63%	£77	£91	£127	64%
	North Kent	£27	£32	£44	63%	£78	£92	£128	63%
	West Kent	£29	£35	£48	63%	£84	£99	£138	63%
North/east/ mid/west	East Kent	£26	£30	£42	64%	£77	£91	£126	64%
	Mid	£23	£27	£38	64%	£78	£92	£128	64%
	North Kent	£27	£32	£44	63%	£78	£92	£128	63%
	West Kent	£31	£37	£51	63%	£87	£103	£143	63%

Data: council data
Assumptions: see appendix for UA assumptions. Inflation at 3.28%.

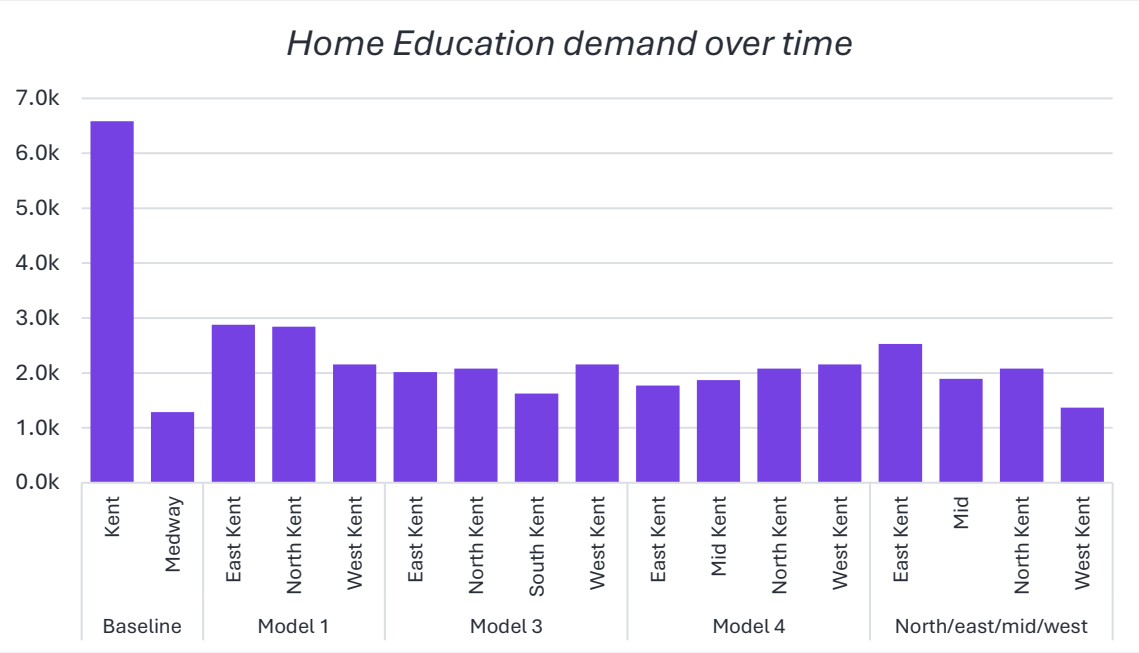
Education: Home education

DEMAND VARIATION AND FORECASTING

The following slides show the expected home education, school exclusion, school absences and Children Missing Education (where data was available) in 2025, 2030 and 2040. The expected demand is driven by population forecasts in each new unitary.

The graph on the left shows total demand in 2025, 2030 and 2040, in general this is proportional to population in the new unitary authorities. This analysis will show the expected change in demand in each unitary.

The table to the right of each graph shows the prevalence per 10,000 school aged population, this remains consistent over time.



Scenario	Proposed Authority	Home Education Prevalence
Baseline	Kent	268
	Medway	286
Model 1	East Kent	300
	North Kent	265
	West Kent	245
Model 3	East Kent	306
	North Kent	250
	South Kent	300
	West Kent	245
Model 4	East Kent	299
	Mid Kent	307
	North Kent	250
	West Kent	245
North/east/mid/west	East Kent	304
	Mid	295
	North Kent	250
	West Kent	226

Note, for home education the data available shows prevalence increasing. However, both council data and nationally available data was only available for post covid years, and it is unclear if this trend will continue or flatten out. Therefore, only demand for "day 1" (2025) has been shown.

Data: ONS population forecasts and estimates, council data
Assumptions: Population growth matched to ONS growth rates, ONS projections, or aligned to linear regression model of population growth as appropriate. Detail included in methodology section of the appendix.

Prevalence remains consistent. Prevalence is shown per 10k school aged population.

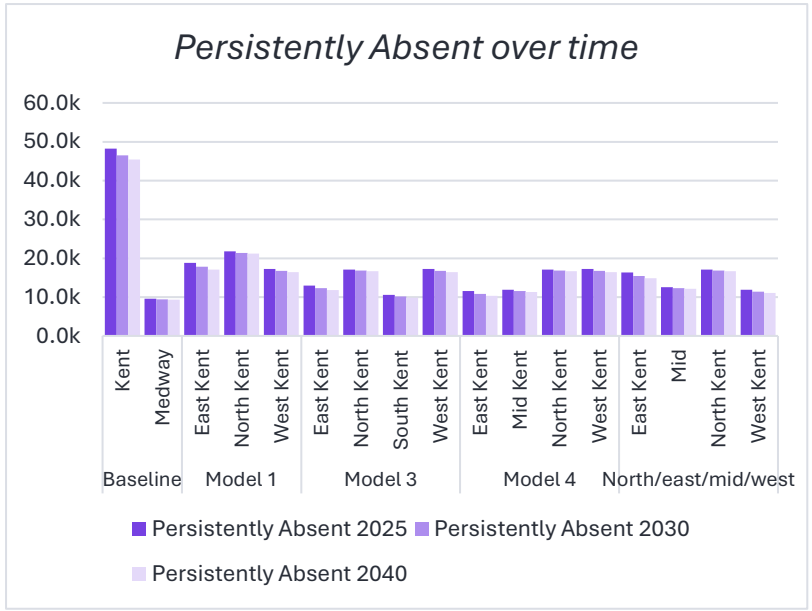
Education: Absences and Exclusions

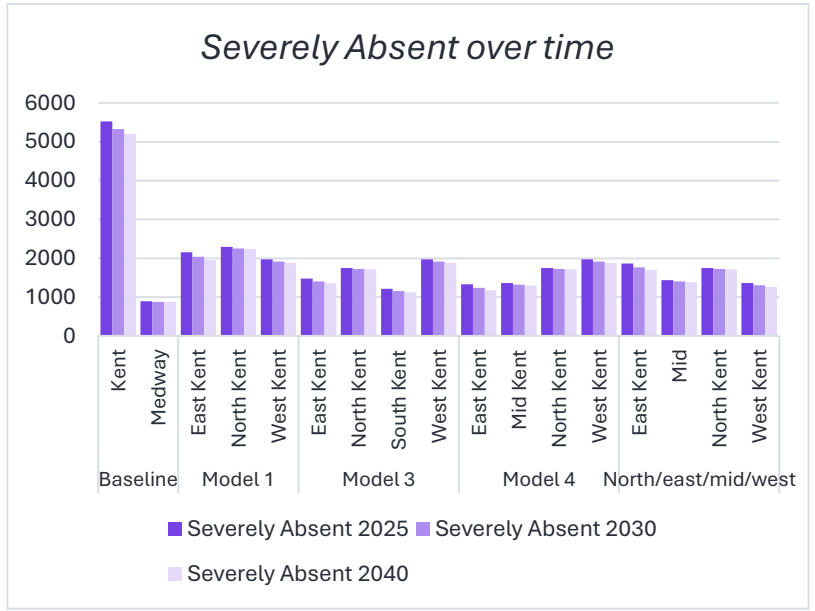
DEMAND VARIATION AND FORECASTING

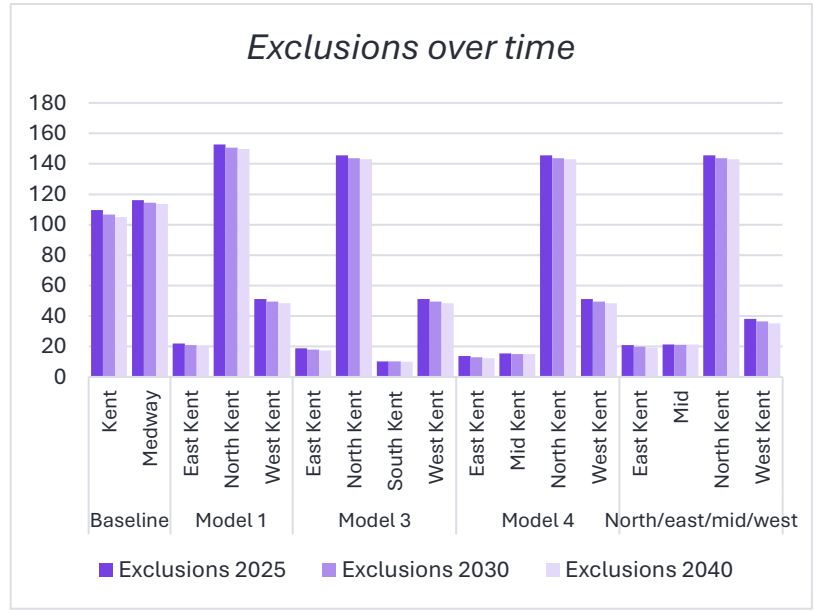
Note, nationally available data has been used for the severely and persistently absent counts. These are only reported at a county level and therefore this does not capture the internal variation. However, is included for completeness.

Authority	Exclusions Prevalence	Severely Absent Prevalence	Persistently Absent Prevalence
Kent	4	224	1960
Medway	26	199	2125

**Prevalence is per 10k of school aged population.*







Section 2d: Housing

The scope of this section is to provide insight into the likely impacts of each proposed scenario on homelessness demand.

Homelessness: Households owed a duty

DEMAND FOR HOMELESSNESS SUPPORT FOR DAY 1 HAS BEEN MODELLED

This analysis has modelled the demand for homelessness support for day 1. This analysis shows the variation in day 1 demand for homelessness support based on what duty is required. This will identify if certain scenarios are creating unitary authorities that have a high demand variation in day 1 as well as an increased demand to baseline scenario. This is shown both as a % of total households in that scenario and a total number of households.

Scenario	Proposed Authority	% of total households assessed as owed a prevention duty	% of total households assessed as owed a relief duty	% of total households assessed as owed a main duty*	Number of households assessed as owed a duty
Baseline	Kent	0.55%	0.57%	0.20%	3850 3969 1420
	Medway	0.91%	0.73%	0.30%	1063 852 355
Model 1	East	0.53%	0.62%	0.18%	1623 1885 563
	North	0.72%	0.67%	0.30%	1982 1841 817
	West	0.55%	0.46%	0.17%	1308 1095 394
Model 3	East	0.46%	0.66%	0.19%	936 1344 386
	North	0.82%	0.70%	0.30%	1713 1456 619
	South	0.57%	0.55%	0.22%	956 925 376
	West	0.55%	0.46%	0.17%	1308 1095 394
Model 4	East	0.47%	0.66%	0.18%	895 1260 347
	Mid	0.55%	0.56%	0.23%	997 1009 415
	North	0.82%	0.70%	0.30%	1713 1456 619
	West	0.55%	0.46%	0.17%	1308 1095 394
North/east/ mid/west	East	0.45%	0.64%	0.21%	1164 1645 546
	Mid	0.70%	0.60%	0.21%	1328 1139 391
	North	0.82%	0.70%	0.30%	1713 1456 619
	West	0.44%	0.36%	0.14%	708 581 220

Prevention Duty owed
Relief Duty owed
Main Duty owed

**Main duty is households assessed, following relief duty end, as unintentionally homeless and priority need. Therefore, there may be cases of a household included in both relief and main duty count*

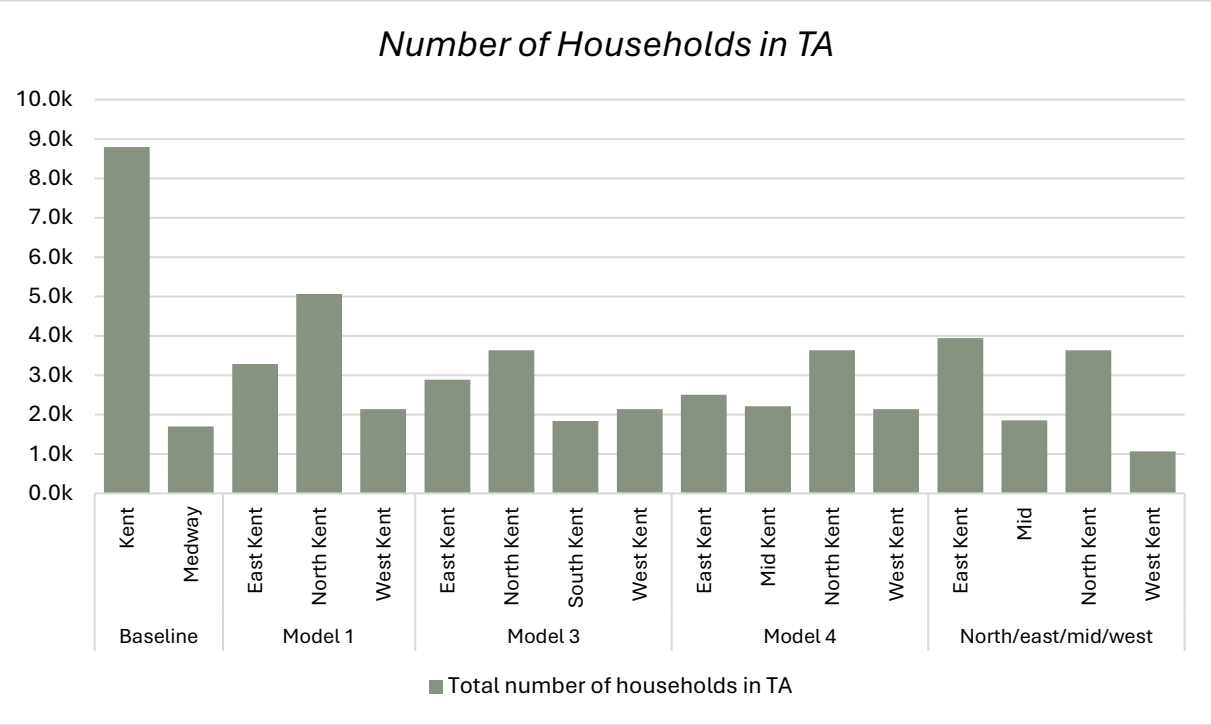
Data: HCLIC data from gov.uk
Assumptions: Detail included in methodology section of the appendix.

Homelessness: Temporary accommodation

TEMPORARY ACCOMMODATION DEMAND FOR DAY 1 HAS BEEN MODELLED

This analysis has modelled the demand for temporary accommodation for day 1. This analysis shows the variation in temporary accommodation support and will identify if certain scenarios are creating high variation in demand between unitary authorities as well as an increase in demand to baseline.

The graph on the left shows number of households needing temporary accommodation and the table on the right shows the prevalence of this as a % of total households in the unitary.



Scenario	Proposed Authority	% of households in TA
Baseline	Kent	1.3%
	Medway	1.5%
Model 1	East Kent	1.1%
	North Kent	1.8%
	West Kent	0.9%
Model 3	East Kent	1.4%
	North Kent	1.7%
	South Kent	1.1%
	West Kent	0.9%
Model 4	East Kent	1.3%
	Mid Kent	1.2%
	North Kent	1.7%
	West Kent	0.9%
North/east/ mid/west	East Kent	1.5%
	Mid	1.0%
	North Kent	1.7%
	West Kent	0.7%

Data: HCLIC data from gov.uk
Assumptions: Detail included in methodology section of the appendix.

Homelessness: Historic trends

DEMAND FOR HOMELESSNESS SUPPORT IS EXPECTED TO INCREASE

The limitations of the nationally available data along with the changing trends in homelessness means the future homelessness demand can not be modelled accurately. However, the “day 1” analysis provides a view of how both the number of households facing homelessness and the number of households in temporary accommodation will split amongst the proposed unitary authorities.

Historic trends:

There has been an increase in the number of households seeking help from local authorities for support with homelessness. This has been driven by the impact of recent economic and policy developments.

- Temporary accommodation: There has been a rise in temporary accommodation placements, particularly Bed and Breakfast hotel placements.
- First-Time Homelessness: More people are experiencing homelessness for the first time.
- Housing Cost Burden: Rising housing costs and lack of affordable housing are major drivers of homelessness. There are now more renter households paying over 50% of their income on rent.

Future demand:

It is expected that the number of households requiring local authority support for housing and homelessness prevention will continue to increase. However, there are policy changes that are due to impact this. For example, the Renters (Reform) Bill will have an impact on homelessness legislation, with the government planning to make relevant changes to the homelessness legislation to align with the reforms brought forward by this bill.

Appendix I: Methodology

Appendix I (a): Data

Data

THE MODEL HAS BEEN INPUTTED WITH DATA PROVIDED BY THE COUNCIL

As part of this work data was requested from councils . This data is outlined below and is the foundation for the analysis in the report:

Area	Data requested

ASC	• Number of clients accessing long term support at year end split by working age Adult and Older Adult. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	  • Where possible this data has been provided by originating address and placement address
	• Number of requests for support year end split by working age Adult and Older Adult. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Number of requests for support resulting in a service year end split by working age Adult and Older Adult. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Average unit cost for each provision split by working age Adult and Older Adult. This was requested for the last 3 financial years, 21/22, 22/23, 23/24
	  • Both gross and net costs were requested.
	  • Where possible this data has been provided by originating address and placement address
	• Capacity of Residential Care and Nursing Care provisions
	• FTE and pay by team for staff involved in delivering Adult Social Care

CSC	• Number of Children in Care by provision at year end. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	  • Where possible this data has been provided by originating address and placement address
	• Number of child protection pans and Child in need plans at year end. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Number of new in year referrals. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Number of new in year Social Care assessments. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Number of early help interventions. Provided as a snapshot at financial year end, 21/22, 22/23, 23/24
	• Average unit cost for each provision split by working age Adult and Older Adult. This was requested for the last 3 financial years, 21/22, 22/23, 23/24
	  • Both gross and net costs were requested
	  • Where possible this data has been provided by originating address and placement address
	• Capacity of internal fostering placements
	• FTE and pay by team for staff involved in delivering Children's Social Care

Data

THE MODEL HAS BEEN INPUTTED WITH DATA PROVIDED BY THE COUNCIL

As part of this work data was requested from councils . This data is outlined below and is the foundation for the analysis in the report:

Area	Data requested
SEND	• Number of total EHCPs by provision type. Snapshot at the SEN2 data return date. For 2022. 2023 and 2024 • Number of new in year EHCPs by provision type. For 2022. 2023 and 2024 • Average cost of EHCPs by provision type • Capacity of Maintained Special Schools • FTE and pay by team for staff involved in delivering SEND support
Education	• Total capacity of school places • Number of young people receiving home to school transport by type for the last three financial years, 21/22, 22/23 and 23/24 • Average cost of home to school transport by type for the last three financial years, 21/22, 22/23 and 23/24 • Number of young people missing or absent from school for the last 3 financial years • Number of young people receiving elective home education for the last 3 financial years

Appendix I (b): Demand Modelling methodology

Demand Modelling: High Level Approach

POPULATION AND PREVALENCE

To model how we expect demand to vary by geography and change over time we have segmented the population. This will both enable us to provide forecasts for new geographical footprints, and control for the impact of deprivation and population density in our forecasting.

When we look to the features that have the biggest impact on Social Care demand for a population, we see that these are age and deprivation. In the model, we have segmented our population by age and used the smallest practical geography to control for deprivation.

Smaller geography = more accurate.

For each segment (i.e. U18 in MSOA x) of the population we can say:

Segment Demand = **Segment Population** x **Segment Prevalence**

Through making a series of sensible assumptions on how we expect the prevalence and population to change within a segment we can forecast our expected demand in that segment.

Population modelling

APPROACH TO PROJECTING POPULATIONS

Segment demand = Segment population x Segment prevalence

- To model population, we are using the following datasets:
  1. **Forecasts:** ONS population projections (at a District level) (2018)
  2. **Historical trends:** ONS population estimates (at an MSOA level (2023))
  3. **Analysis:** Combining population projections with population estimates

- Where they exist, we will use ONS population projections, however:
  - Looking at ONS Projections vs ONS Estimates and analysed the discrepancy at a district level. Where there is a significant delta, we have applied a simple model based on historic trends and added in a damper as we project forward
- To get MSOA % population of a LA, we used historic proportions with some trend adjustments where needed
- To get age group projections, we have used historic MSOA distributions
- To reflect a projected increase in OA, we have scaled up the proportion of 65+ to match ONS national projections, whilst scaling down the 0-17 age group to reflect a declining birth rate

Prevalence modelling

WHAT DO WE MEAN BY PREVALENCE

Segment demand = Segment population x Segment prevalence

Prevalence formula

$$\text{Segment Prevalence} = \frac{\sum \text{Actual demand in segment}}{\sum \text{Actual segment population}}$$

from your returns

based on ONS population mid-year actuals, as detailed previously

Worked example

Historical average prevalence

Children in Care average prevalence = *Known number of Children in Care* / *Known U18 population in wonderland* = (*2022 = 5, 2023 = 10, 2024 = 7*) / (*2022 = 4,568, 2023 = 4,762, 2024 = 4,823*) = *23* / *14,153* = *16.25 CIC/10k U18*

Demand Modelling: Handling of unknown values and Out of County data

APPROACH TO UNKNOWNS WITHIN THE DATA RETURN

Segment demand = Segment population x Segment prevalence

To handle where values in data returns have been redacted, or where demand data has been given for districts / MSOAs which are 'Out of County', we have taken the following approach:

Redactions

1. Where MSOA-level data returns are heavily suppressed, we have instead run the analysis using the district-level data return.
2. Where cost data is redacted, we have used the average cost of districts / MSOAs with data for that year.
3. Where we have no more detailed information, we have assumed 2.5.

Unknown and Out of County

Where 'unknown' locality data, UASC, or Out of County* data has been provided, we have redistributed this across districts / MSOAs within the current county.

For demand data, we spread out this demand across the current county through weighting against the relevant population segment (e.g. U18s for Childrens). This is essentially a likelihood that the unknown demand came from a certain district / MSOA within the county.

To account for the fact that Out of County placements may differ in cost to in-county placements, where cost data is provided, we have then back-worked the average unit cost for each demand type per district / MSOA. This ensures total forecasted costs remain accurate & constant pre and post value re-distribution.

Unit costs at a district level may appear greater than that provided in the data return, if the cost data provided for Out of County / Unknown placements are greater than in-county, to account for the greater cost of Out of County placements.

Appendix I (c): Adults & Children's Social Care and SEND methodology

Approach to projecting prevalence forward, with time

HOW ARE WE MODELLING CHANGES IN PREVALENCE OVER TIME

Segment demand = Segment population x Segment prevalence

Introduction

Adults and Children's Social Care

To project prevalence going forward, for ASC and CSC, we have calculated the average prevalence from actuals, for the period FY21/22 through FY23/24, and applied the same prevalence going forward. These years were chosen to (1) avoid influence from COVID-19 and (2) as longer-term data is rarely available, for the same set of districts, utilising the same methodology.

For ASC, in the longer term, we have then proportionally modelled a prevalence trend back towards originating demand, discussed on the next slide.

SEND

As the prevalence of SEND has greatly increased over the past few years, we have modelled a linear increase for type of SEND setting type for each district / MSOA. Where there was not a clear linear increase, the average prevalence was used instead.

The SEND prevalence for each setting type is 'frozen' at the year that the total SEND prevalence across setting types reaches 5.5% of the under 24 population segment. Any years afterwards will have this fixed prevalence.

Other aspects of the report (Home to School transport, Absences and Exclusions etc.)

Our approach to modelling other sections of the report are detailed further into this methodology appendix.

Population segments used

These are used for both prevalence calculations, and for the weighted redistribution of unknown data.

Cohort	Population segment used
ASC: Older Adults	65+
ASC: Working Age Adults	18 – 65
Children's Social Care	Under 18
SEND (and Home to School transport)	Under 25

Approach to projecting prevalence forward, with time

PLACEMENT VS ORIGINATING PREVALENCE

We know that we have more placements in some parts of the county than others relative to local demand. As a result, we place service users in areas of the county that are not the same as their originating address. **This means that our data currently shows an artificially distorted view of need across the county**. As our population tends to its "natural" demographics we would expect this distortion to unwind over time and social care need to equalise across geographies. This phenomenon will only impact "placement" based services (e.g. Residential Care), and not community services (e.g. domestic care).

For each service, we produced cost and demand analysis for 2 key scenarios:

Service	Day 1 prevalence (2025)	Long term population driven prevalence (2030 and 2040)
Childrens: Children in Care	We have assumed that this placements will be distributed with respect to their **originating address**, not the placement address.	**No change in prevalence:** we will perform the analysis based on the child's originating / parental address, which will not change as a result of the location of the child's placement.
Adult: Residential Care, Nursing Care and Supported Living placements	Using known demand and cost data for each placement, provide a forecast for each district based on service users **currently placed in that locality.** These forecasts will have demographic distortions baked in as we do not expect services users to be moved due to changes in boundaries.	Our long-term population driven prevalence forecast will be shaped towards the distribution of service users by originating address where known. As the population across the county tends to its natural demographics, we expect the prevalence of Nursing Care and Residential Care placements to tend to the same distribution between districts as Nursing Care and Residential Care demand by origin. Where this data is unavailable, we will use the prevalence rate of domestic care (as this service does not result in service users changing address). For the longer term forecasts we will use a prevalence rate that is distributed in this way.
Adult: Other care types	For Other care types, or where placement information is not available, the forecast for each district will be based on the service user's originating address.	**No change in prevalence:** we will perform the analysis based on the service user's **originating address.**

Assumptions
LENGTH OF STAY

In the longer term, we expect the prevalence to trend back towards the distribution of prevalence suggested from originating data (or where unavailable, domestic care demand).

For longer term forecasts (2030 and 2040), and for three types of placement care – Nursing Care, Residential Care and Supported Living, we have therefore blended the prevalences between placement prevalence and originating prevalence with the weightings on the right.

Trend towards originating prevalence over the long term

Age group (WAA or OA)	Type of care	Year	Weighting
OA	Nursing	2030	30%
		2040	0%
	Residential	2030	20%
		2040	0%
	Supported Living	2030	20%
		2040	0%
WAA	Nursing	2030	80%
		2040	50%
	Residential	2030	80%
		2040	50%
	Supported Living	2030	80%
		2040	50%

ASC, CSC and SEND demand modelling
SUMMARY TABLE

Cohort	Assumptions for Day 1 (2025)	Assumptions for 2030 & 2040 (where this differs)	Handling of neighbouring unitaries
Older Adult	• For Day 1 only, prevalence remains the same as past average per district / MSOA, based on placement address • For OP, use population 65+ for prevalence and population forecasts • Practice is consistent across current LA footprints	• For residential-type settings, assume "natural" demographic demand is proportionally spread as per originating address where available or as per dom care between districts / MSOAs. • For OA: Assume average placement duration of 2 years.	**Where demand & cost data has been provided for neighbouring unitaries:** • Where this includes demand originating in that neighbouring unitary, we have used that demand to calculate the prevalences in the districts / MSOAs of the neighbouring unitary. **Where this data has not been provided:** • If this data is unavailable or the data only shows current placements in that neighbouring unitary (but not demand originating within that neighbouring unitarity), we have instead used the average prevalence from districts / MSOAs currently within the local authority. • This is to avoid demand appearing lower in scenarios with neighbouring unitaries.
Working Age Adult	• For Day 1 only, prevalence remains the same as past average per district / MSOA, based on placement address • For WAA, use population 18-65+ for prevalence and population forecasts • Practice is consistent across current LA footprints	• For residential-type settings, assume "natural" demographic demand is proportionally spread as per originating address where available or as per dom care between districts / MSOAs. • For WAA: Assume average placement duration of 15 years.	
Children's	• For Day 1 and 2030 & 2040, prevalence remains the same as past average per district / MSOA • Use U18 population • Assumed that spend will be divided by originating address rather than placement address, therefore analysis completed based on parents' address (not placement address) • Practice is consistent across current LA footprints		
SEND	• Prevalence is calculated from U25 population and will increase over time as per the trend in the district / MSOA over the past 3 years. This increase is included in Day 1 (2025) projections. • We have used a linear regression model, capped at 5.5% of population. If this resulted in negative or no linear forecast, we have instead assumed that the prevalence will stay the same over time. • Breakdown by setting in same proportions as the average over the time period data is available for.		**Where this data has been provided** • Similarly, we have used this data without modifications. **Where this data has not been provided** • We have used the total number of EHCPs from the national Government SEND report [1]. This is at LA level, so the prevalence for all MSOAs within an LA where national data has been used will have the same starting prevalence. • To split this by SEND provision type, we have then applied the same average %

Appendix I (d): Home to School Transport, Education and Homelessness forecast methodology

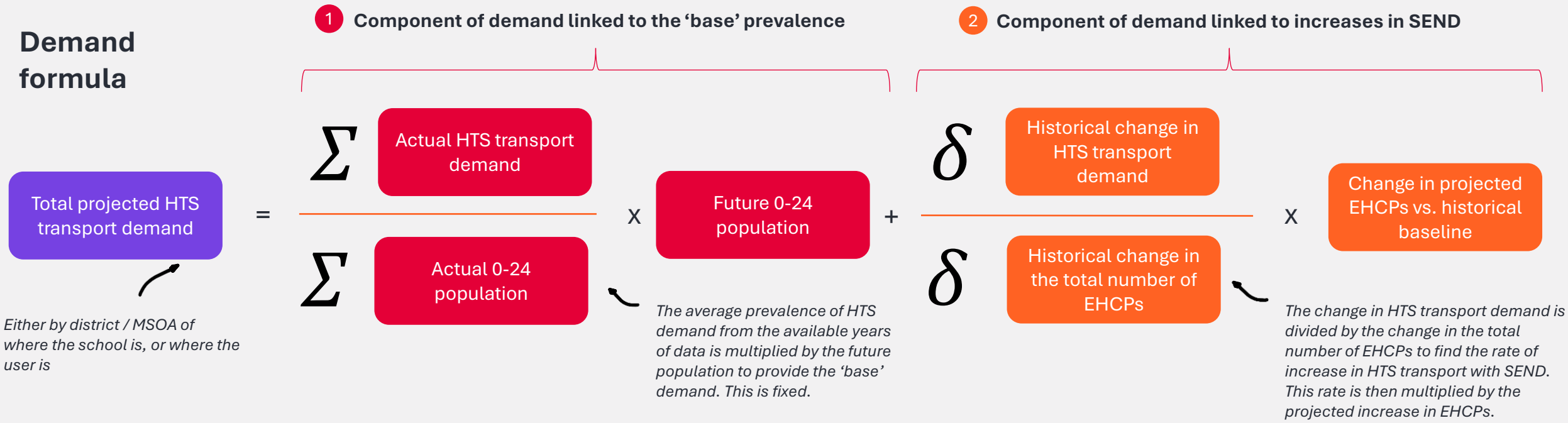
Home to School Transport (HTS)
FORECASTING METHODOLOGY

Our modelling for Home to School (HTS) transport demand is designed to reflect that HTS transport demand is driven by both demand from children and young people (CYP) with SEND but also CYP without SEND. As the total number of CYP with EHCPs is increasing, we would expect HTS transport demand to increase, but not at the same rate.

The formula therefore has two components: one linked to the average base prevalence, with the same approach as detailed for ASC and CSC demand; and a second component that reflects the increase driven by the increasing number of CYP with EHCPs.

For neighbouring unitaries without data, we have assumed the same average prevalence and split of transport type as areas where we do have data.

Demand formula



Education
FORECASTING METHODOLOGY FOR ABSENCES, EXCLUSIONS AND HOME EDUCATION

Data inputs

In all cases, where data was available in the data return, this was used.

Where data was unavailable (for example, for neighbouring unitaries without data), national data was used for that district.

National data is only available at the UTLA level, and as such where national data was used, the same prevalence will be applied to all districts / MSOAs within a UTLA.

Metric	National data source used	Years used
Persistent absences	Pupil absence in schools in England [1]	Academic years 2021, 2022, 2023
Severe absences		
Exclusions	Suspensions and permanent exclusions in England [2]	Academic years 2021 and 2022. 2023 data currently un-available.
Elective Home Education (EHE)	Elective home education – at any point during the previous academic year [3]	Academic year 2023/24 used to reflect latest trends.
Children Missing Education*	** CME was only included if complete information was supplied in the data return for all districts / MSOAs within the scenarios. Where CME data was missing for neighbouring unitaries, this was excluded from the outputs.*	

Demand calculation

Demand formula (example)
Absences

$$\text{Projected absences} = \text{Future 5-16 population} \times \frac{\sum \text{Actual absences}}{\sum \text{5 – 16 population}}$$

For absences, exclusions and EHE, an average prevalence is calculated from either the available years of data (if using the data return) or from the 'years used' in the table on the left (if using national data).

Analysis of national data shows that the rates of school absences and exclusions are higher than the pre-COVID average.

By taking an average prevalence from the immediate years available for both 'Day 1' and longer-term forecasts, our projection will be more accurate in the short term.

This approach does not assume that the rates of absences and exclusions will return to their pre-COVID baseline.

EHE was only projected for 'Day 1', as national data is only available from 2021, and we are unsure if the post-COVID rise in EHE will continue.

Data limitations

Where data is available by home address, this will be used. This is preferable as we are calculating the prevalence against the school age population of each area. However, national data looks to only be available by school location.

Effect of calculating absences and exclusions by school location

1 CYP goes to school in same area

No issues with calculating prevalence by the MSOA's SAP.

2 CYP goes to school in a different district / MSOA

Prevalence may be overstated in areas with more schools and undercounted in areas with fewer schools. Impact: Changes in UA could overstate or understate the number of missing/absent students between scenarios.

3 CYP goes to a school Out of County

UAs which largely educates pupils whose home authority is elsewhere will have the number of absences / exclusions overstated.

Housing and homelessness
FORECASTING METHODOLOGY

Data inputs

Metric	National data source used
Household size actuals & projections	Household projections for England: 2018-based [1]
Households assessed as owed a duty	Statutory homelessness in England, 2023 [2]
Number of households in temporary accommodation	

Assumptions

We have assimilated data across the previous 4 quarters of data available. Where data was missing for a council in a quarter, we have applied the average across the remaining quarters.

The national data on homelessness is only available at a LA level. At an MSOA level, we have assumed that all MSOAs within an LA will have the same prevalence. Scenarios where current LAs are split will therefore be an approximation.

Similarly, household size projections produced by the ONS are also at an LA level. We have therefore assumed the household size is constant for all MSOAs within a local authority, which we know to be a broad assumption. We have accepted this approximation, as the national data on homelessness is also limited at an LA level.

Methodology

As we have adjusted our population projections, we have applied the 2018 household sizes to our adjusted population projections, to calculate the projected number of households.

Household size formula

i.e. the projected household size

$$\text{\# of households in a given area} = \text{Adjusted population projection} \times \frac{\text{ONS forecast \# households}}{\text{ONS forecast total population}}$$

This is then used as the basis on which prevalence is calculated.

Demand formula

$$\text{Households owed a given duty} = \text{Future \# of households} \times \frac{\sum \text{Historical households owed a given duty}}{\sum \text{Historical \# of households}}$$

What we aren't forecasting and why

1. **Costs of temporary accommodation**

No reliable data available without requesting data returns.

2. **Exact placement splits beyond temporary accommodation**

This would require looking into the local social housing supply locations to ascertain how this would be split between proposed UAs, as well as added complexities where councils are sending residents out of county.

3. **2030 & beyond**

Due to the rapidly changing policy space (renter's reform, housebuilding), we are only providing Day 1 estimates.

Appendix I (e): Cost Modelling

Cost Modelling
SERVICE COST

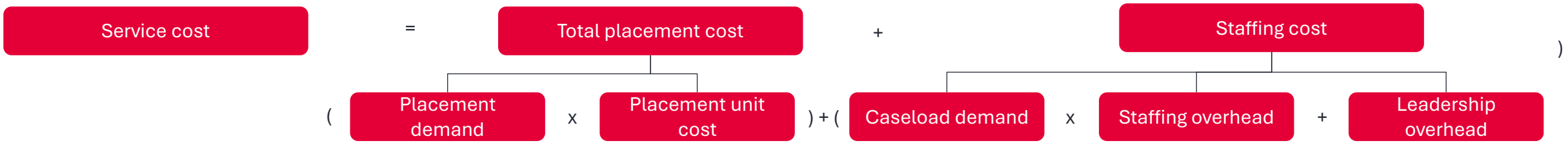
Our cost analysis has been limited to assessing the impact of LGR on two key drivers of spend:

1. **Provision** costs: the cost of placements, homecare, and supporting SEN provision.
2. The **staffing** cost associated with identifying need and supporting residents.

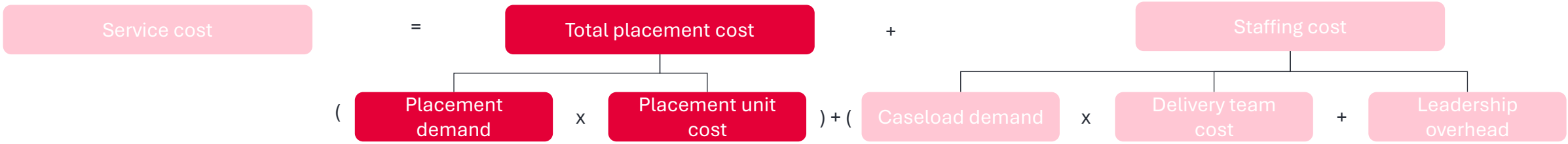
Where we have sufficiently granular data this extends to:

Service	Description	Services in scope		
		Adult	**Childrens**	**Education**
Placements	Analysis on unit cost of placements and homecare. This will extend to estimating the impact of scale, population density, complexity, self funding, OOA placements, Inflation and equalisation of rates.	• Nursing • Residential • Domiciliary • Supported Living • "Other"	• Children in Care placements	• Mainstream School • MSS • IMSS • 'Other' • Home to School transport
Staffing	Analysis of the distribution of staffing spend across the proposed unitaries, and any anticipated changes in organisation structure.	• All Council Adult Social Care directorate staffing	• All Children's Social Care directorate staffing	• All Council Education directorate staffing

The overarching governing equation is:



Cost Modelling
UNIT COSTS



In a similar manner to our demand modelling, we have used the same population segmentation approach to help us model costs across the county.

As part of the data return you have provided us with unit costs. We have then modelled cost at the same geographic level to help control for complexity (driven by deprivation etc.) and local cost variation (e.g. higher rents in urban areas).

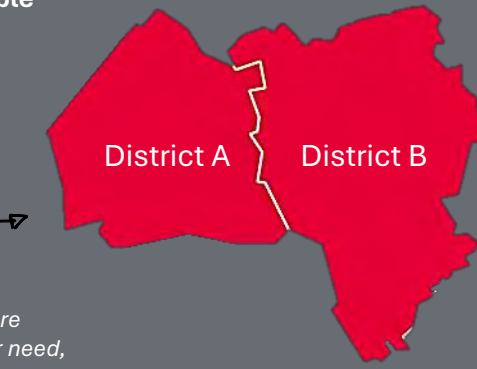
We have modelled unit cost by individual setting (i.e. OP Nursing) to ensure that we are comparing cases of comparable complexity so-far as is possible within non-PID data.

Placement demand is taken as per the approach discussed in the previous section.

To provide average rates over larger geographic areas we have used a demand weighted average. This average is also used where no data is available (for example, for neighbouring unitaries where we have not received data).

This means that if we forecast increasing need in an expensive area of the county, and a reduction in need in a less expensive area, the average unit cost would adjust to account for this.

Worked example

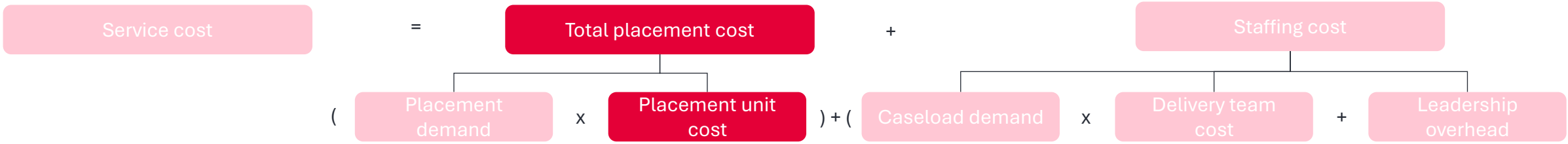


More rural, Older, less deprived, lower need, but higher unit cost

More urban, more deprived, higher need, lower unit cost

	District A	District B	Total
2025	Population = 100 Prevalence = 1/10 Unit cost = £1000/wk	Population = 150 Prevalence = 1/20 Unit cost = £1500/wk	Population = 250 Prevalence = 1/14 Unit cost = £1214/wk
2040	Population = 110 Prevalence = 1/10 Unit cost = £1000/wk	Population = 300 Prevalence = 1/20 Unit cost = £1500/wk	Population = 410 Prevalence = 1/10 Unit cost = £1288/wk

Cost Modelling
UNIT COSTS

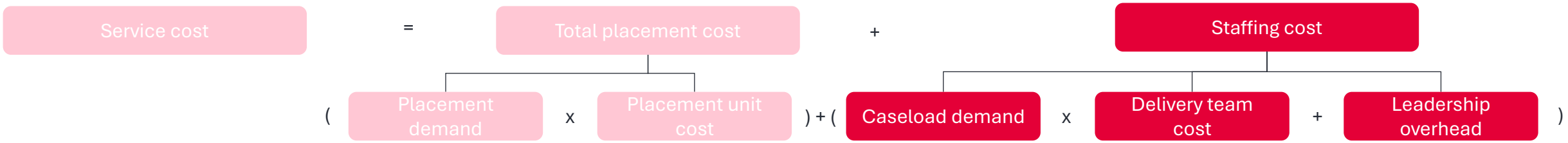


The unit cost is the cost of a setting placement, or providing a service such as Home to School transport for one service user. As we forecast unit cost forward, there are several factors that we have considered to assess the impact of LGR.

Factor	Hypothesis	How have we considered the impact of this?
Scale	That smaller authorities have less buying power and so will pay more for placements as they are outcompeted by larger LAs and the private market.	Using both national and individual data returns we will identify any correlation between unit cost and scale. If any strong trend is identified, we will apply an expected increase in unit cost rate as a result.
Population density	It is more expensive to deliver care in areas with lower population density due to increased travel time.	By modelling costs at a small geographic scale we control for these factors. As our underlying population changes (gets older, poorer or less dense) the aggregated cost will change to reflect this as we will have more service users with a higher average unit cost.
Complexity	More complex cases have a higher associated cost of care and our caseload is increasing.	
Self funding	Different areas of the county will have differing levels of self funders, which means that different unitary authorities will need to contribute differing percentages of the total cost of care.	
Out of area placements	We pay more to place service users outside an authority.	We have used out of county costs where these have been provided, and used an average cost where this is unavailable.
Inflation	Placement costs will increase in cost regardless of complexity or authority boundaries.	We have assumed compounding 3.328% inflation in line with 10 year CPI & average earnings index. When taking the average cost of a placement, we have also uplifted historical costs to account for inflation at a 5.81% rate.
Equalisation of care rates within a LA	Where an existing unitary authority is absorbing neighbouring MSOAs/districts and is paying a materially higher unit cost, and additional demand added to these contracts will be at this higher rate.	We are not expecting this to impact many scenarios, but will assume the unit cost of the existing unitary where this is higher.

Cost Modelling

STAFFING COST



Through our analysis on staffing cost, we are looking to understand the following:

1. How will staffing requirements will vary across the proposed unitary authorities.
2. Where do we expect to see the cost of staffing change between different proposed models?
3. Where might existing organisational structures become unviable due to disaggregation of services?

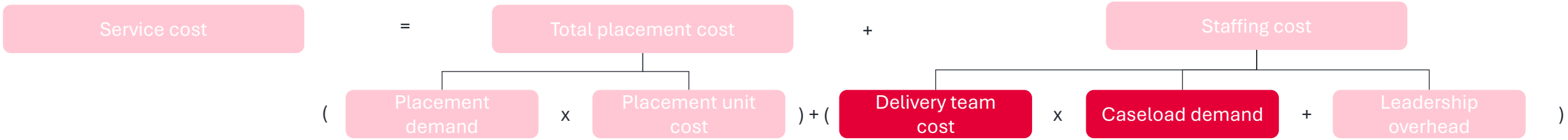
Our analysis has focused only on staff working directly on people services (e.g. transformation or data teams are excluded).

We have divided the workforce into 2 key groups:

- **Delivery team:** Staff that scale with demand, this includes all staff up to “team manager” level (up to c. £70k/annum/FTE).
- **Senior leadership**: Staff at Director level or their direct reports (over c. £70k/annum/FTE). These roles are required for every organisation regardless of caseload size.

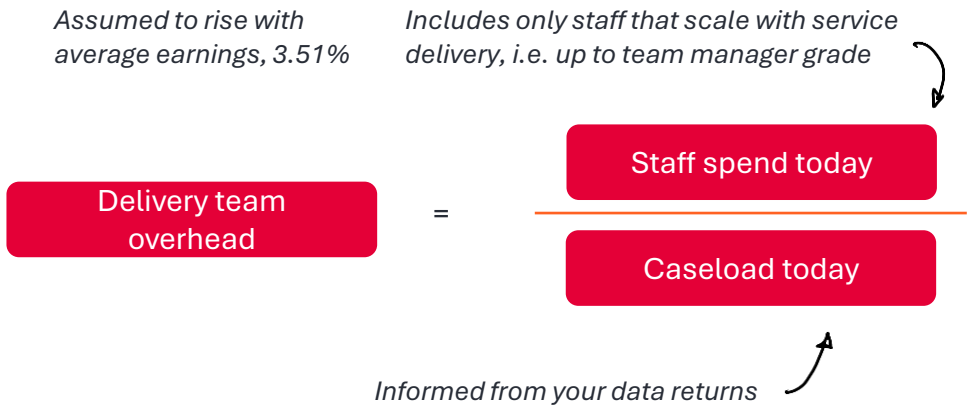
Cost Modelling

STAFFING COSTS (DELIVERY TEAM)



Staffing costs that scale with demand

Most staffing cost scales with the number of service users that we serve. We can therefore use a delivery team overhead per service user to attribute this spend to unitary authorities based on expected demand both on day 1, and using our 2030 / 2040 forecasts.



Caseload demand is used as a proxy to understand how our total staffing costs will change with time and be distributed between proposed LAs. Because we are most interested in changes to caseload and we are using a consistent definition of this demand for both the future state and demand today, it does not matter if this demand fails to capture all work performed by a team.

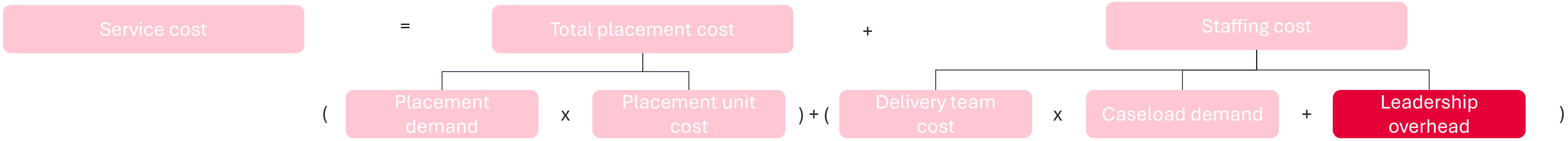
Following feedback, we have modelled caseload demand to include:

Service	Caseload demand metric
Adult	All care types returned in the data return, excluding requests for support & fulfilled requests for support
Children's	All placement types returned in the data return, excluding referrals and assessments
SEND	EHCP demand

We have chosen this metric as it more accurately captures a consistent baseline. Whilst we understand that assessments, and handling requests for support do form part of a delivery team's caseload, this is not meant to be a direct caseload measurement, but a proxy to use. As we are keeping the same caseload proxy measurement in the calculation of the future staffing cost, this remains consistent.

Cost Modelling

STAFFING COSTS (SENIOR LEADERSHIP)



Senior leadership

Whilst these staff might make up a relatively small proportion of the number of employees in an organisation, due to higher salaries they make up a disproportionate percentage of current staffing spend. For scenarios whereby total demand on an organisation is smaller, this leadership overhead can make up a significant proportion of spend.

We have assumed that director level leadership team for each directorate is fixed in its scale, and that by increasing the number of authorities in a geography we would need to duplicate this team across each service.

We have calculated the senior leadership team spend as a fixed overhead for the baseline scenario. We have then uplifted this by inflation, and scaled this by demand with a 50% weighting (e.g. a 50% reduction in demand would result in a 25% reduction in this cohort).

We have assumed senior leadership to include staff with salaries >£70k/ annum/FTE.

Step up factor

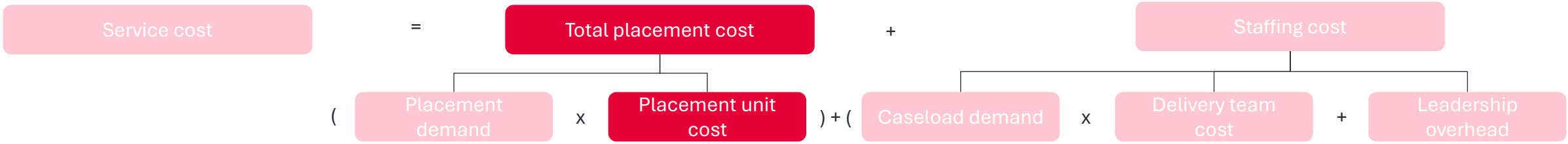
HYPOTHESIS AND RATIONALE

Hypothesis: *Smaller authorities have less buying power in the market, so all things being equal they pay more for the same provision.*

- As a response to feedback, we did some analysis to assess the impact of scale on unit cost.
- To do this, we focused on Older Adult Residential Care bed unit costs (as provided in the ASCFR data) – these are the most consistent setting, have the biggest population size and the data-set is most readily accessible nationally.
- We looked at the factors that best explain the difference in cost between authorities
    - Population size of relevant cohort (i.e. 65+) – ONS estimates 2023
    - Median income - Earnings and hours worked, place of residence by local authority: ASHE Table 8 2024
    - IMD – Indices of Multiple Deprivation 2019
- We used a linear multivariable regression model to identify the trend in this dataset and found a statistically significant correlation between smaller authority population sizes and higher unit costs, in combination with these additional factors.
- As we know the population size, IMD and median income for each geography we could calculate the expected increase in cost by varying the population size, predicted IMD and predicted median income in the model compared to the baseline scenario.
- For each proposed authority we then calculated a relative cost factor that we could apply to each unitary to calculate the expected unit cost.
- For where neighbouring unitary data has been provided, the step-up factor has not been applied in the baseline case.
- This has been applied to Adult and Children's placement costs but not to SEND or Home to School Transport.

ASCFR data has been raised as not fully reflective of unit cost spend. However, this is the only available national data on this theme and is a relatively robust basis to develop a grounded approach to implementing this assumption.

Cost modelling
SUPPRESSION HANDLING



Where placement cost values in data returns have been redacted, we have taken the following approach to “filling in the blank”.

1. Where an average over a larger geographical area is known, we have set the missing value for all unknows to that average.

2. Where a total at a larger geographical area is not known, we have assumed a flat average of the known data.

Appendix II: Data tables

Data tables: Demand

WAA :

District	Nursing 2025	Nursing 2030	Nursing 2040	Residential 2025	Residential 2030	Residential 2040	Dom Care 2025	Dom Care 2030	Dom Care 2040	Supported living 2025	Supported living 2030	Supported living 2040	Other 2025	Other 2030	Other 2040
Ashford	4	5	5	99	104	109	71	75	78	172	181	189	372	391	410
Canterbury	4	4	4	203	209	215	91	94	96	344	354	364	446	459	472
Dartford	3	3	3	55	57	60	50	52	54	100	104	109	202	211	220
Dover	4	4	4	151	155	159	76	78	80	244	250	256	292	299	306
Folkestone and Hythe	6	6	6	221	224	227	75	76	77	364	368	373	454	460	466
Gravesham	3	3	3	48	49	50	76	77	78	143	145	147	267	270	273
Maidstone	8	8	9	83	88	93	96	101	107	386	408	430	408	431	455
Medway	29	30	31	197	203	210	247	255	263	316	327	337	664	686	708
Sevenoaks	2	2	2	49	49	50	47	47	48	81	81	82	181	183	184
Swale	4	4	4	116	120	124	104	108	111	197	203	210	348	359	371
Thanet	2	2	2	107	107	107	97	97	97	373	373	373	428	428	428
Tonbridge and Malling	2	2	2	51	52	54	40	42	43	180	185	190	302	311	320
Tunbridge Wells	4	4	4	86	88	89	53	54	55	177	180	183	282	287	292

OA :

District	Nursing 2025	Nursing 2030	Nursing 2040	Residential 2025	Residential 2030	Residential 2040	Dom Care 2025	Dom Care 2030	Dom Care 2040	Supported living 2025	Supported living 2030	Supported living 2040	Other 2025	Other 2030	Other 2040
Ashford	99	110	120	146	163	177	249	277	301	28	31	34	214	238	259
Canterbury	73	79	84	398	434	462	388	423	450	34	38	40	136	148	158
Dartford	80	88	95	159	176	190	250	277	299	12	13	14	119	132	142
Dover	89	97	102	334	362	383	319	346	367	43	47	50	194	210	223
Folkestone and Hythe	79	85	89	287	307	322	336	361	378	51	54	57	135	144	152
Gravesham	61	65	69	57	61	63	242	259	272	18	20	20	75	80	84
Maidstone	183	204	223	248	277	303	324	362	396	40	44	48	119	133	145
Medway	239	262	280	424	464	496	410	448	479	24	27	29	549	600	642
Sevenoaks	73	78	81	123	131	137	218	232	242	16	17	18	111	118	123
Swale	64	70	75	216	236	252	352	385	412	36	39	42	127	139	149
Thanet	77	81	84	440	466	482	373	395	409	70	74	77	149	158	163
Tonbridge and Malling	34	37	39	117	128	136	217	236	251	20	22	24	74	81	86
Tunbridge Wells	101	109	115	164	177	186	232	249	263	35	37	39	165	177	187

Out of county and unknown demand has been redistributed.

Data tables: Demand

CSC:

District	CiC 2025	CiC 2030	CiC 2040	Residential 2025	Residential 2030	Residential 2040	IFA Fostering 2025	IFA Fostering 2030	IFA Fostering 2040	Internal Fostering 2025	Internal Fostering 2030	Internal Fostering 2040	Other 2025	Other 2030	Other 2040
Ashford	143	142	142	13	13	13	25	25	25	70	69	69	35	35	35
Canterbury	191	181	174	22	21	20	38	36	34	90	85	82	41	39	38
Dartford	131	131	133	17	17	17	21	21	22	61	62	62	31	32	32
Dover	149	141	135	20	19	18	24	23	22	66	62	59	39	37	36
Folkestone and Hythe	180	166	156	21	19	18	44	41	39	84	78	73	30	28	26
Gravesham	142	137	133	16	15	15	30	29	28	67	65	63	29	28	27
Maidstone	158	157	158	18	18	18	34	34	34	67	67	68	39	39	39
Medway	450	443	441	82	81	81	1	1	1	358	352	350	9	9	9
Sevenoaks	84	79	76	9	8	8	15	14	13	37	35	34	23	22	21
Swale	239	233	230	25	25	24	43	42	42	129	126	124	42	41	40
Thanet	285	263	247	36	33	31	42	39	36	153	141	133	54	50	47
Tonbridge and Malling	110	107	105	16	15	15	19	19	19	45	44	43	30	29	29
Tunbridge Wells	97	93	91	9	8	8	21	20	19	42	40	39	26	25	24

SEND:

District	Mainstream School 2025	Mainstream School 2030	Mainstream School 2040	MSS 2025	MSS 2030	MSS 2040	INMSS 2025	INMSS 2030	INMSS 2040	Other 2025	Other 2030	Other 2040
Ashford	664	831	899	562	591	619	159	167	175	485	683	752
Canterbury	795	928	1180	547	637	809	229	259	315	607	625	643
Dartford	732	955	995	514	556	579	98	98	102	431	603	629
Dover	799	818	838	373	382	391	211	216	221	397	407	416
Folkestone and Hythe	498	637	696	447	453	457	114	116	117	370	375	378
Gravesham	496	568	605	443	470	482	104	137	155	388	542	629
Maidstone	811	1177	1331	975	1245	1357	120	127	130	374	396	403
Medway	1035	1384	1439	1685	2487	2622	349	413	421	660	682	679
Sevenoaks	630	828	834	417	438	441	150	144	145	406	516	520
Swale	862	890	918	774	799	824	199	206	212	709	732	755
Thanet	733	732	733	571	571	571	229	229	229	580	580	580
Tonbridge and Malling	657	934	1091	605	714	770	111	114	114	367	378	379
Tunbridge Wells	389	517	772	381	443	565	114	147	213	238	242	246

Out of county, unknown and UASC demand has been redistributed.

Data tables: Unit costs

WAA :

District	Nursing Avg Cost per Week 2025	Nursing Avg Cost per Week 2030	Nursing Avg Cost per Week 2040	Residential Avg Cost per Week 2025	Residential Avg Cost per Week 2030	Residential Avg Cost per Week 2040	Dom Care Avg Cost per Week 2025	Dom Care Avg Cost per Week 2030	Dom Care Avg Cost per Week 2040	Supported living Avg Cost per Week 2025	Supported living Avg Cost per Week 2030	Supported living Avg Cost per Week 2040	Other Avg Cost per Week 2025	Other Avg Cost per Week 2030	Other Avg Cost per Week 2040
Ashford	1288	1517	2105	2275	2680	3718	273	321	445	1000	1178	1634	337	396	550
Canterbury	1288	1517	2105	1686	1986	2755	305	359	498	1130	1331	1846	330	389	539
Dartford	1365	1608	2231	2143	2524	3501	448	528	732	1245	1466	2034	386	455	631
Dover	1221	1439	1996	2396	2822	3915	328	386	535	1558	1835	2546	375	442	613
Folkestone and Hythe	1262	1487	2062	2056	2422	3360	323	381	528	1120	1319	1830	343	404	560
Gravesham	1251	1473	2044	2017	2376	3297	463	545	756	1441	1697	2354	356	420	582
Maidstone	1113	1311	1819	2074	2443	3389	361	425	590	1044	1229	1705	370	436	605
Medway	1035	1219	1692	1685	1985	2754	311	366	508	1415	1667	2312	380	448	621
Sevenoaks	1501	1767	2452	2451	2886	4004	378	446	618	793	934	1295	337	397	551
Swale	1284	1513	2099	2544	2997	4157	263	310	430	961	1131	1570	372	438	608
Thanet	1506	1774	2461	1824	2148	2980	367	432	599	862	1015	1409	349	412	571
Tonbridge and Malling	1517	1787	2479	2215	2609	3620	374	440	611	1290	1519	2108	409	482	668
Tunbridge Wells	1272	1498	2078	1981	2333	3237	406	478	664	1021	1203	1669	390	460	638

OA :

District	Nursing Avg Cost per Week 2025	Nursing Avg Cost per Week 2030	Nursing Avg Cost per Week 2040	Residential Avg Cost per Week 2025	Residential Avg Cost per Week 2030	Residential Avg Cost per Week 2040	Dom Care Avg Cost per Week 2025	Dom Care Avg Cost per Week 2030	Dom Care Avg Cost per Week 2040	Supported living Avg Cost per Week 2025	Supported living Avg Cost per Week 2030	Supported living Avg Cost per Week 2040	Other Avg Cost per Week 2025	Other Avg Cost per Week 2030	Other Avg Cost per Week 2040
Ashford	1126	1326	1839	1082	1274	1768	339	399	554	849	1000	1388	162	191	265
Canterbury	1050	1237	1716	959	1130	1568	333	392	544	927	1092	1515	207	243	338
Dartford	1034	1218	1690	967	1140	1581	371	437	606	1212	1428	1981	177	209	289
Dover	1204	1419	1968	981	1156	1604	316	372	516	1091	1285	1782	99	117	162
Folkestone and Hythe	1122	1322	1834	964	1135	1575	275	324	449	787	928	1287	221	261	362
Gravesham	943	1111	1542	963	1134	1573	360	424	589	582	686	951	268	315	437
Maidstone	1087	1281	1777	948	1117	1549	346	408	566	922	1086	1506	239	281	390
Medway	873	1028	1427	772	909	1261	258	304	422	856	1009	1399	192	226	314
Sevenoaks	1244	1465	2032	1181	1392	1931	456	537	746	874	1029	1428	261	308	427
Swale	1078	1270	1762	887	1045	1449	330	388	539	471	554	769	193	228	316
Thanet	991	1167	1619	814	959	1331	295	347	482	575	678	940	193	228	316
Tonbridge and Malling	1279	1506	2089	1064	1253	1739	380	448	622	889	1047	1453	427	503	697
Tunbridge Wells	1196	1408	1954	1103	1299	1803	366	431	599	741	873	1211	334	393	546

Out of county and unknown costs have been redistributed.

Data tables: Unit costs

CSC :

District	CiC Avg Cost per Week 2025	CiC Avg Cost per Week 2030	CiC Avg Cost per Week 2040	Residential Avg Cost per Week 2025	Residential Avg Cost per Week 2030	Residential Avg Cost per Week 2040	IFA Fostering Avg Cost per Week 2025	IFA Fostering Avg Cost per Week 2030	IFA Fostering Avg Cost per Week 2040	Internal Fostering Avg Cost per Week 2025	Internal Fostering Avg Cost per Week 2030	Internal Fostering Avg Cost per Week 2040	Other Avg Cost per Week 2025	Other Avg Cost per Week 2030	Other Avg Cost per Week 2040
Ashford	1195	1408	1953	5787	6816	9457	1175	1385	1921	549	646	897	754	888	1233
Canterbury	1313	1547	2146	5393	6353	8813	1293	1523	2113	531	626	868	843	993	1378
Dartford	1384	1630	2261	5493	6470	8976	1114	1312	1821	463	545	756	1122	1322	1834
Dover	1507	1775	2463	5603	6600	9156	1246	1467	2036	517	609	845	1220	1436	1993
Folkestone and Hythe	1353	1593	2211	5721	6739	9349	1207	1421	1972	540	636	882	852	1003	1392
Gravesham	1444	1701	2360	6434	7578	10514	1249	1471	2041	546	643	892	991	1167	1619
Maidstone	1379	1625	2254	6212	7317	10151	1226	1444	2003	519	612	849	787	927	1286
Medway	1469	1730	2400	5699	6713	9313	1326	1562	2167	488	574	797	1753	2065	2864
Sevenoaks	1298	1529	2121	5716	6733	9341	1180	1390	1929	523	616	854	998	1175	1630
Swale	1196	1408	1954	5449	6418	8904	1180	1390	1928	508	598	830	750	884	1226
Thanet	1317	1551	2152	4946	5826	8082	1295	1525	2115	548	645	895	1105	1301	1805
Tonbridge and Malling	1486	1750	2428	5780	6808	9445	1240	1460	2026	506	596	827	849	1000	1387
Tunbridge Wells	1178	1388	1925	5496	6473	8981	1241	1462	2028	508	599	830	762	898	1245

SEND :

District	Mainstream School Avg Cost per Week 2025	Mainstream School Avg Cost per Week 2030	Mainstream School Avg Cost per Week 2040	MSS Avg Cost per Week 2025	MSS Avg Cost per Week 2030	MSS Avg Cost per Week 2040	INMSS Avg Cost per Week 2025	INMSS Avg Cost per Week 2030	INMSS Avg Cost per Week 2040	Other Avg Cost per Week 2025	Other Avg Cost per Week 2030	Other Avg Cost per Week 2040
Ashford	161	190	264	488	575	798	969	1142	1584	111	131	182
Canterbury	161	190	264	488	575	798	969	1142	1584	111	131	182
Dartford	161	190	264	488	575	798	969	1142	1584	111	131	182
Dover	161	190	264	488	575	798	969	1142	1584	111	131	182
Folkestone and Hythe	161	190	264	488	575	798	969	1142	1584	111	131	182
Gravesham	161	190	264	488	575	798	969	1142	1584	111	131	182
Maidstone	161	190	264	488	575	798	969	1142	1584	111	131	182
Medway	161	190	264	488	575	798	969	1142	1584	111	131	182
Sevenoaks	161	190	264	488	575	798	969	1142	1584	111	131	182
Swale	161	190	264	488	575	798	969	1142	1584	111	131	182
Thanet	161	190	264	488	575	798	969	1142	1584	111	131	182
Tonbridge and Malling	161	190	264	488	575	798	969	1142	1584	111	131	182
Tunbridge Wells	161	190	264	488	575	798	969	1142	1584	111	131	182

Out of county, unknown and UASC costs have been redistributed.

Data tables: Step up factor

STEP UP FACTOR

Proposed Authority	Population 65+ 2023	IMD	Median income	Mid	Step up factor	Scenario
Kent	329.1k	19.5	£32.4k	924.6	1.0000	Baseline
Medway	47.7k	23.8	£32.1k	914.9	1.0000	Baseline
East Kent	153.3k	22.3	£31.1k	906.5	0.9804	Model 1
North Kent	112.5k	23.2	£32.2k	913.3	0.9877	Model 1
West Kent	110.9k	13.6	£34.0k	1021.3	1.1046	Model 1
East Kent	98.8k	24.7	£29.8k	876.8	0.9482	Model 3
North Kent	82.8k	22.0	£32.4k	930.3	1.0061	Model 3
South Kent	84.3k	21.4	£33.0k	942.4	1.0193	Model 3
West Kent	110.9k	13.6	£34.0k	1021.3	1.1046	Model 3
East Kent	97.9k	23.0	£30.2k	897.0	0.9701	Model 4
Mid Kent	85.2k	23.4	£32.3k	915.8	0.9904	Model 4
North Kent	82.8k	22.0	£32.4k	930.3	1.0061	Model 4
West Kent	110.9k	13.6	£34.0k	1021.3	1.1046	Model 4
East Kent	127.7k	24.2	£30.6k	886.6	0.9589	North/east/mid/west
Mid	90.5k	19.0	£32.6k	959.2	1.0374	North/east/mid/west
North Kent	82.8k	22.0	£32.4k	930.3	1.0061	North/east/mid/west
West Kent	75.8k	12.4	£34.7k	1044.9	1.1301	North/east/mid/west

Local Government Reform: Impact on people services

If you would like to discuss the content of his report or would like any further information, please contact:

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Appendix 3e

Basic Member Allowances in Kent and Medway Councils

District, Borough and City Councils

District	Basic allowance	Financial Year	Number of Members	Total allowance cost
Ashford	£5551.13	2024/25	47	£290,903.11
Canterbury	£6638.28	2024/25 & 2025/26	39	£258,892.92
Dartford	£6177.00	2024/25 & 2025/26	42	£259,434
Dover	£5000.00	2024/25 & 2025/26	32	£160,000
Folkestone & Hythe	£6014.04	2024/25	30	£180,421.20
Gravesham	£5808.96	2024/25	39	£226,549.44
Maidstone	£6228.55	2025/26	49	£305,198.95
Sevenoaks	£6628.00	2024/25	54	£357,912
Swale	£6786.00	2024/25	47	£318,942
Thanet	£5475.00	2025/26	56	£306,600
Tonbridge & Malling	£5592.00	2025/26	44	£246,048
Tunbridge Wells	£6000.00	2025/26	39	£234,000
Districts' total:	**£71,898.92**	n/a	**526**	**£3,144,901.62**
District average	**£5991.58**	n/a	**43.8**	**£262,075.14**

Kent County Council and Medway Council

Council	Basic allowance	Financial Year	Number of Members	Total allowance cost
Kent	16,266.91	2025/26	81	£1,317,619.71
Medway	12,098	2024/25	59	£713,782

Grand total cost for KCC, Medway and district councillors: **£5,176,303.33**

Proposed unitary cost: 122 councillors x £23,000: **£2,806,000.00**

Difference: **£2,370,303.33**

Basic Member Allowances - Sources

Ashford: Members Allowances 2024-25.pdf
Canterbury: Members allowances | Canterbury City Council
Dartford: Members' Allowances Scheme – Dartford Borough Council
Dover: Part-6-Members-Allowances-2025.pdf
Folkestone & Hythe: Members Allowances 24-25 v2.xlsx
Gravesham: 2024-25.pdf
Maidstone: Councillor Allowances - Maidstone Borough Council
Sevenoaks: Document 24 - Appendix G - Members Allowance Scheme | Sevenoaks
Swale: Councillors and Elected Members - Members' allowances
Thanet: Members' Allowances Scheme 2025-26 - Google Docs
Tonbridge & Malling: TONBRIDGE AND MALLING BOROUGH COUNCIL
Tunbridge Wells: Councillors' allowances and expenses
Kent: (Public Pack)Item 8 - Member Allowances Reports Agenda Supplement for County Council, 10/07/2025 10:00
Medway: 2023 to 2024 Member Allowances | Medway Council

Appendix 3f

Community Engagement Toolkit

Contents

This appendix provides an overview of community engagement methods that could be utilised by the new unitary authority. By offering a flexible menu of approaches, the following could form the basis of a **Community Engagement Toolkit** to empower staff when tailoring their engagement activities to local needs.

1. Digital Engagement Platforms

With this proposed model, the single unitary option has a unique opportunity to continue existing engagement methods and embed them into a wider engagement framework.

Kent County Council (KCC) has a strong online presence, across multiple social media platforms, and for many residents it is their preferred method of finding out what the authority is doing or using it to contact the council. Continuing to engage with the public in this way can give the new unitary authority a dialogue and connection with residents that it may not reach through other channels[1].

The new unitary authority should continue to invest in digital platforms to make engagement accessible and consistent, focusing on transparency, social value and inclusive representation.

2. Public Consultations & Town Halls

A new unitary authority could utilise public consultation and Town Halls / Community Venues, where available, to engage with the public on key issues; in-person events can provide a richer and more nuanced conversation with participants asking questions on the issues being discussed. This method may also support council staff and Councillors to build trust and rapport between the new unitary authority and the community and deepen any learning obtained from digital consultation methods.

[1] KCC Social Media Guidance

The single unitary authority will be able to use or build on existing online and digital platforms currently utilised by Kent and Medway Councils such as KCC's Let's Talk Kent and by combining in-person and digital consultation methods, the new unitary authority can potentially reach more diverse groups and mitigate issues surround digital accessibility and work in a more collaborative way with local residents.

Learning from other areas: Royal Borough of Kensington and Chelsea – Kensal Canalside Opportunity Area

In The Royal Borough of Kensington and Chelsea, Kensal Canalside was identified as one of 48 opportunity areas in the 2021 London Plan, and the area was allocated to deliver a minimum of 3,500 new homes and 2000 new jobs.

The Council undertook several stages of engagement with residents before the Draft Supplementary Planning Document (SPD) was published for consultation; including the use of drop-in sessions in the local area to introduce the opportunity to the wider public and gain their views and insights. Drop-in sessions were advertised through mail-out of leaflets to local residents, posters in local businesses and following this, a 'Kensal Canalside Community Workshop' took place with the purpose of sharing feedback and gaining additional information.

This process was complemented by online polls and a request for feedback through their formal consultation process. Each stage of engagement fed into subsequent engagement activity, and a detailed consultation schedule was made available on the Council website.

This structured and transparent engagement process ensured that residents, partners and businesses were kept informed at all stages and a range of both online and in-person events allowed the council to reach underrepresented and marginalised groups.

Feedback from the first consultation led to amendments in the plan, including:

- *Adjustments to building heights.*
- *Improved green space allocation.*
- *Enhanced pedestrian and cycle routes.*

This shows that community input directly influenced the design, reinforcing trust and legitimacy.

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3. Online Broadcast of Committee Meetings

Whilst there is no legal requirement for councils to broadcast or livestream meetings themselves, they must allow for filming, recording and reporting of public meetings in accordance with the Local Government Audit and Accountability Act (2014). Therefore, in order to provide transparency in decision making processes, KCC, like many councils, broadcast their committee meetings online to be viewed by the public. This process allows residents to see the processes that are followed and how decisions are made by their elected representatives and provides public accountability from councillors and council staff.

It is proposed that the new unitary authority continue to maintain this service so that residents can better understand local issues and priorities and as it is accessible online, a wider audience can stay informed and participate (indirectly) at a time that suits them.

4. Leader's Question Time

The new unitary authority could consider holding Question Time events to enable the public to engage with the local authority, building trust and transparency in Council processes and promote a two-way dialogue.

Since 2017, the Greater Manchester Combined Authority has hosted 'Question Time' events; aiming to highlight and answer questions on local issues posted by members of the public[2]. Events are held quarterly and provide an opportunity for residents to have a voice on any concerns that matter to them.

Similarly, the Mayor of London holds 'Mayor Question Time' events 10 times a year, residents of London can submit questions accessibly online on the full range of matters within the mayoral remit, including policing, fire service and transport, with any questions not answered during the meeting receiving a written response[3].

Medway Council are currently trialling questions to Cabinet Members at Cabinet Meetings[4] as an addition to those at Full Council meetings, with an online form for residents to submit their queries and opportunities to attend meetings to ask their question in person.

5. Participatory Budgeting

Participatory budgeting is a process in which residents directly decide how to allocate part of a public budget. It empowers communities by giving them a voice in funding priorities, fosters transparency, and strengthens trust between the council and its constituents. Through workshops, voting, and collaborative decision-making, participatory budgeting helps ensure that resources are directed toward projects that reflect local needs and values.

KCC has used this concept of participatory budgeting through the Crowdfund Kent Programme, with VCSE organisations and community groups in Kent creating projects that are most needed in their local communities and receiving not only funding support from public sector organisations but also from members of the public. Over the four years of the programme, it has resulted in over £1.8M in funding raised for projects proposed by Kent organisations, covering initiatives varying from improving local spaces to providing services for communities in need.

In a 2011 National Evaluation of Participatory Budgeting in England[5], considering six different areas of the UK, results showed that participatory budgeting could change mainstream services, attracting additional funds into deprived areas from other funders, leading to different types of projects receiving funding than might otherwise been the case. It also enhanced the ability of providers to address local service needs amongst hard-to-reach groups and served to improve residents' and organisations' self confidence in tackling neighbourhood issues and working with public sector organisations.

The new Unitary Authority could choose to utilise this form of resident participation, ensuring a localised approach to community funding.

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[2] Mayor's Question Time - Greater Manchester Combined Authority
[3] Questions to the Mayor | London City Hall
[4] Asking a question at a Full Council or Cabinet meeting | Asking a question at a Full Council or Cabinet meeting | Medway Council
[5] National Evaluation of Participatory Budgeting in England

6. Citizen Advisory Boards

A collection of individuals selected to be representative of the wider population, this form of engagement allows for residents, experts and organisers to meet for open discussion and focussed questioning to make an informed recommendation on a key topic before disbanding. It could allow for greater diversity of engagement by utilising the knowledge and experience of not only residents but also representatives from community organisations such as the VCSE.

Citizen Advisory Boards could be used by the new unitary to ensure community voices are heard as part of decision-making processes, providing localised insight to community perspectives and tailoring services to local needs.

The advisory boards would be time limited and convened on specific topics to provide a focus for discussions and ensure they hold a meaningful role rather than symbolic input.

Learning from other areas: Innovation in Democracy Programme – Piloting Citizen's Assemblies

The Innovation in Democracy Programme, established by the Department for Digital, Culture, Media and Sport (DCMS) and the Ministry of Housing, Communities and Local Government (MHCLG), supported a programme to involve residents in local decision-making through piloting citizen's assemblies.

The aim of the programme was to increase the capability of local people to have a greater say over decisions that impact their communities, encourage new relationships and trust between citizens and local authorities and strengthen local civil society by encouraging participation in local institutions.

Involve, the Democratic Society, mySociety and the RSA were commissioned to provide support to Dudley Metropolitan Borough Council, Greater Cambridge Partnership, and Test Valley Borough Council to design, run and report on their respective assemblies which took place in Autumn 2019. The assemblies considered the following topics:

- *Dudley Metropolitan Borough Council: assembly on the future of town centres*
- *Greater Cambridgeshire Partnership: assembly on improving public transport and tackling congestion.*
- *Test Valley Borough Council: assembly on the future vitality of town centres*

The process included evidence sessions, facilitated discussions, and final recommendations to the councils and a handbook to be used by other authorities on running their own citizens assemblies was developed. The authorities involved reported that the recommendations from citizens assemblies directly helped to inform the development of ongoing work such as local plans and visions for the area.

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7. Community Workshops & Focus Groups

Community workshops and focus groups are already used within KCC's services to engage local residents and organisations (such as Health and the VCSE) to co-design policies and services.

A recent example of this would be the KCC Adult Social Care Prevention Framework which utilised several workshops with the voluntary sector, KCC workforce, partners and Kent residents for early engagement and co-production prior to formal online consultation. The team

hosted several drop-in sessions[6] to engage with the community in a number of different locations across the county. The framework was designed accordingly to ensure that the voice of people living in Kent remains at the heart of the priorities outlined in the final document.

The new unitary authority should consider workshops and focus groups, alongside similar models such as citizen's assemblies, as a core engagement process part of the wider community engagement framework.

Learning from other areas: Exeter's Wellbeing Hub Co-design

Exeter's approach to developing its Wellbeing Hub was rooted in community-led design, using a combination of workshops, focus groups, and multi-agency collaboration to ensure services reflected the needs and aspirations of local residents. Key partners in the process were Exeter Community Initiatives (ECI), Co-Lab Exeter, Wellbeing Exeter and Exeter City Council.

Targeted focus groups were used to gather insights from specific communities, including those facing disadvantage or exclusion. These sessions helped shape the design of services to be more inclusive and responsive.

CoLab Exeter served a central role for collaboration among service providers, community organisations, and residents. It enabled co-creation of solutions and integrated service delivery, particularly for individuals with complex needs and community input from workshops and focus groups directly informed programme priorities.

Residents influenced the design and delivery of wellbeing services and as the services were tailored to local needs there was improved uptake from the community and the collaborative design process led to improved relationships between the council, voluntary sector, and communities, fostering empowerment, inclusion and trust in local decision making.

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8. Volunteer & Civic Projects

The responsibilities of district councils such as community maintenance and litter management will become part of the services of the newly created unitary authority and community and civic projects such as the one shown below, could be a useful tool to engage with Kent and Medway residents whilst improving our local areas. Similar initiatives could be coordinated and managed through a Community Engagement Team to give a sense of ownership and pride in the community.

Unitary council staff could be given the opportunity to directly volunteer on such schemes, improving relationships between staff and members of the public and continuing KCC's current commitment to volunteering efforts to support local people, reduce isolation, increase connectivity and improve accessibility.

Learning from other areas: Darlington Pick, Pie and Pint Days

Due to decreasing budgets, Darlington Borough Council found residents raising concerns over the appearance of the town's historic centre yet lacked the financial resources to address the problem directly. By partnering with a local organisation, Darlington Cares, which was formed with council support in 2012 to help focus the corporate responsibility efforts of Darlington based businesses, the council were able to organise regular 'Pick, Pie and Pint' days in 2017.

[6] Adult Social Care Prevention Framework Engagement Sessions | Let's talk Kent

Held as social and fun event days, residents were invited to exchange an hour's work litter picking and improving the local area, for a free pie and pint, paid for by a local business (and at no cost to the council) thus incentivising residents beyond civic duty whilst creating a social element that improved community cohesion and pride in shared spaces.

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9. Youth Engagement

KCC currently has a Kent Youth County Council (KYCC), a group of young people aged between 11 and 18 who are elected to represent and act upon the views, issues and opinions of the young people in Kent[7]; four young people are elected to represent each of Kent's twelve districts in addition to twelve community seats, ensuring KYCC is representative of all communities in Kent.

The KYCC campaigns on three issues each year, decided during the annual election process, on topics such as mental health, environment, curriculum for life and improving public transport as well as other opportunities to ensure the voice of young people is heard within the decision-making processes across council services.

The National Youth Agency (NYA) has developed a framework for 'Digital Youth Work', exploring new innovations to engage and support young people[8]; identified examples of digital youth work could be:

- Connecting with young people through the authority's social media channels
- Using Discord to deliver youth targeted sessions such as healthy relationships
- Discussing online safety and wellbeing during sporting activities
- Working on skills development using Minecraft
- Utilising the power of VR to explore identity and belonging.

Therefore, the new unitary authority should continue to maintain a youth county council as an important engagement mechanism but should also consider how alternative models of engagement (both online and in-person) as well as peer-led outreach and the use of clubs and informal spaces could widen engagement to harder to reach cohorts of young people.

Learning from other areas: Fenland Youth Work Network in Cambridgeshire

In response to youth vulnerability due to poverty, limited services and exploitation risks in the rural area of Fenland, Cambridgeshire County Council launched the 'Fenland Youth Work Network' in 2024, introducing initiatives such as 'Inspire Youth Through Sports' and 'Fenland Youth Tribe' which provided safe spaces, community ties and resilience to the young people in attendance.

Identifying the need for a targeted and community led approach, Cambridgeshire County Council co-designed the two new services with young people through a collaborative place-based model, empowering the young people involved and providing holistic support tailored to local needs.

Over 200 young people, including those known to the Community Safety Partnership, regularly engaged with the projects leading to tangible outcomes such as improved access to food,

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[7] About Kent Youth County Council - Kent County Council
[8] Digital Youth Work - National Youth Agency

clothing and services, successful youth-led campaigns for skate park lighting and reduced risk of exploitation.

The work is now sustained though local volunteers, youth works and VCSE providers who continue to lead the sessions supported by training, guidance and seed funding from the Council.

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10. Cultural & Community Events

Cultural events, such as festivals, heritage days, and arts programmes, can help residents feel connected to their place and to each other. For a new unitary authority, these events offer a chance to celebrate local diversity, acknowledge shared history, and build trust in the new governance structure.

Events can provide a more informal and inclusive space where councils can engage with residents who might not participate in more formal consultation or engagement methods; this will be especially important during local government reorganisation where the public may be sceptical or lacking in clarity on the new structures in place and could become a useful tool during the important transition phase to the new unitary authority and beyond until the benefits are fully realised.

Learning from other areas: Historic England High Street Heritage Action Zone in South Kesteven, Lincolnshire

The Historic England High Street Heritage Action Zone (HSHAZ) project in South Kesteven in Lincolnshire specifically focused on Grantham, and was part of a national initiative to revitalise historic high streets through heritage-led regeneration.

Grantham was selected as one of 68 HSHAZs across England, receiving funding from Historic England and the government departments DCMS and MHCLG. The programme ran from 2020 to 2024, with South Kesteven District Council and its economic development company 'InvestSK' leading the delivery.

The project focused on several key areas including building regeneration grants, a Community Urban Design Framework co-designed with residents to guide future development, and a cultural programme of events and activities including heritage trails, festivals and creative workshops to celebrate local identity and bring people back to the high street.

As a result, 80% of attendees reported feeling more pride in their local community and 69% said they were likely to visit their high street more often.
