

APPENDIX F: 2026-29 SPENDING

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

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Base Budget Changes	CED	Brian Collins	Corporate Finance - Financial Assessment & Income	Require £117.7k (shortfall on current budget) .This budget pays for the printing and delivery of in the region of 15,000 Kentcare invoices sent every four weeks (client billing). The budget also pays for the letters sent associated with the annual reassessment process and the prepaid envelopes required for documentary evidence associated with financial assessments to be returned. Any costs associated with inserts sent with the invoices i.e., Frequently Asked Questions, Direct Debit Flyers, Direct Debit mandates and Payment Methods, along with guides to the Kent Care Invoices. More recently the budget is paying for any charges incurred for the collection of income i.e. gov pay, direct debit portal, death certificates and probate checks. The spend is determined by the number of invoices produced and amount of income electronically collected. The budget has not been inflated for years despite postage costs increasing i.e., 2018 the cost of a 2nd class stamp was 58p. Currently the cost is 87p.	117.7	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	CED	Brian Collins	Corporate Finance - Financial Assessment & Income	Corporate Director of Finance agreed in 2023 to the introduction of a new telephony solution (Luware) to support the incoming calls received due to the delivery of in the region of 13,500 Kentcare Invoices every 4 weeks. License costs are £92.2k per year.	92.2	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	CED	Brian Collins	Strategic Management and Departmental Budgets (CED)	Annual increase of Public Health overhead recharge - funded by PH grant	-89.8	0.0	0.0	Public Health	Core
Base Budget Changes	CED	Brian Collins	Impact of Cap on Capitalisation of Property Disposal costs	Removal of short term funding for impact on the revenue budget of 4% cap on capitalisation of asset disposal costs pending improvement in market conditions and implementation of changes to asset disposal strategy	-100.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Base Budget Changes	DCED	Linden Kemkaran	Governance & Democracy	Senior staff reorganisation across Law and G&D - new Head of Governance role in G&D, offset by role deletion in Law (CED)	120.0	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	DCED	Brian Collins	Human Resources	Increase to cover additional resource for services already delivered by HR Connect due to further requirements from KCC.	23.6	0.0	0.0	Management, Support Services & Overheads	Core
Base Budget Changes	NAC	Brian Collins	Capital Financing Costs	Reinstate in 2027-28 the temporary reduction in debt charges in 2024-25 to 2026-27 due to decisions taken by Members to contain the capital programme; significant levels of re-phasing of the capital programme in 2022-23, 2023-24 and 2024-25; changes in interest rates and a review of asset lives in the modelling of debt charges.	0.0	4,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Brian Collins	Corporate Levies	Rightsize budget for the Environment Agency Levy as the increase in 2025-26 was lower than anticipated when the budget was set	-6.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	NAC	Brian Collins	Other Non Attributable Costs	Removal of the payment to Kent Fire & Rescue Service of their 3% share of the Retained Business Rates levy in line with the Kent Business Rates pool agreement as the Kent Business Rates pool ceases to exist from 1 April 2026	-142.5	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Base Budget Changes	CHB	Brian Collins	Pay and Reward	Release of 2025-26 unallocated pay and reward allocation. The costs of the pay award were less than assumed when the 2025-26 budget was set based on actual staff in post	-236.9	0.0	0.0	Unallocated	Core
Base Budget Changes	CHB	Brian Collins	Pay and Reward - 2025-26 National Insurance increase	Release of 2025-26 unallocated employers national insurance increase. The allocations to directorates for the base funded costs of the 2025-26 employers national insurance increase were lower than the grant allocation.	-1,904.0	0.0	0.0	Unallocated	Core
TOTAL BASE BUDGET CHANGES					40,562.8	4,000.0	0.0		

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									Core	Externally Funded
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Social Care in Prisons grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £333.1k. (293.3k in Long Term Division)	293.3	0.0	0.0	Adults and Older People	Core	
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the War Pensions Disregard grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £290.8k.	290.8	0.0	0.0	Adults and Older People	Core	
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Local Reform and Community Voices: Deprivation of Liberty Safeguards Funding following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £132.2k.	132.2	0.0	0.0	Adults and Older People	Core	
Reduction in Grant Income	ASCH	Diane Morton	Adult Social Care	Removal of the Social Care in Prisons grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £333.1k. (39.8k in Short Term Division)	39.8	0.0	0.0	Adults and Older People	Core	
Reduction in Grant Income	CYPE	Christine Palmer	Children & Families Grant	Removal of the Children's & Families specific grant following Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	8,571.2	0.0	0.0	Children's Social Care	Core	
Reduction in Grant Income	CYPE	Christine Palmer	Children & Families Grant	Removal of the Children's & Families specific grant following Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	2,705.0	0.0	0.0	Children's Social Care	Core	
Reduction in Grant Income	CYPE	Christine Palmer	Children's Social Care	Removal of the Virtual School Heads for children with a social worker and children in kinship care specific grant following the Government decision to include this within the Core Spending Power in the 2026-27 Local Government Finance Settlement meaning this is now received as a general funding source rather than specific grant.	197.9	0.0	0.0	Children's Social Care	Core	
Reduction in Grant Income	GET	Paul King	Environment	Removal of the Biodiversity Net Gain Planning Requirement grant following the Government decision to simplify the local government funding landscape. This simplification includes consolidating some revenue specific grant funding into the Revenue Support Grant (RSG). From 2026-27 this grant will be received as part of the RSG, which is a general funding source rather than a specific grant, and the impact of this change is to increase our net budget by £27.1k.	27.1	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core	
TOTAL REDUCTION IN GRANT INCOME					12,257.3	0.0	0.0			

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Pay	ASCH	Diane Morton	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff - 18-25 Disabled Young People Services - long term support	15.6	15.6	15.6	Adults and Older People	Core
Pay	CYPE	Christine Palmer	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Integrated Children's Services Operations)	346.2	173.2	177.0	Children's Social Care	Core
Pay	CYPE	Beverley Fordham	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Special Educational Needs)	225.1	112.7	115.1	Children's Other Services	Core
Pay	CYPE	Christine Palmer	Pay and Reward	Uplift in pay budget in line with general pay pot for posts which are temporarily covered by agency staff (Children's Disability Services)	62.9	31.5	32.2	Children's Social Care	Core
Pay	GET	Paul Webb	Community Protection (Kent Scientific Services)	Increase in staffing costs within Kent Scientific Services to deliver scientific testing which are offset by increased income	26.9	17.0	18.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	GET	Paul Webb	Coroners	Increase in pay for senior, area and assistant coroners. There is no longer a national Joint Negotiating Committee for Coroners. This figure is based on an increase in line with KCC staff pay increases estimate based on likely inflation	26.5	17.9	16.6	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Pay	NAC	Brian Collins	Apprenticeship Levy	Increase in the Apprenticeship Levy in line with the estimated increase in the pay bill	102.1	78.9	75.1	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Pay	CHB	Brian Collins	Pay and Reward	Contribution for annual pay award and impact on base budgets from the transition to and progression through the Council's new pay structure from 1 April 2025, as agreed at County Council on 23 May 2024. This includes an estimate for staff pay awards and ensuring that lower pay scales increase in line with the Foundation Living Wage. This is still subject to finalising the pay bargaining process with Trade Unions.	16,600.0	14,700.0	13,400.0	Unallocated	Core
Pay	CHB	Brian Collins	Pay and Reward	Employer Pension contribution reduction. 2% reduction in 26-27, with a further 1.9% in 27-28	-4,600.0	-4,800.0	0.0	Unallocated	Core
TOTAL PAY					12,805.3	10,346.8	13,849.8		
Prices	ASCH	Diane Morton	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages including nursing, residential, domiciliary, supporting independence and direct payments	9,917.3	17,538.4	17,120.7	Adults and Older People	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Non-disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance (Integrated Children's Services Operations)	4,592.3	2,970.7	2,828.3	Children's Social Care	Core
Prices	CYPE	Beverley Fordham	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport	3,467.0	2,431.6	2,233.9	Transport	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Disabled Children	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance (Children with a Disability)	1,816.1	1,417.3	1,367.5	Children's Social Care	Core
Prices	CYPE	Christine Palmer	Children's Social Care	Provision for uplift to Special Guardianship and Adoption payments	595.6	374.2	332.8	Children's Social Care	Core
Prices	CYPE	Beverley Fordham	Schools' Services - Historic Pension Arrangements	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - Children, Young People & Education	223.2	140.2	124.8	Schools Services	Core
Prices	CYPE	Christine Palmer	Children's Social Care - Care Leavers	Provision for price negotiations with external providers, and uplift to Kent Supported Homes payments (Care Leavers)	192.6	114.2	66.7	Children's Social Care	Core

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Prices	CYPE	Beverley Fordham	Kent 16+ Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent 16+ Travel Saver	124.9	78.5	69.8	Transport	Core
Prices	GET	Paul King	Waste	Provision for price inflation related to Waste contracts (based on contractual indices) - updated for Office for Budget Responsibility November 25 forecasts	2,983.0	2,636.0	2,678.0	Waste	Core
Prices	GET	Peter Osborne	Highways	Provision for price inflation related to Highways contracted services (based on contractual indices)	1,286.3	1,324.8	1,384.7	Highways	Core
Prices	GET	Peter Osborne	Supported Bus Services	Provision for price inflation, which results from the re-tendering of supported bus services, which reflects increases in operating costs over the life of a contract.	763.0	763.0	0.0	Transport	Core
Prices	GET	Peter Osborne	English National Concessionary Transport Scheme (ENCTS) - Inflation	Provision for price inflation, resulting from bus operator fare increases feeding into the ENCTS re-imbursement calculator. The re-imbursement calculator is used to calculate what a bus operator receives in payment, for each pass presented per trip.	495.0	519.0	543.0	Transport	Core
Prices	GET	Peter Osborne	Kent Travel Saver	Provision for price inflation related to the Kent Travel Saver and Kent 16+ Travel Saver which is recovered through uplifting the charge for the pass - Kent Travel Saver	479.7	479.7	479.7	Transport	Core
Prices	GET	Paul Webb	Public Rights of Way	Provision for price inflation related to Public Rights of Way contracts	83.0	56.0	56.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	Provision for inflationary increase in specialist pathologist fees	31.0	19.5	21.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners - Funeral Directors Contract	Provision for price inflation related to contracted services (based on contractual indices)	25.9	16.4	17.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Libraries, Registration & Archives	Provision for price inflation related to contracted services (based on contractual indices) - annual uplift to the SLAs we have in place for - Amelia, Tunbridge Wells Borough Council, Sandgate Library, Sandgate Parish Council, Swanley Link, Swanley Town Council and contribution to Beaney, Canterbury City Council.	17.6	18.5	19.5	Community Services	Core
Prices	GET	Paul King	Country Parks	Inflationary increases in the gross costs to supply catering goods, materials and stock used to generate income through resale in on-site cafes and shops.	14.8	9.4	10.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	Increase in budget for toxicology analysis due to increasing number and complexity of cases plus inflationary rises in salaries and consumables	14.3	10.6	11.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Community Protection (Kent Scientific Services)	Inflationary increases to public laboratory non-staffing costs including consumables, fuel etc.	12.0	7.5	8.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners - Post Mortem Contract	Provision for price inflation related to contracted services (based on contractual indices)	1.9	1.2	1.3	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Coroners	The Coroner Service is required by law to record inquests and provide limited secure access to streaming. AV Equipment to do this was installed at the new facilities at Oakwood House but requires ongoing maintenance.	1.2	0.7	0.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	GET	Paul Webb	Mobile Libraries Fuel	Provision for price inflation related to other transport services	1.0	1.0	1.0	Community Services	Core

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Prices	GET	Peter Osborne	Streetlight Energy	Provision for price changes related to Streetlight energy, as estimated by Commercial Services/LASER for 25/26 and 26/27 and same for 28/29 pending energy price information.	-161.0	0.0	0.0	Highways	Core
Prices	CED	Brian Collins	KCC Estate - Facilities Management including Compliance	Estimated future price uplift within the Corporate Landlord budget for Facilities Management contracts	578.2	410.0	405.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	KCC Estate - Rent	Provision for price inflation within the Corporate Landlord budget for rent of the KCC estate	142.3	118.4	122.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	Schools' Services - Facilities Management	Provision for price increase for Facilities Managements in line with contract indexation - schools	82.2	62.7	62.7	Schools Services	Core
Prices	CED	Brian Collins	KCC Estate - Rates	Provision for price inflation within the Corporate Landlord budget for rates for the office estate	41.9	-37.1	136.0	Costs of running our operational premises (CLL)	Core
Prices	CED	Brian Collins	Local Democracy - Grants to District Councils	Annual uplift in grant covering contribution for Retriever (debt tracing) contract (CPI linked) and staff resources grant (pay linked) related to Council Tax collection to help increase levels of council tax raised via improving tax base/collection rates.	8.5	8.3	8.5	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Prices	CED	Brian Collins	KCC Estate - Energy	Anticipated price change on energy contracts for the KCC estate as estimated by Commercial Services	-47.7	86.3	88.1	Costs of running our operational premises (CLL)	Core
Prices	DCED	Brian Collins	Technology	Inflationary uplift on the CBS ICT contract	225.0	186.8	192.9	Management, Support Services & Overheads	Core
Prices	DCED	Brian Collins	Technology	Provision for price inflation on Third Party ICT related contracts	123.8	110.8	103.3	Management, Support Services & Overheads	Core
Prices	DCED	Brian Collins	Human Resources	Inflationary uplift on the KCS HR Connect contract	58.5	48.6	50.2	Management, Support Services & Overheads	Core
Prices	DCED	Linden Kemkaran	Contact Centre	Price inflation on Agilisys contract for provision of Contact Centre	17.5	67.2	58.8	Community Services	Core
Prices	NAC	Brian Collins	Environment Agency Levy	Estimated increase in Environment Agency Levy together with impact of estimated change in taxbase	20.2	21.0	21.9	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Prices	NAC	Brian Collins	Non specific price provision - Inshore Sea Fisheries Conservation Area Levy	Non specific provision for inflation on other contracts without indexation clauses - increase in Inshore Sea Fisheries Conservation Area (IFCA) Levy	13.3	16.0	23.6	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL PRICES					28,241.4	32,027.4	30,649.2		
Demand & Cost Drivers - Cost	ASCH	Diane Morton	Adult Social Care	Estimated cost pressures. Relates mainly to new people starting to receive services, being at higher cost than those who are continuing or leaving services. The Council will operate a Sustainability Fund to support the discharge of the Council's market shaping and sustainability duties under section 5 of the Care Act 2014, through targeted, proportionate and time-limited interventions where there is clear evidence of risk to the sustainability of the adult social care market or continuity of care, and will be deployed subject to affordability and appropriate governance arrangements	15,671.5	15,778.7	15,778.7	Adults and Older People	Core
Demand & Cost Drivers - Cost	ASCH	Diane Morton	Adult Social Care	Estimated cost pressures. Relates mainly to new people starting to receive services, being at higher cost than those who are continuing or leaving services - Short Term Support	107.2	0.0	0.0	Adults and Older People	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (increase in cost of packages)	9,285.8	8,779.5	9,061.6	Children's Social Care	Core

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Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and disabled children's services (increase in cost of packages)	5,439.3	5,269.3	5,192.9	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Beverley Fordham	Mainstream Home to School Transport	The number of school days in a financial year will fluctuate depending on when the school holidays fall each year	-196.4	314.6	-157.5	Transport	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care	Assumed Actions by Government to manage Children's Market (Children with a disability)	-306.4	-663.9	-1,051.2	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Christine Palmer	Children's Social Care	Assumed Actions by Government to manage Children's Market (looked after children)	-559.5	-1,212.5	-1,919.8	Children's Social Care	Core
Demand & Cost Drivers - Cost	CYPE	Beverley Fordham	SEN Home to School Transport	The number of schools days in a financial year fluctuations depending on when the school holidays fall during the academic year.	-2,000.7	3,302.3	-1,681.3	Transport	Core
TOTAL DEMAND & COST DRIVERS - COST					27,440.8	31,568.0	25,223.4		
Demand & Cost Drivers - Demand	ASCH	Diane Morton	Adult Social Care	Provision for the impact in Adult Social Care of the full year effect of all current costs of care during 2025-26 in addition to new financial demands that will placed on adult social care including those young people aged 18-25 (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2026 to 31st March 2027 (c) Individuals in receipt of a funded package of support on 31st March 2026, and require an increase in funded support following a review or reassessment (d) People no longer eligible for CHC and now require funded support from ASCH from (e) People who have previously funded their own care and support and now require funded support from ASCH	25,285.2	25,285.2	25,285.2	Adults and Older People	Core
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Home to School transport - SEN Demand	Estimated impact of rising pupil population on SEN Home to School and College Transport	3,199.1	2,263.5	1,422.2	Transport	Core
Demand & Cost Drivers - Demand	CYPE	Christine Palmer	Children's Social Care - Disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and disabled children's services (higher number of children requiring support)	321.6	490.2	630.5	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Christine Palmer	Children's Social Care - Non-disabled children	Estimated impact of an increase in the population of children in Kent, leading to increased demand of services for children's social work and Non disabled children's services (higher number of children requiring support)	182.2	630.3	451.7	Children's Social Care	Core
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Home to School transport - Mainstream - Demand Driven	Estimated impact of rising pupil population on Mainstream Home to School transport	115.4	118.0	121.4	Transport	Core
Demand & Cost Drivers - Demand	GET	Paul King	Waste	This is an increase in spend, due to estimated impact of changes in waste tonnage as a result of increasing population and housing growth	984.2	1,063.1	1,111.2	Waste	Core
Demand & Cost Drivers - Demand	GET	Peter Osborne	English National Concessionary Transport Scheme (ENCTS) - future activity	Forecast build back of journey numbers for this English National Concessionary Travel Scheme (ENCTS) following reduced numbers during/after Covid-19 pandemic	180.0	182.0	184.0	Transport	Core
Demand & Cost Drivers - Demand	GET	Peter Osborne	Streetlight energy & maintenance	Adoption of new streetlights at new housing developments and associated increase in energy costs	27.5	27.5	27.5	Highways	Core
TOTAL DEMAND & COST DRIVERS - DEMAND					30,295.2	30,059.8	29,233.7		
Government & Legislative	GET	Paul Webb	Coroners	Revisions to staffing structure, primarily to adhere with Government guidance on caseload/complexity	65.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core

APPENDIX F: 2026-29 SPENDING

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Government & Legislative	GET	Paul Webb	Public Rights of Way	Adoption of new routes (e.g. King Charles III England Coast Path), including creation of new routes and recording of historic rights where they are publicly maintainable.	12.0	12.0	12.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Government & Legislative	GET	Paul King	Waste - Waste to Energy Emissions	From January 2028, UK Energy for Waste (EFW) plants will be included within the existing UK Emissions Trading Scheme (ETS), and KCC will be subject to a pass through related to this cap and trade scheme. Please note that we are awaiting the response to the consultation on this so the intricacies of this scheme are unknown and therefore accurate estimations of cost are not possible.	0.0	3,375.0	12,703.9	Waste	Core
Government & Legislative	DCED	Linden Kemkaran	Governance & Democracy	County Council approved the appointment of Political Assistants on 18th December 2025. In line with Sections 9 (6) and (7) of the Local Government and Housing Act 1989, the Council may appoint a maximum of three political assistants, one for each of the three largest parties, providing they have at least 10% of the Members of the authority. In Kent County Council's case, the Reform UK and Liberal Democrat Groups would currently qualify for a Political Assistant.	140.0	0.0	0.0	Management, Support Services & Overheads	Core
Government & Legislative	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	KCC Contribution towards funding the DSG deficit as agreed with DfE as part of the Safety Valve agreement	11,100.0	-1,000.0	-10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL GOVERNMENT & LEGISLATIVE					11,317.0	2,387.0	2,615.9		
Service Strategies & Improvements	ASCH	Diane Morton	Adult Social Care	Increase in the bad debt provision to reflect the anticipated impact of the high cost of living on our income collection rates from client contributions	385.0	385.0	385.0	Adults and Older People	Core
Service Strategies & Improvements	CYPE	Christine Palmer	Children's Social Care - Families First Partnership	Increase in costs to match the increase in the Families First Partnership funding within the Children, Families & Youth Grant to support delivery of the Children's Wellbeing and Schools Bill reforms by strengthening local authority support for children & families in line with national reforms	8,939.9	0.0	-3,167.9	Children's Social Care	Core
Service Strategies & Improvements	GET	Paul King	Waste infrastructure	Revenue contribution towards the development of the waste transfer station in Folkestone & Hythe	7,710.0	-7,710.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Mobilisation and increase contract costs for new HTMC contract	Mobilisation and commissioning costs associated with the new Highways Term Maintenance contract (April 2026), then increased cost of HTMC contract	2,833.5	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways	Repairing emergency road collapses due to underlying ground conditions such as sink holes and moving geology.	750.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul King	Waste - remediation works	A condition survey of all of the sites has been carried out, to assess the works required on the Household Waste Recycling Centres (HWRC's) and Waste Transfer Stations (WTS), between 2026 -2030 when the contract expires. This work, is necessary to ensure that the sites are brought up to a specification that ensures a contractor can operate them, post 2030.	541.0	-115.0	-40.0	Waste	Core
Service Strategies & Improvements	GET	Paul King	Waste	The council has a number of inter authority agreements (IAAs), to improve levels of recycling across the county. As performance improves the payments also increase, but should result in savings to the residual budget.	472.0	0.0	0.0	Waste	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	GET	Paul King	Waste	<p>This is a spend to save initiative to avoid residual waste costs through increasing recycling rates and reduction of residual waste. This focuses on food waste capture and reduction, increasing recycling and decreasing contamination, as well as the introduction of flexible plastics to be recycled:</p> <p>This will be achieved through:</p> <ul style="list-style-type: none"> - Communications and behaviour change initiatives - Improving waste systems, through supporting the districts to increase the performance of Kerbside recycling schemes - Infrastructure improvement and development to enable maximum opportunities to segregate recycling and comply with legislation. 	300.0	0.0	-300.0	Waste	Core
Service Strategies & Improvements	GET	Paul King	Waste Infrastructure	Replacement of 4x Landfill gas extractors and modification of 2x landfill flares	140.0	-40.0	-100.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways - Structures & Tunnels Team	A re-structure of the team has been undertaken and additional posts and re-grading of key posts completed.	125.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul Webb	Trading Standards	Contract extension required in order to complete a service-wide migration from an existing case management system to a more efficient and cost effective platform. Extension needed to retain access to old system until after staff 'onboarding' and full data migration has taken place.	93.2	-93.2	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways (capital inflation)	Capital budgets are not linked to annual price increases, only the revenue budgets. As capital funding levels remain static, level of highways works delivered via capital spend diminishes year on year. A revenue contribution to capital to mitigate this will ensure consistency with revenue inflation being funded and will ensure consistent levels of works delivered each year	0.0	2,008.5	2,068.8	Highways	Core
Service Strategies & Improvements	GET	Paul King	Waste - infrastructure	Operating and haulage costs of a new waste transfer facility in the Folkestone & Hythe area which is required as currently this waste is either tipped via a subcontractor or outside of borough	0.0	937.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways Maintenance	To base fund an annual pothole programme should the Govt grant for Local Highways Maintenance Fund not continue	0.0	100.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul Webb	Sports & Physical Activity Development	Capital sports grant to contribute towards refurbishment or improvement of existing sports facilities, sites or buildings; development of new community sports facilities; and purchase of fixed sports equipment.	0.0	37.5	0.0	Community Services	Core
Service Strategies & Improvements	GET	Paul Webb	Village Halls & Community Centres	Change the funding of grants for improvements and adaptations to village halls and community centres from capital to revenue	0.0	37.5	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Paul King	Flood Risk Management	Revenue contributions to capital required to deliver Surface Water Flood Risk Management schemes	0.0	0.0	500.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)	Core
Service Strategies & Improvements	GET	Peter Osborne	Highways - Streetlighting	Removal of one-off costs of upgrade of the Streetlighting Control Management System from 3G connectivity due to the shutting down of the 3G network	-160.0	0.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Paul King	Waste - HWRC Contract	SPEND REVERSAL - Funds required to mobilise new contract and demobilise existing contract, including getting sites into a condition that new contractor will accept, following the decision to procure a new contract.	-500.0	0.0	0.0	Waste	Core
Service Strategies & Improvements	CED	Brian Collins	Corporate Landlord - Strategic Office Estate	Increased cost of staying in Sessions House per decision 25-00057. Offset by saving template re Invicta House	834.0	0.0	0.0	Costs of running our operational premises (CLL)	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	CED	Brian Collins	KCC Estate - Maintenance	Essential maintenance of our operational buildings to keep them open	500.0	0.0	0.0	Costs of running our operational premises (CLL)	Core
Service Strategies & Improvements	CED	Brian Collins	Corporate Finance - Counter Fraud	Seeking additional staffing resources to support KCC in addressing fraud and error	54.5	0.0	0.0	Unallocated	Core
Service Strategies & Improvements	DCED	Linden Kemkaran	Member Allowances	Annual uplift to Member Allowances as agreed and approved by County Council	54.6	45.4	46.8	Management, Support Services & Overheads	Core
Service Strategies & Improvements	DCED	Brian Collins	Technology	Oracle Cloud spend met by flexible use of capital receipts	-8,021.0	0.0	0.0	Management, Support Services & Overheads	Core
Service Strategies & Improvements	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Set aside our previous contribution to the Safety Valve Agreement as a provision towards the impact of removal of the statutory override arrangement	0.0	0.0	10,100.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					15,051.7	-4,407.3	9,492.7		
Base Budget Changes	Public Health	Diane Morton	Public Health	Increased corporate overheads charge to Public Health	89.8	0.0	0.0	Public Health	External
TOTAL BASE BUDGET CHANGES					89.8	0.0	0.0		
Pay	Public Health	Diane Morton	Public Health - Staffing	Pay adjustments including pay uplifts for Public Health staff	271.5	263.4	144.2	Public Health	External
Pay	Public Health	Diane Morton	Public Health - Staffing	Reduction in pension contribution required for staff in the pension scheme due to actuarial revaluation	-106.8	-110.0	0.0	Public Health	External
TOTAL PAY					164.7	153.4	144.2		
Prices	Public Health	Diane Morton	Public Health - Children's Health Programme	Increased cost of School Health contract	334.8	106.3	108.4	Public Health	External
Prices	Public Health	Diane Morton	Public Health - Sexual Health	Increased cost of Sexual Health contract	264.9	270.0	275.3	Public Health	External
Prices	Public Health	Diane Morton	Public Health Contracts	Contractually committed increases	141.0	679.9	687.4	Public Health	External
Prices	Public Health	Diane Morton	Public Health	Other smaller increases in expenditure across Public Health	113.2	0.0	0.0	Public Health	External
Prices	Public Health	Diane Morton	Public Health - Advice & Other staffing	Increased analytics staff recharges	64.6	0.0	0.0	Public Health	External
TOTAL PRICES					918.5	1,056.2	1,071.1		
Demand & Cost Drivers - Demand	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) anticipated in year deficit	Anticipated in year deficit of £74.3m in 2026-27 (compared to £23.9m budgeted for 2025-26) reducing to £48.3m in 2027-28 and £36.7m in 2028-29 against the Dedicated Schools Grant due to costs of High Needs Education expected to exceed the grant allocation	50,400.0	-26,000.0	-11,600.0	Schools & High Needs	External
TOTAL DEMAND & COST DRIVER - DEMAND					50,400.0	-26,000.0	-11,600.0		
Government & Legislative	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Apply the DfE contribution to the Safety Valve agreement to the in year DSG deficit in accordance with the Safety Valve Agreement	14,200.0	14,200.0	-28,400.0	Schools & High Needs	External
Government & Legislative	CYPE	Christine Palmer	Family Hubs	Provisional increase in our share of the rebranded DfE/DHSC Best Start Family Hubs grant following the Government announcement to continue this grant for a further 3 years	1,132.3	-191.4	115.3	Children's Other Services	External
Government & Legislative	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) transfer of in year deficit to DSG Adjustment Account	Transfer to DSG deficit adjustment account of the in year deficit on High Needs Education in accordance with the Safety Valve Agreement	-74,300.0	26,000.0	11,600.0	Schools & High Needs	External
Government & Legislative	GET	Peter Osborne	Local Transport Consolidated Funding - Local Transport Grant	This is revenue from DfT for the preparatory work on schemes we have had to complete at risk up until now. So business case preparation, environmental surveys and so on.	1,126.3	0.0	0.0	Transport	External

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Government & Legislative	GET	Peter Osborne	Local Transport Consolidated Funding - Active Travel	Increase in the Consolidated Active Travel Fund spending in accordance with the terms of the revenue grant allocation for 2026-27 to 2028-29	341.5	0.0	0.0	Transport	External
Government & Legislative	GET	Peter Osborne	Local Transport Consolidated Funding - Local Electric Vehicle Infrastructure Grant (LEVI)	Government funding for the revenue costs of installing Electric Vehicle chargers on the highway. This will assist in finding suitable locations, public consultation, pilot schemes (e.g gulley chargers)	295.2	0.0	0.0	Transport	External
Government & Legislative	CED	Linden Kemkaran	Crisis & Resilience Fund (previously Household Support Fund)	Announced in the Spending Review 2025 was the first ever multi-year settlement to transform the Household Support Fund into a new Crisis and Resilience Fund incorporating Discretionary Housing Payments and funding councils to support some of the poorest households so that their children do not go hungry outside of term time. This fund enables local authorities to provide preventative support to communities, working with the voluntary and community sector, as well as to assist people when faced with a financial crisis, with the aim of ending mass dependence on emergency food parcels.	-330.9	-10.6	2,900.2	Unallocated	External
Government & Legislative	Public Health	Diane Morton	Public Health - Supervised Toothbrushing Programme	Continuation of Supervised Toothbrushing Programme for 3-5 year olds	198.1	0.0	0.0	Public Health	External
TOTAL GOVERNMENT & LEGISLATIVE									
Service Strategies & Improvements	GET	Peter Osborne	Subsidised Bus Services (Local Transport Consolidated Funding - Local Authority Bus Grant funded routes) (previously Bus Service Improvement Plan (BSIP) grant)	Relates to the allocation and use of Department for Transport Bus Fund, previously referred to as Bus Service Improvement Plan (BSIP). The funding will be used to continue to support 62 bus services cancelled by operators, to continue to maintain the cost of the KCC Travel Saver scheme as low as possible and to meet revenue costs and provide capacity associated with the delivery of other schemes relating to the revenue and capital allocations. This new revenue funding has now been confirmed for 2026-29.	9,315.8	0.0	0.0	Transport	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Redundancy costs relating to the Healthy Lifestyle service transformation	1,400.0	-1,400.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Increased contribution from Public Health to Family Hubs	1,000.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Mental Health	Mental Health innovation projects funded from reserves	407.6	-11.8	-395.8	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Community Safety	Increased contribution from Public Health to Domestic Abuse	295.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Investment in Marmot Accelerator Projects	286.3	-286.3	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Investment in Mobile Sexual Health Clinic and Clinical Fellows	198.9	-141.1	-57.8	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Increased spend to reflect future grant uplift	142.2	459.8	465.3	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Community Safety	Investment in Community Safety innovation project - Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	140.2	5.1	-145.3	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Investment in pilot of Health Promotion support in Emergency Departments	105.0	-105.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Research & Intelligence	Investment in Research & Intelligence innovation project - System Impact Evaluation and System Modelling Function	103.5	-60.4	-43.1	Public Health	External

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Prevention	Investment in Prevention innovation projects	100.0	25.0	-125.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Investment in Health and Nature Fund innovation project	80.0	-80.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Contribution to Big Conversations	75.0	-75.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Investment in Sexual Health Innovation projects	75.0	-75.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Investment in Healthy Lifestyles innovation project	50.0	-50.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Infant Feeding	Investment in innovation project to sustain breast pump loan scheme	34.1	0.0	-34.1	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Workforce Development	Investment in Making Every Contact Count (MECC) Trainer	28.7	-28.7	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Temporary expenditure for the Marmot Coastal Initiative	0.0	-90.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of additional one-off expenditure for children's hearing pilot to support more accurate testing	-10.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Sexual Health	Removal of one off spend on capital works at Rowan Tree Clinic funded by Public Health revenue reserve	-41.3	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Temporary transitional funding for Postural Stability to move to new delivery model	-54.2	12.3	-25.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Health Visiting	Removal of one-off transitional costs for Infant feeding Service	-100.0	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Mental Health	Temporary additional funding for Live Well Mental Health contract	-250.0	-500.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Temporary investment in Public Health staff in 2026-27 and phased removal from 2027-28 onwards of temporary investments in staffing in prior years	-261.0	-795.9	-262.2	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health	Realignment of activity to staffing budget	-291.5	0.0	0.0	Public Health	External
Service Strategies & Improvements	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of one off costs related to Therapeutic Services for Young People costs transitioning to a new delivery model	-400.0	0.0	0.0	Public Health	External
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					12,429.3	-3,197.0	-623.0		
CORE					177,971.5	105,981.7	111,064.7		
EXTERNAL					6,664.8	12,010.6	-24,792.2		
TOTAL					184,636.3	117,992.3	86,272.5		

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area		Core or Externally Funded
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Efficiencies through Enablement	-8,086.5	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Technology Enhanced Lives Service (TELS) uses a range of care technologies and data to help people stay safe and independent, both at home and in the community. Care technology achieves financial benefits through right shaping care and support.	-3,591.3	-123.8	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Occupational Therapists	-985.8	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Realignment of the unachievable Transformation saving - Reduction in Residential and Nursing Placements. This saving has been made in part but not in full and therefore the rest is being realigned	163.2	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Realignment of the unachievable Transformation saving - In-House Short Term Beds (Maximisation). This saving has been made in part but the rest is being realigned	173.6	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care Service Redesign	Realignment of the unachievable Transformation saving - Other Reviews	216.6	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Realignment of the unachievable Transformation saving - Reviews: First Reviews (assumes 5% current rate is 2.7%). This saving has been made in part but not in full and therefore the rest is being realigned	747.4	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Realignment of the unachievable Transformation saving - Initial Contact (Front Door) Adult Social Care Connect was established to support preventative, enablement-focused interventions at the point of contact. Our goal is to have meaningful conversations, use our enablement and technology offerings, assess and intervene early, identify emerging themes and gaps, and connect people with appropriate services to avoid unnecessary statutory intervention, in line with the principles of the Care Act: Prevent, Reduce, Delay.	1,435.9	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care - Service Redesign	Realignment of the unachievable Transformation saving - Reviews: Ongoing Reviews. This saving has been made in part but not in full and therefore the rest is being realigned	2,041.7	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	ASCH	Diane Morton	Adult Social Care Service Redesign	Realignment for the non delivery of the additional savings target included in the 2025-26 budget	2,521.5	0.0	0.0	Adults and Older People		Core
Transformation - Future Cost Increase Avoidance	CYPE	Christine Palmer	Children's Social Care - In-house fostering	Strategies to improve the recruitment and retention of in-house foster carers (Integrated Childrens Services)	-1,217.8	-1,300.2	-2,586.5	Children's Social Care		Core
Transformation - Future Cost Increase Avoidance	CYPE	Christine Palmer	Children's Social Care - In-house fostering (disability)	Strategies to improve the recruitment and retention of in-house foster carers (children with a disability)	-729.8	-1,274.9	-2,042.3	Children's Social Care		Core
Transformation - Future Cost Increase Avoidance	GET	Paul King	Waste	Increased recycling rate as a result of behaviour change activities	-392.1	-480.1	-575.3	Waste		Core

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Transformation - Future Cost Increase Avoidance	GET	Paul King	Waste	Increased recycling rates will result in avoided spend with regards to Emissions Trading Scheme (ETS)	0.0	-231.6	-1,516.1	Waste	Core
TOTAL TRANSFORMATION - FUTURE COST INCREASE AVOIDANCE					-7,703.4	-3,410.6	-6,720.2		
Transformation - Service Transformation	ASCH	Diane Morton	Review of Embedded Staff	Review of embedded teams in ASCH Directorate, to establish opportunities for consolidation and/or centralisation of practice	-55.2	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CYPE	Christine Palmer	Special School Estate	Development of residential special schools offer creating greater availability of 52-week looked after children placements	-704.4	-1,489.3	-2,113.2	Children's Social Care	Core
Transformation - Service Transformation	CYPE	Christine Palmer	Review of Embedded Staff	Review of embedded teams in CYPE Directorate, to establish opportunities for consolidation and/or centralisation of practice	-175.1	0.0	0.0	Children's Other Services	Core
Transformation - Service Transformation	GET	Paul King	Review of Embedded Staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Environment and Circular Economy Division	-21.0	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	GET	Peter Osborne	Review of Embedded Staff	Review of embedded teams in GET Directorate, to establish opportunities for consolidation and/or centralisation of practice - Highways and Transportation Division	-21.0	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in CED Directorate, to establish opportunities for consolidation and/or centralisation of practice - SPRCA Division	-128.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CED	Brian Collins	Review of Embedded Staff	Review of embedded teams in CED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Infrastructure Division	-8.5	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Marketing & Resident Experience Division	-2.6	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Brian Collins	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - Technology	-2.4	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	DCED	Linden Kemkaran	Review of Embedded Staff	Review of embedded teams in DCED Directorate, to establish opportunities for consolidation and/or centralisation of practice - SMDB Division	-1.8	0.0	0.0	Management, Support services & Overheads	Core
Transformation - Service Transformation	CHB	Brian Collins	Spans and layers	Review of structures across the Council to ensure adherence to the Council's organisation design policy	-1,500.0	0.0	0.0	Unallocated	Core
Transformation - Service Transformation	CHB	Brian Collins	Review of embedded staff	Review of embedded teams in Directorates, to establish opportunities for consolidation and/or centralisation of practice	-468.0	0.0	0.0	Unallocated	Core
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-3,088.4	-1,489.3	-2,113.2		
Efficiency	ASCH	Diane Morton	Adult Social Care - Mental Health	Under current arrangements we use the Camberwell Assessment of Need (CAN) Tool to determine the % funding split for services provided to people eligible for aftercare under section 117 of the Mental Health Act. The use of this tool typically ends up with a greater proportion of the care being funded by social care than by health (ICB). There is no nationally agreed mechanism to determine funding splits but other authorities have achieved a 50/50% split and move to 50/50% would be in line with neighbouring authorities.	-5,900.0	0.0	0.0	Adults and Older People	Core

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded	
									Core	Externally Funded
Efficiency	ASCH	Diane Morton	Adult Social Care	A new Older People Residential & Nursing (OPRN) contract is planned for Quarter 2/3 which will introduce a new sustainable pricing model. Ahead of implementation ASC are managing cost pressures during the transition period ensuring affordability of all new placements until the new contract is mobilised.	-2,000.0	0.0	0.0	Adults and Older People	Core	
Efficiency	ASCH	Diane Morton	Domestic Abuse	Public Health increased contribution for Domestic Abuse	-295.0	0.0	0.0	Adults and Older People	Core	
Efficiency	ASCH	Diane Morton	Adult Social Care	Commissioning of Residential Care for Learning Disability, Physical Disability & Mental Health clients	-178.1	0.0	0.0	Adults and Older People	Core	
Efficiency	ASCH	Diane Morton	Adult Social Care - equipment contract	Realignment of unachievable efficiency savings in relation to the purchasing of equipment contract	590.0	0.0	0.0	Adults and Older People	Core	
Efficiency	ASCH	Diane Morton	Adult Social Care - Contract & Commissioning Care & Support in the Home	Realign for unachievable efficiency savings in relation to the purchasing of care and support in the home	3,818.8	0.0	0.0	Adults and Older People	Core	
Efficiency	ASCH	Diane Morton	Adult Social Care - Contract & Commissioning Supported Living	Realign for unachievable efficiency savings in relation to the purchasing and monitoring of delivery of supported living	6,046.0	0.0	0.0	Adults and Older People	Core	
Efficiency	CYPE	Beverley Fordham	Home to School Transport - SEN	Implementation of a new system to support transport planning and explore route optimisation, along with wider review of existing processes, to deliver efficiencies across the school network.	-1,553.0	-1,170.5	-87.1	Transport	Core	
Efficiency	CYPE	Christine Palmer	Children's Prevention Grant	Use of grant to fund the Social Connection Service	-1,500.0	0.0	0.0	Children's Social Care	Core	
Efficiency	CYPE	Christine Palmer	Family Hubs	Use of grants to fund Family Hub Offer	-1,500.0	0.0	0.0	Children's Other Services	Core	
Efficiency	CYPE	Christine Palmer	Family Hubs	Public Health contribution to Family Hub Offer	-1,000.0	0.0	0.0	Children's Other Services	Core	
Efficiency	CYPE	Beverley Fordham	Special Educational Needs	Review to identify opportunities to consolidate and/or standardise practices through use of technology and modernisation of processes (SEN)	-403.6	-67.5	0.0	Children's Other Services	Core	
Efficiency	CYPE	Christine Palmer	Children's Other Services	Review to identify opportunities to consolidate and/or standardise practices through use of technology and modernisation of processes (Countywide Children's Other Services)	-400.0	-60.0	0.0	Children's Other Services	Core	
Efficiency	CYPE	Christine Palmer	Children's Social Care	Review to identify opportunities to consolidate and/or standardise practices, including through use of technology and modernisation of processes (Children Social Care)	-400.0	-60.0	0.0	Children's Social Care	Core	
Efficiency	CYPE	Beverley Fordham	Schools' Services	Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-223.2	-140.2	-124.8	Schools Services	Core	
Efficiency	CYPE	Christine Palmer	Virtual School Kent	Use of grant to partly fund Virtual Schools Kent offer	-200.0	0.0	0.0	Children's Social Care	Core	
Efficiency	CYPE	Beverley Fordham	Community Learning & Skills	Community Learning & Skills general efficiencies to ensure service is fully funded from external grants and income	-97.8	-69.9	0.0	Community Services	Core	
Efficiency	CYPE	Christine Palmer	Special Educational Needs Contract Review	Review of Together with Parents Contract	0.0	-200.0	0.0	Children's Other Services	Core	
Efficiency	GET	Paul Webb	Growth, Environment & Transport staffing	Review of staffing budgets across GET - Growth and Communities	-380.0	0.0	0.0	Management, Support services & Overheads	Core	

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area		Core or Externally Funded
Efficiency	GET	Paul King	Waste	Reduced cost of mixed dry recycling and food waste disposal following Government legislation regarding Simpler Recycling, and work with Kent District Councils to deliver savings from improving kerbside recycling rates	-343.2	-1,029.6	0.0	Waste		Core
Efficiency	GET	Paul King	Waste	A review and re-let of haulage contracts has identified a reduced cost	-250.0	0.0	0.0	Waste		Core
Efficiency	GET	Peter Osborne	Highways - on-street Electric Vehicle Charging	Grant funding to cover part of project cost for a further 3 years of the roll out of the on-street charging (LEVI) infrastructure programme.	-56.0	0.0	0.0	Highways		Core
Efficiency	GET	Paul King	Environmental Management	Reinstatement of a temporary reduction in annual maintenance/weatherproofing of windmills	0.0	50.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Efficiency	GET	Paul Webb	Libraries, Registration & Archives	Continuation of temporary reduction since 2023-24 in the Libraries Materials Fund and continuation of contribution holiday for the Mobile Libraries renewals reserve. The materials fund covers our purchase of new/replacement books in physical, e-formats including audio, e-magazines, e-newspapers and our online support resources.	0.0	207.0	0.0	Community Services		Core
Efficiency	CED	Brian Collins	Legal Services	Recruitment of in-house solicitors to reduce utilisation of more expensive external law firms. Recruitment of 4 senior solicitors will lead to likely saving of c. £121k per solicitor; an in-house trial has already been accomplished which indicates that this is an achievable target.	-487.6	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Brian Collins	Legal Services	Support Service targeted reductions - reduced contribution to pension fund in respect of staff who transferred to Invicta Law	-286.1	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Brian Collins	Legal Services	Full year saving from senior staff reorganisation	-195.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Linden Kemkaran	Strategy, Policy, Relationships & Corporate Assurance	Staffing savings identified from the deletion of two currently vacant roles	-161.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Brian Collins	Finance	Staffing savings	-105.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Brian Collins	Corporate Landlord - rates	Greenbanks, Orchards, & Rainbow MASH sites currently seeking to remove from rating list. We believe they should be exempt.	-70.0	0.0	0.0	Costs of running our operational premises (CLL)		Core
Efficiency	CED	Brian Collins	Corporate Landlord	Removal of payment for family hubs rates where appropriate	-52.0	0.0	0.0	Costs of running our operational premises (CLL)		Core
Efficiency	CED	Brian Collins	Corporate Landlord - Removal of plants from office spaces	Current contract includes pruning, watering, pest control and replacement at no cost of any plants that die. It is not suitable for staff to replace these activities due to previous issues, therefore it is proposed to remove plants entirely.	-40.0	0.0	0.0	Costs of running our operational premises (CLL)		Core
Efficiency	CED	Brian Collins	Corporate Landlord - provision of drinking water	Review service provision of plumbed water coolers and bottled water.	-30.0	0.0	0.0	Costs of running our operational premises (CLL)		Core
Efficiency	CED	Brian Collins	Legal Services	Efficiencies in Legal case management	-27.6	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	CED	Brian Collins	KCC Estate - Specialist Assets	Property savings from a Corporate Landlord (CLL) review of specialist assets	-26.2	-108.1	-160.0	Costs of running our operational premises (CLL)		Core
Efficiency	DCED	Linden Kemkaran	Contact Centre	Review of the use of technology to create efficiencies when the contract for the provision of the Contact Centre is renewed	-290.0	0.0	0.0	Community Services		Core

APPENDIX F: 2026-29 SAVINGS

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded	
									Management, Support services & Overheads	Core
Efficiency	DCED	Brian Collins	Human Resources	Senior reorganisation as approved by full council vote	-165.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	DCED	Brian Collins	Governance & Democracy	Process changes approved by Full Council on 18 December 2025 intended to provide Committee administration, SRA and Member expense savings. The arrangements involve the de-commissioning of some Ordinary Committees and the disbanding a sub-committee. Savings also include related decommissioning of a Cabinet Committee as approved by the Leader in December 2025.	-75.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	DCED	Brian Collins	Commercial & Procurement	Savings target following assessment of ongoing service requirements	-35.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	DCED	Brian Collins	Governance & Democracy	Efficiencies and use of AI in School Appeals	-6.0	0.0	0.0	Management, Support services & Overheads		Core
Efficiency	DCED	Brian Collins	Governance & Democracy	Running costs of the County Car, which is no longer in use.	-5.0	0.0	0.0	Management, Support services & Overheads		Core
TOTAL EFFICIENCY					-8,281.6	-2,648.8	-371.9			
Income	ASCH	Diane Morton	Adult Social Care - Client Benefit Uplift	Annual uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams	-5,808.0	-4,148.4	-3,254.9	Adults and Older People		Core
Income	ASCH	Diane Morton	Adult Social Care	Estimated annual increase in Better Care Fund (BCF)	-2,192.2	-2,422.5	-2,422.5	Adults and Older People		Core
Income	CYPE	Christine Palmer	Children's Social Care	Increase contributions from health towards the placement cost of looked after children	-1,150.0	-350.0	0.0	Children's Social Care		Core
Income	CYPE	Beverley Fordham	Home to School Transport	Increased income from other local authorities for transport following recent Government announcements	-1,000.0	0.0	0.0	Transport		Core
Income	CYPE	Christine Palmer	Looked after children	Increase contributions from health towards the placement cost of looked after children with a disability	-750.0	-250.0	0.0	Children's Social Care		Core
Income	CYPE	Beverley Fordham	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-124.9	-78.5	-69.8	Transport		Core
Income	GET	Peter Osborne	Highways Road Closures	Ensuring full cost recovery against these income lines and reflecting current and forecast activity	-950.0	0.0	0.0	Highways		Core
Income	GET	Peter Osborne	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-479.7	-479.7	-479.7	Transport		Core
Income	GET	Paul Webb	Libraries, Registration and Archives	Increased Libraries, Registration and Archives income due to forecast increase in uptake of services in Registration.	-200.0	0.0	0.0	Community Services		Core
Income	GET	Paul Webb	Trading Standards	Saving due to full government funding now being received for border control work	-200.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Peter Osborne	Highways	Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-65.0	-65.0	0.0	Highways		Core
Income	GET	Paul Webb	Libraries, Registration & Archives	Annual inflationary uplift to Library, Registration and Archives (LRA) income levels and fees and charges in relation to existing service income streams	-50.0	-50.0	-50.0	Community Services		Core
Income	GET	Paul Webb	Community Protection	Inflationary increase in income levels and pricing policy for Kent Scientific Services (KSS)	-36.1	-30.8	-21.8	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Paul Webb	Coroners	Changes to the contribution from Medway Council under Service Level Agreement (SLA) relating to increasing/decreasing costs for provision of Coroner service in Medway	-24.8	-9.9	-10.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area		Core or Externally Funded
								2026-27 £000's	2027-28 £000's	
Income	GET	Peter Osborne	Highways - on-street Electric Vehicle Charging	The income share from the roll out of the on-street charging (LEVI) infrastructure programme	-18.0	-43.0	-61.0	Highways		Core
Income	GET	Paul King	Country Parks	Increase to fees and charges for paid for products and services to offset contract inflation and pay award for Kent Country Parks staff and to move towards full cost recovery as part of Fees and Charges	-14.8	-9.3	-10.1	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Paul Webb	Community Protection	Increased income within Kent Scientific Services (KSS) for toxicology analysis for the Coroners Service	-14.3	-10.6	-11.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Paul Webb	Trading Standards	Trading Standards inflationary fee increases	-1.8	-1.2	1.2	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Peter Osborne	Traffic Management	Surplus from Moving Traffic camera enforcement penalties including contravening certain specific traffic restrictions (including box junctions and bus lanes) under new Moving Traffic Enforcement powers, to offset operational costs and overheads - in compliance with published Highways and Transportation fees and charges policy. Construction of sites with cameras and associated civil engineering costs is significant, but can be offset in the long run and good opportunity exists for significant income and reinvestment in Highways and Transportation service.	0.0	-50.0	-50.0	Highways		Core
Income	GET	Paul Webb	Community Protection - Port Health	Income from increased port health work	0.0	0.0	-50.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	David Wimble	Regeneration	Continuation of a one-off (2026-27) increase in the annual financial distribution to partners from East Kent Opportunities LLP. The remaining land parcels are currently anticipated to be disposed of by the end of 2026-27, at which point East Kent Opportunities LLP will be dissolved and the budget will need to be realigned in 2027-28.	0.0	350.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Income	GET	Paul King	Waste	Review of income levels to offset part of the cost of disposal of packaging waste under Extended Producer Responsibility (EPR)	1,636.8	0.0	0.0	Waste		Core
Income	NAC	Brian Collins	Income return from our companies	Estimated increase in income contribution from our limited companies	-500.0	-200.0	-500.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)		Core
TOTAL INCOME					-11,942.8	-7,848.9	-6,989.8			
Financing	DCED	Brian Collins	2025-26 Flexible Use of Capital Receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. We are applying this flexibility to eligible Oracle Cloud costs in 2025-26. This flexible use of capital receipts is partially compensating for the share of the £19,835.2k policy savings required to replace the one-off solutions in the 2024-25 budget that are planned to be delivered in 2026-27. £11,705.8k of the £19,835.2k policy savings is planned for 2026-27, which will be temporarily met in 2025-26 from this £8,021k flexible use of capital receipts, £1,926.7k from our allocation of New Homes Bonus and £1,758.1k use of reserves, until the base budget savings are delivered in 2026-27.	8,021.0	0.0	0.0	Management, Support services & Overheads		Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Financing	NAC	Brian Collins	2026-27 Flexible use of capital receipts	One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services. This is part of a £25m package of one-off measures towards balancing the 2026-27 budget.	-9,000.0	9,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Impact on debt interest costs of £50m early debt redemption in 2025-26	-2,420.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Investment Income	Projected fluctuations in investment income due to predicted changes in base rate as forecast by our Treasury Management Advisor, and also movement in forecast available cash flows and balances including loss of investment income due to repaying £50m loan from cash balances	-1,300.1	-520.0	521.5	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Annual discount received for 10 years on £50m early debt redemption in September 2025 and £10m in March 2025	-682.7	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Financing	NAC	Brian Collins	Debt Charges	Impact on debt charges of changes made to the capital programme such as reduction in the Strategic Estate Programme, removal of Digital Autopsy and public mortuary project, use of grant instead of borrowing for Schools Basic Need Programme and Schools Modernisation/annual planned enhancement offset by an increase in the Modernisation of Assets and Highways Risks Category 1's.	-660.0	-510.0	-450.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL FINANCING					-7,041.8	7,970.0	71.5		
Policy	ASCH	Diane Morton	Community Based Preventative Services	Review of preventive services that prevent, reduce and delay care and support. Looking at where there is duplication within KCC's prevention approach and provision. Ensuring prevention services are more efficient, targeted and making best use of limited resources and focusing on the areas and people with greatest need.	-862.9	0.0	0.0	Adults and Older People	Core
Policy	ASCH	Diane Morton	Mental Health	Temporary contribution from Public Health for Mental Health Live Well Kent contract (£1m in 2024-25 reducing to £0.75m in 2025-26, £0.5m in 26-27 and zero in 2027-28)	250.0	500.0	0.0	Adults and Older People	Core
Policy	ASCH	Diane Morton	Adult Social Care - Housing Related Support	Realign to remove the saving included in the 2025-26 budget from ceasing our contribution to the Home Improvement Agency as the contract has been extended	294.0	0.0	0.0	Adults and Older People	Core
Policy	CYPE	Beverley Fordham	Home to School Transport – 16+ Home to College SEN Transport	Review of 16+ Special Educational Needs (SEN) transport offer (from September 2026)	-1,800.0	-1,350.0	0.0	Transport	Core
Policy	CYPE	Beverley Fordham	Home to College Special Education Needs (SEN) Transport - Post 19	Review of ongoing discretionary offer for post 19 education transport (from September 2026)	-900.0	-650.0	0.0	Transport	Core
Policy	CYPE	Christine Palmer	Children's Residential Care	Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	-640.0	-890.0	0.0	Children's Social Care	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area		Core or Externally Funded
Policy	CYPE	Beverley Fordham	Services for Schools	Review of services for schools including contribution to The Education People (TEP), staff care services and any other services for maintained schools (CYPE).	-545.6	0.0	0.0	Schools Services		Core
Policy	CYPE	Beverley Fordham	The Education People (TEP)	Review of services provided by TEP to deliver efficiencies	-383.0	-250.0	0.0	Schools Services		Core
Policy	CYPE	Beverley Fordham	SEN Home to School Transport	Introduction of charging in September 2024 for post 16 Special Educational Needs (SEN) transport and reductions to the Post 19 transport offer	-300.0	0.0	0.0	Transport		Core
Policy	CYPE	Beverley Fordham	Home to School Transport - Kent 16+Travel Saver	Review the Kent 16+ Travel Saver Scheme	-273.8	0.0	0.0	Transport		Core
Policy	CYPE	Beverley Fordham	Education	Review Kent Association of Leaders in Education (KALE) Funding	-46.7	-33.3	0.0	Schools Services		Core
Policy	GET	Peter Osborne	Highways	Efficiency review of on-street parking, which may involve districts working collaboratively to deliver efficiency savings and/or for them declaring their surpluses to KCC	-600.0	0.0	0.0	Highways		Core
Policy	GET	Paul King	Waste - Inter Authority Agreement payments	Savings from reduced incentivisation payments to districts due to the proposed introduction of Extended Producer Responsibility (EPR) legislation and where Department for Environment, Food & Rural Affairs (DEFRA) will recompense the districts for their costs incurred in collection of packaging. These costs will be based on average payments with the districts being put into individual family grouping with average fees rather than actuals	-310.4	-1,626.1	0.0	Waste		Core
Policy	GET	Peter Osborne	Kent Travel Saver	Review of pricing and strategy for the scheme	-290.0	0.0	0.0	Transport		Core
Policy	GET	Paul King	Country Parks	Income generation initiatives in 25/26 were even more successful than projected, providing an opportunity to build on these further in 26/27 whilst also increasing service efficiency. Additional opportunities to reduce the cost of county parks to the authority will also be explored to include looking at (but not limited to): · Closure of public spaces for income generating private events and functions · Private / non-public sector investment arrangements for carbon offsetting, habitat banking or Biodiversity Net Gain (BNG).	-130.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Policy	GET	Paul Webb	Kent Music School	Reduction in the level of grant funding awarded	-57.0	0.0	0.0	Community Services		Core
Policy	GET	David Wimble	Regeneration & Economic Development	A reduction in the KCC contribution to the operational costs of the Cyclopark sports and community facility in Gravesend. The park is owned by KCC and operated on KCC's behalf by the Cyclopark charitable trust.	-35.0	0.0	0.0	Other (Public Protection, Environment, Regeneration, Planning & Local Democracy)		Core
Policy	CED	Brian Collins	Property Related Services to Schools	Review of services for maintained schools including facilities management costs, tree surveys and health and safety support (Infrastructure)	-2,048.1	0.0	0.0	Schools Services		Core
Policy	CED	Brian Collins	Corporate Landlord - Strategic Estate	Saving from exit and disposal of Invicta House, assuming sale after two years of holding costs.	-526.4	131.4	-607.0	Costs of running our operational premises (CLL)		Core
Policy	CED	Brian Collins	Libraries, Registration & Archives – Corporate Landlord	Review of Library estate to match the Library Service requirements	-250.0	-200.0	0.0	Costs of running our operational premises (CLL)		Core
Policy	CED	Brian Collins	KCC Estate - Community Assets	Corporate Landlord review of Community Delivery including Assets	-91.5	0.0	0.0	Costs of running our operational premises (CLL)		Core
Policy	CED	Brian Collins	KCC Estate - office assets	Corporate Landlord review of Office Assets. 2025-26 includes the re-phasing of savings into future years due to programme timeline changes	-22.1	-127.0	-68.1	Costs of running our operational premises (CLL)		Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Policy	TBC	TBC	Future Savings under Development	Future Savings under Development	0.0	-1,274.8	-308.0	TBC	Core
TOTAL POLICY					-9,568.5	-5,769.8	-983.1		
Transformation - Service Transformation	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Healthy Lifestyles transformation saving	-406.8	0.0	0.0	Public Health	External
TOTAL TRANSFORMATION - SERVICE TRANSFORMATION					-406.8	0.0	0.0		
Income	Public Health	Diane Morton	Public Health	Reduction in Public Health External Income	243.3	0.0	0.0	Public Health	External
TOTAL INCOME					243.3	0.0	0.0		
Increases in Grants and Contributions	CYPE	Christine Palmer	Family Hubs	Provisional increase in our share of the rebranded DfE/DHSC Best Start Family Hubs grant following the Government announcement to continue this grant for a further 3 years	-1,132.3	191.4	-115.3	Children's Other Services	External
Increases in Grants and Contributions	CYPE	Beverley Fordham	High Needs Education - Safety Valve Agreement	Contribution from the Department for Education towards the Safety Valve agreement to reduce the Dedicated Schools Grant deficit on high needs education	0.0	-14,200.0	28,400.0	Schools & High Needs	External
Increases in Grants and Contributions	GET	Peter Osborne	Subsidised Bus Services (Local Transport Consolidated Funding - Local Authority Bus Grant funded routes)	Government has confirmed that this funding (previously known as BSIP) will continue over the medium term plan so this represents the grant to fund the 62 routes that operators ceased to provide/fund in 2022. KCC took the decision to only continue the routes whilst Govt grant or other income was available to fund it.	-9,315.8	0.0	0.0	Transport	External
Increases in Grants and Contributions	GET	Peter Osborne	Local Transport Consolidated Funding - Local Transport Grant	This is external funding from DfT to cover the revenue costs of developing schemes (eg business cases or environmental surveys)	-1,126.3	0.0	0.0	Transport	External
Increases in Grants and Contributions	GET	Peter Osborne	Local Transport Consolidated Funding - Active Travel	Increase in Consolidated Active Travel Fund to reflect 2026-29 revenue grant allocation	-341.5	0.0	0.0	Transport	External
Increases in Grants and Contributions	GET	Peter Osborne	Local Transport Consolidated Funding - Local Electric Vehicle Infrastructure Grant (LEVI)	Bespoke funding to cover the revenue costs of implementing our electric vehicle charging infrastructure funded by Govt (£12m)	-295.2	0.0	0.0	Transport	External
Increases in Grants and Contributions	CED	Linden Kemkaran	Crisis and Resilience Fund (formerly Household Support Fund)	The Chancellor announced in the Spending Review 2025 the first ever multi-year settlement to transform the Household Support Fund into a new Crisis and Resilience Fund. Our allocation announced at the time of the Provisional Local Government Finance Settlement shows a reduction in 2026-27 and 2027-28 followed by an increase in 2028-29.	330.9	10.6	-2,900.2	Unallocated	External
Increases in Grants and Contributions	Public Health	Diane Morton	Public Health	Increase in Public Health Grant	-2,353.3	-1,669.4	-1,680.6	Public Health	External
TOTAL INCREASES IN GRANTS AND CONTRIBUTIONS					-14,233.5	-15,667.4	23,703.9		
CORE					-47,626.5	-13,197.4	-17,106.7		
EXTERNAL					-14,397.0	-15,667.4	23,703.9		
TOTAL					-62,023.5	-28,864.8	6,597.2		

APPENDIX F: 2026-29 RESERVES

MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
Contributions to reserves	NAC	Brian Collins	General Reserves repayment	Repay the General Reserve for the drawdown required in 2024-25 to fund the overspend	20,205.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	General Reserves	Contribution to general reserves to rebuild financial resilience and provide for future risks, with a reserve balance of between 5% and 10% of net revenue budget considered minimal to acceptable	16,840.1	23,800.0	25,000.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	Corporate Reserves contribution holiday	Reinstate corporate contributions to reserves following one year payment holiday in 2025-26 facilitated by funding 2025-26 Oracle Cloud expenditure from flexible use of capital receipts instead of reserves.	8,021.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	General reserve - timing of policy savings	Repayment of the one-off use of general reserves in 2025-26 to compensate for the timing of delivering all of the £19.8m policy savings required to replace the use of one-off solutions in the 2024-25 budget.	2,329.6	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Contributions to reserves	NAC	Brian Collins	Local Taxation Equalisation - Council Tax Collection Fund	Contribution to the Local Taxation Equalisation smoothing reserve of the Council Tax Collection Fund surplus above the budget assumption of a £5.7m surplus	1,431.2	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL CONTRIBUTIONS TO RESERVES					48,826.9	23,800.0	25,000.0		
Removal of prior year Contributions	CED	Brian Collins	Corporate Landlord - Facilities Management	Removal of prior year contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (due to be fully repaid by 2025-26)	-90.9	0.0	0.0	Costs of running our operational premises (CLL)	Core
Removal of prior year Contributions	DCED	Brian Collins	Removal of directorate contribution to reserves	Removal of annual contribution to Vehicle Plant & Equipment Renewals reserve (for Members IT equipment) following reassessment of need and pending decision on Local Government Review	-25.0	0.0	0.0	Management, support services & overheads	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2024-25 to fund the overspend	0.0	-20,205.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General reserve - timing of policy savings	Removal of repayment of temporary loan from General reserves needed to compensate for the timing of delivering all of the policy savings required to offset one-off solutions in the 2024-25 budget	0.0	-2,329.6	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year contribution to the Local Taxation Equalisation smoothing reserve of the Council Tax Collection Fund surplus above the budgeted assumption	0.0	-1,431.2	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Local Taxation Equalisation - Business Rates Collection Fund	Removal of prior year contribution to the Local Taxation Equalisation smoothing reserve of the Business Rates Collection Fund surplus	-313.3	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Removal of corporate contribution to reserves	Removal of annual contribution to the major projects reserve for transformation	-800.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves	Removal of prior year one-off contribution to general reserve	-4,798.7	-16,840.1	-23,800.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2022-23 to fund the overspend	-11,050.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

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Removal of prior year Contributions	NAC	Brian Collins	Corporate Unspent grant and external funds reserve	Removal of prior year contribution to reserves of the balance of the Extended Producer Responsibility income, after investment in waste behaviour change initiatives to increase recycling and reduce residual waste.	-11,988.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Contributions	NAC	Brian Collins	Dedicated Schools Grant (DSG) Deficit - Safety Valve	Removal of prior year contribution to the DSG deficit in accordance with the Safety Valve Agreement with DfE	-14,600.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS									
Drawdowns from reserves	GET	Paul King	Corporate unspent grant and external funds reserve	Behaviour change initiatives to reduce the existing base budget and/or reduce the future Emissions Trading Scheme levy by increasing recycling rates	-300.0	-300.0	0.0	Waste	Core
Drawdowns from reserves	GET	Paul King	Drawdown from the corporate unspent grant and external funds reserve	Use of reserves to fund revenue contribution to capital (RCCO) towards the development of the waste transfer station at Folkestone & Hythe	-7,710.0	0.0	0.0	Waste	Core
Drawdowns from reserves	DCED	Brian Collins	Release of unrequired reserve balance	One-off release of £60k from Vehicle Plant & Equipment Renewals reserve (for Members IT equipment) following reassessment of need	-60.0	0.0	0.0	Management, support services & overheads	Core
Drawdowns from reserves	NAC	Brian Collins	Drawdown corporate smoothing reserve for taxbase	One-off use of corporate smoothing reserves in 2026-27 to offset the lower taxbase increase than assumed in the budget modelling	-5,756.2	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Drawdowns from reserves	NAC	Brian Collins	Drawdown Earmarked Reserves	Drawdown of earmarked reserves identified as having no ongoing consequences and not requiring repayment as they are no longer required for their original purpose. This is part of a £25m package of one-off measures towards balancing the 2026-27 budget	-16,000.0	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
TOTAL DRAWDOWNS FROM RESERVES									
Removal of prior year Drawdowns	GET	Peter Osborne	ICT Reserve	Removal of the drawdown in 2024-25 and 2025-26 from the ICT reserve to fund the one-off cost of the streetlighting Control Management System upgrade from 3G connectivity	160.0	0.0	0.0	Highways	Core
Removal of prior year Drawdowns	GET	Paul King	Corporate unspent grant and external funds reserve	Removal of drawdown from reserves to fund the waste behaviour change initiatives to increase recycling rates	0.0	300.0	300.0	Waste	Core
Removal of prior year Drawdowns	GET	Paul King	Corporate unspent grant and external funds reserve	Removal of the prior year drawdown from reserves required to fund the revenue contribution to capital outlay (RCCO) towards the development costs of the Folkestone & Hythe waste transfer station	0.0	7,710.0	0.0	Waste	Core
Removal of prior year Drawdowns	DCED	Brian Collins	Removal of one-off release of unrequired reserve balance	Removal of one-off release of £60k in 2026-27 from Vehicle Plant & Equipment Renewals reserve (for Members IT equipment) following reassessment of need	0.0	60.0	0.0	Management, support services & overheads	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Drawdown Reserves for tax base	Removal of use of reserves in 2025-26 and 2026-27 to offset the lower taxbase increase than assumed in the initial draft budgets	4,898.9	5,756.2	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year drawdown from the Local Taxation Equalisation smoothing reserve of the shortfall in the Council Tax Collection Fund surplus compared to the budgeted assumption	3,790.1	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	General reserve - timing of policy savings	Removal of prior year drawdown from General reserve for budget stabilisation due to timing of policy savings	2,329.6	0.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core
Removal of prior year Drawdowns	NAC	Brian Collins	Drawdown Earmarked Reserves	Removal of use of earmarked reserves in 2026-27 identified as part of the £25m package of corporate one-off measures to balance the budget	0.0	16,000.0	0.0	Borrowing costs, contributions to/from reserves & other corporate costs (NAC)	Core

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MTFP Category	Directorate	Cabinet Member	Headline Description	Brief Description	2026-27 £000's	2027-28 £000's	2028-29 £000's	Service Area	Core or Externally Funded
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS									
Removal of prior year Contributions	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Deficit - Safety Valve (DfE)	Removal of prior year DfE Contribution towards funding the DSG deficit as set out in the Safety Valve agreement	11,178.6	29,826.2	300.0	Schools & High Needs	External
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS									
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Workforce Development	Drawdown from reserves to fund costs of Making Every Contact Count (MECC) Trainer	-28.7	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Postural Stability Transition Costs for new delivery model	-30.8	-43.1	-18.1	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Infant Feeding	Drawdown of reserves to fund sustainability of the Kent breast pump loan scheme	-34.1	-34.1	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown from reserves to fund Healthy Lifestyles Innovation Project	-50.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Sexual Health	Drawdown from reserves to fund Sexual Health innovation projects	-75.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - PH Director Budget	Drawdown of reserves for contribution to the Big Conversations work	-75.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Drawdown from reserves to fund investment in Health & Nature Fund innovation project	-80.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health	Drawdown from Reserves for temporary spending for Marmot Initiative	-90.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Prevention	Drawdown from reserves to fund Prevention innovation projects	-100.0	-125.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Research & Intelligence	Drawdown from reserves to fund Research & Intelligence Innovation Project - System Impact Evaluation and System Modelling Function	-103.5	-43.1	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Costed ++ Pilot project	Drawdown of reserves to fund costs of undertaking pilot of Health Promotion support in Emergency Departments	-105.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Community Safety - Innovation project	Drawdown of reserves funding for Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	-140.2	-145.3	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health- Sexual Health	Drawdown of reserves for NHS improvement projects	-198.9	-57.8	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Tackling Health Inequalities	Drawdown from reserves to fund investment in Marmot Accelerator Projects	-286.3	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Mental Health	Reserves drawdown to fund Mental Health innovation projects	-407.6	-395.8	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Mental Health	Temporary funding for Live Well Kent Mental Health contract	-500.0	0.0	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Drawdown of Reserves to fund temporary expenditure to cover staffing costs	-1,058.1	-262.2	0.0	Public Health	External
Drawdowns from reserves	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Drawdown of reserves to fund redundancy costs relating to Healthy Lifestyles transformation	-1,400.0	0.0	0.0	Public Health	External
TOTAL DRAWDOWNS FROM RESERVES									
Removal of prior year Drawdowns	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Safety Valve (DfE)	Removal of prior year drawdown of Safety Valve reserve (DfE contributions)	14,200.0	0.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	CYPE	Beverley Fordham	Dedicated Schools Grant (DSG) Safety Valve (KCC)	Removal of prior year drawdown of Safety Valve reserve (KCC contributions)	9,700.0	0.0	0.0	Schools & High Needs	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Staffing, Advice & Monitoring	Removal of prior year drawdown of reserves for temporary staffing costs	1,319.1	1,058.1	262.2	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Mental Health	Removal of temporary contribution from Public Health reserve for Live Well Kent Mental Health contract	750.0	500.0	0.0	Public Health	External

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Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Children's Health Programme	Removal of use of reserve for one-off expenditure on Children's Health Programme in prior year	410.0	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Health Visiting	Removal of one-off use of reserves in prior year for Infant Feeding Service	100.0	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health	Removal of use of reserves for temporary expenditure in prior year for Marmot Initiative	90.0	90.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of prior year use of reserves to fund Postural Stability Transition Costs for new delivery model	85.0	30.8	43.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of prior year drawdown from reserves to fund capital works at Rowan Tree Clinic	41.3	0.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Workforce Development	Removal of reserves drawdown for Making Every Contact Count (MECC) Trainer	0.0	28.7	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Infant Feeding	Removal of drawdown from reserves to fund investment in sustaining Kent breast pump scheme	0.0	34.1	34.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of drawdown from reserves to fund Healthy Lifestyles Innovation Project	0.0	50.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - PH Director Budget	Removal of drawdown from reserves to fund contribution to Big Conversations work	0.0	75.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of reserves drawdowns for Sexual Health innovation projects	0.0	75.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Wider Determinants of Health	Removal of drawdown from reserves to fund Health & Nature Fund innovation project	0.0	80.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Prevention	Removal of drawdown from reserves to fund Prevention innovation projects	0.0	100.0	125.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Research & Intelligence	Removal of reserves funding for Research & Intelligence innovation project	0.0	103.5	43.1	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Costed ++ Pilot	Removal of reserves drawdown to fund pilot of Health Promotion support in Emergency Departments	0.0	105.0	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Community Safety - Innovation project	Removal of drawdown to fund Coastal Health Independent Domestic Violence Advisor (IDVA) pilot	0.0	140.2	145.3	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Sexual Health	Removal of reserves drawdowns for Sexual Health NHS service improvements	0.0	198.9	57.8	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Tackling Health Inequalities	Removal of drawdown to fund investment in Marmot Accelerator Projects	0.0	286.3	0.0	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Mental Health	Removal of reserves drawdowns for Mental Health innovation projects	0.0	407.6	395.8	Public Health	External
Removal of prior year Drawdowns	Public Health	Diane Morton	Public Health - Healthy Lifestyles	Removal of reserves drawdowns relating to Healthy Lifestyles transformation costs	0.0	1,400.0	0.0	Public Health	External
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					26,695.4	4,763.2	1,106.4		
CORE					-13,486.6	12,520.3	1,500.0		
EXTERNAL					7,732.2	3,656.8	1,088.3		
TOTAL					-5,754.4	16,177.1	2,588.3		