

KENT COUNTY COUNCIL

CABINET

MINUTES of a meeting of the Cabinet held in the Council Chamber on Wednesday, 22 July 2026.

PRESENT: Ms L Kemkaran, Mr B Collins, Mr P Osborne, Mr C Hespe, Mr P Webb, Mrs B Fordham, Mrs G Foster, Mr J Henderson, Mr R Palmer and Mr D Wimble

IN ATTENDANCE: Mrs A Beer (Chief Executive), Dr A Ghosh (Director of Public Health), Ms H Woodland (Corporate Director of Adult Social Care and Health), Ms C McInnes (Corporate Director Children, Young People and Education), Mr B Arnold (Corporate Director Finance) and Mr S Jones (Corporate Director of Growth, Environment and Transport)

UNRESTRICTED ITEMS

144. Apologies

(Item 1)

No apologies were received

145. Declarations of Interest by Members in items on the agenda

(Item 2)

No declarations of interest were received.

146. Minutes of the Meeting held on 25 June 2026

(Item 3)

RESOLVED that the minutes of the meeting on 25th June 2026 were a correct record and that they be signed by the Chair.

147. Cabinet Member Updates

(Item 4)

1. Mr Peter Osborne (Cabinet Member for Highways and Transport) provided an update on the following:
 - (a) The Highways and Transportation teams had utilised the summer period and longer daylight hours to deliver resurfacing and highway improvement works across Kent.
 - (b) Preparations for the winter season were progressing, including the arrival of new gritters during the summer to support the county's winter service response.

- (c) Operation Brock had been implemented to manage increased port traffic during the summer holiday period. He further advised that over £20 million had been secured for improvements at Dover Harbour, which would help reduce pressure on the wider road network in the longer term.
 - (d) Mr Osborne advised that bids were being progressed for essential improvement works along the Thanet Way corridor and at Galley Hill, ensuring that the authority was well placed to respond quickly to future funding opportunities.
 - (e) Construction of the Sturry Link Road was progressing well and remained underway.
 - (f) Enhanced Fastrack services across Dartford and Gravesham had been introduced from 1 August.
 - (g) Mr Osborne highlighted efforts to encourage active travel through the promotion of the We Roam app and the Kent Coast Big Walk.
 - (h) To conclude, it was reported that support had been provided for £1 Arriva bus travel within Maidstone during the River Festival on 25 July. He also advised that the popular Reach the Beach bus service had returned for the summer holidays, providing £1 journeys between Folkestone West and Folkestone Central stations and the Harbour Arm.
2. Mrs Georgia Foster (Cabinet Member for Adult Social Care) provided an update on the following:
- (a) Mrs Foster welcomed Helen Woodland as the new Director for Adult Social Care and Health. She noted that Ms Woodland brought extensive experience to the role and a fresh perspective, and said that she looked forward to working with her.
 - (b) Mrs Foster reported that a new county-wide contract for the delivery of Kent Carer Support Services had been awarded and would commence on 1 August. She advised that Involve Kent would deliver services in East Kent and Imago Community would deliver services in West Kent, with both organisations working in partnership. She explained that the contract aimed to provide a simpler route for carers requiring support, including statutory carers' assessments and carers' short break services. Bringing these services together under a single contract was intended to improve outcomes for unpaid carers and the people they support, reduce duplication between services, and create a clearer pathway to support.
 - (c) Adult Social Care remained committed to developing its workforce through apprenticeship opportunities funded through the apprenticeship

levy, enabling staff to gain qualifications while continuing in employment. She highlighted the Social Work Degree Apprenticeship scheme, under which ten fully funded apprenticeships had been established, enabling participants to train in the workplace and achieve a degree over three years to become qualified social workers.

- (d) Mrs Foster also provided an update on occupational therapy apprenticeships. She advised that since 2019, ten staff members had completed occupational therapy degrees and moved into permanent roles. A further seven staff were currently undertaking the apprenticeship programme, with an additional cohort of five due to commence in September.
- (e) A new equipment recycling scheme had been introduced at ten Household Waste Recycling Centres across Kent. Items such as walking sticks, walking frames, grab rails and raised toilet seats would now be accepted to prevent them from being sent to landfill. The equipment would be professionally cleaned, assessed and, where appropriate, reissued through the Community Equipment Loan Service. Dedicated collection areas had been established at participating sites, including Pepper Hill Household Waste Recycling Centre, to enable residents to donate equipment for reuse rather than disposal.

2.1 Further to questions and comments from Members the discussion included the following:

- (a) Members welcomed the updates, particularly regarding the apprenticeships scheme, describing it as excellent news and further information would be sought from the Cabinet Member following the meeting.

3. Mr Jamie Henderson (Cabinet Member for Environment, Coastal Regeneration and Public Health) provided an update on the following:

- (a) An update was provided on the Cross-Channel Geopark bid. Attendance at events in both Dover and France had highlighted the progress being made towards securing UNESCO Global Geopark status through a partnership between the Kent Downs National Landscape and organisations in northern France. It was noted that the project would be the first cross-border Geopark connected by sea rather than land. Engagement was already taking place with schools, communities, volunteers, young people, businesses and visitors across Kent. UNESCO recognition was expected to raise Kent's international profile, support sustainable tourism, benefit local businesses, strengthen environmental education and research, and support the authority's environmental priorities
- (b) Mr Henderson reported on the success of the Kent Fly-Tipping Conference, held on 10 July, and thanked those involved in organising

and delivering the event. He advised that the conference had brought together more than 125 delegates from across Kent's waste system, including district and borough councils, government representatives, regulators, enforcement agencies, rural stakeholders and industry partners. He noted that the event had demonstrated a shared commitment to tackling fly-tipping and waste crime and had focused on practical actions. Through workshop sessions, partners had identified achievable next steps and committed to working with Kent County Council on the development of a Kent Fly-Tipping Action Plan. He added that work would now be undertaken to develop the draft plan, establish thematic working groups where appropriate and monitor progress on an ongoing basis.

- (c) The deferral of the flexible plastics element of the Simpler Recycling reforms was welcomed. Through the Kent Resource Partnership, Kent County Council had worked with local authority partners and the wider waste sector to raise concerns regarding the original implementation timetable, reflecting operational, financial and infrastructure challenges. The additional time would allow local authorities, waste collection authorities and the recycling sector to prepare appropriately, helping to ensure future collections were deliverable, represented value for money and achieved the intended environmental outcomes.
- (d) Mr Henderson reported that more than £213,000 had been secured from Natural England's Species Recovery Fund for a new conservation project in Kent. He advised that the funding would support the protection of the rare dusky lemon sallow moth, the restoration of native disease-resistant elm trees and future habitat restoration. The project would combine moth surveys and genetic testing of elm trees to improve understanding of where the species was found, the conditions required for it to thrive and which elm cultivars were most likely to support its recovery. He added that local communities would also be involved through citizen science initiatives, enabling residents and volunteers to contribute to nature recovery and help inform future planting and habitat restoration.
- (e) Mr Henderson reported that he had continued his programme of visits to Public Health commissioned services, including a visit to Porchlight in Margate, which delivered the Live Well Kent and Medway Community Mental Health and Wellbeing Service on behalf of Kent County Council and the NHS.
- (f) He advised that he had attended the Kenward Trust's Discovery Day on 14 July. The Trust provided a safe and non-judgemental environment to support individuals recovering from drug and alcohol misuse.
- (g) Mr Henderson also attended a networking event hosted by Dandelion Time for recipients of the 2026 Kent and Medway Better Health, Mental Health and Suicide Prevention Fund grants. He noted that 12 initiatives

were now underway to support vulnerable individuals and families and that, over the previous eight years, the annual grant scheme had supported more than 130 organisations focused on suicide prevention and reducing self-harm.

- (h) An update was provided on Alcohol Awareness Week, which had taken place from 6 to 12 July under the theme "Alcohol and Me". Residents had been encouraged to consider the role alcohol played in their lives, understand alcohol risk levels, reduce consumption where appropriate and make use of the online "Know Your Score" assessment tool.
- (i) Mr Henderson also highlighted public health advice issued during the recent heatwave. Residents had been encouraged to stay cool and hydrated, avoid prolonged exposure to direct sunlight, check weather and travel forecasts before travelling, ensure vulnerable people had access to necessary medication, use appropriate sun protection and take care around waterways while enjoying outdoor activities.

3.1 Further to questions and comments from Members the discussion included the following:

- (a) The Leader noted the importance of the Cross-Channel Geopark and welcomed the success of the fly-tipping conference, with thanks extended to Matt Smyth and Helen Shulver for their work in organising the event.

4. Mr Richard Palmer (Cabinet Member for Communities and Regulatory Services) provided an update on the following:

- (a) Mr Palmer reported that he had attended an event marking the tenth anniversary of the Kent Community Safety Partnership and had also visited Kent Scientific Services to see the work undertaken to help protect the public and businesses.
- (b) An update was provided on the refreshed Kent Community Safety Agreement, which had been streamlined from eight priorities to three strategic aims. The new framework brought together the priorities of local Community Safety Partnerships and partner agencies and retained antisocial behaviour and neighbourhood crime as key priorities, supported by a stronger data-led and evidence-based approach.
- (c) An update was provided on the work of Trading Standards and Community Wardens at the Kent County Show. Officers had engaged with residents on a range of issues, including scams, unsafe food, financial hardship, family support, housing concerns, community safety and antisocial behaviour. Engagement had also taken place with farmers regarding livestock movements and animal welfare. Working alongside the show organisers, officers had removed 1,891 counterfeit

or unsafe toys from sale and had provided advice to traders. The items would subsequently be destroyed.

- (d) Mr Palmer reported that Trading Standards was progressing eight cases through legal proceedings. Three complex investigations remained active, including one involving an estimated detriment of approximately £1.7 million. Operational support continued to be provided to Kent Police investigations and work was ongoing with partner agencies in relation to emerging issues in West Kent.
- (e) In June alone, officers had identified 12 victims of scams and doorstep crime, preventing losses of approximately £61,000. Seven engagement events had also been held, reaching 258 residents to help improve awareness of fraud and scams.
- (f) Targeted intelligence-led activity continued in response to emerging risks. This included work within the cosmetics sector, where 2,043 cosmetic producer businesses had been mapped and 178 identified as high risk. Further activity had focused on second-hand car dealerships and coordinated engagement with all 12 housing authorities regarding letting agents.
- (g) Mr Palmer also highlighted work relating to Selective Androgen Receptor Modulators (SARMs), unlicensed medicines marketed as muscle-building or performance-enhancing supplements. In July, Trading Standards had contacted more than 201 Kent businesses to outline the legal position and associated risks, supported by a targeted awareness campaign and planned compliance visits.
- (h) An update was provided on library services following attendance at the Kent County Show, where residents had expressed strong support for the service and significant interest in the Summer Reading Challenge. The scheme had entered its second week and almost 6,000 children were already participating.
- (i) Mr Palmer reported that he had visited Folkestone Library and noted the positive feedback being received from residents.
- (j) He further reported that he had opened the Creative Arts Festival at Dreamland, Margate, on 2 July. Creative Industries had been incorporated into the Local Skills Improvement Plan as a priority sector, reflecting the work and commitment of organisations and individuals across Kent. The sector continued to grow across Margate and the wider county.
- (k) To conclude, Mr Palmer reported that he had visited the Kent Film Office in Canterbury whilst filming was taking place at Canterbury Cathedral. He noted the contribution made by the team in promoting Kent as a filming location and generating income for the County

Council. He added that Heartstopper Forever, which had been filmed in Herne Bay, would shortly be released on Netflix.

4.1 Further to questions and comments from Members the discussion included the following:

(a) In response to a question regarding the increase in larger nitrous oxide canisters being discarded in streets and parks, despite a reduction in smaller canisters following the recent Clean Up Britain campaign, Mr Palmer acknowledged the issue and described it as a significant concern. He advised that any changes to the legislation governing the sale and use of nitrous oxide would need to be made by central government. He added that the Council could continue to highlight the issue and lobby government for action where appropriate.

5. Mr Wimble (Cabinet Member for Economic Development and Special Projects) provided an update on the following:

(a) Mr Wimble reported his continued disappointment that no response had been received to the letter sent on 26 May regarding Building Digital UK's decision to scale back Project Gigabit, including the Kent contract. He noted that other authorities had reported similar difficulties in obtaining answers and advised that, following recent ministerial changes, a further letter would be sent to the new Telecoms Minister seeking clarification on the future of the programme in Kent. He highlighted that around one in four properties in Kent still lacked access to gigabit-capable broadband and that only 53% of commercial premises currently benefited from the infrastructure.

(b) An update was provided on Skills and Employment programmes. Since April, 154 people had enrolled on Skills Bootcamps, representing 40% of the annual allocation. Construction remained the strongest-performing sector and a request had been submitted to the Department for Work and Pensions for an additional £200,000 to expand provision. The Connect to Work programme had also made a strong start and remained on course to support more than 2,000 Kent residents into employment during the year. Discussions were ongoing with the Department for Work and Pensions regarding a potential 5% funding uplift, which could enable support for a further 80 people. Engagement with partners had continued, including Kent Further Education and the Kent Housing Group, to promote employment and training opportunities.

(c) Mr Wimble reported that he had attended the Kent Ambassadors Away Day, which focused on skills within the hospitality sector. The event highlighted the work being undertaken by EKC Group at the Yarrow Hotel and showcased how local businesses were attracting, developing

and retaining their workforce. He also advised that updates had been received on the progress of the Visit Kent and Invest Kent programmes.

- (d) It was further noted that the Kent and Medway Chamber of Commerce had published its latest Local Skills Improvement Plan, identifying six priority sectors for the county. Following discussions at the Kent and Medway Employment Task Force, officers would work closely with partners to implement the Plan's recommendations and help ensure they translated into opportunities for businesses and residents across Kent.
- (e) An update was provided on business investment activity. Through the No Use Empty and Kent Business Fund schemes, Kent County Council had supported a third business park development since February, with £6 million in loans and funding committed to facilitate the development of 69 new businesses across Manston, New Romney and Dover. In addition, the Investment Advisory Board had approved a further £230,000 in Kent and Medway Business Fund loans to support three businesses operating in the sports, early years and waste management sectors.
- (f) Mr Wimble reported that work continued on opportunities to bring new nuclear generation back to Dungeness, with ongoing engagement taking place with private sector partners and the nuclear industry regarding future investment opportunities. He noted Dungeness' role in power generation and its potential contribution to future energy security, jobs and apprenticeships.
- (g) To conclude, Mr Wimble advised that Kent County Council's first Energy Policy was scheduled to be considered by Full Council in September. He stated that the policy sought to protect Kent's highest-quality agricultural land from large-scale solar developments while supporting renewable energy generation in appropriate locations, including commercial premises, industrial sites, public buildings and domestic rooftops.

5.1 Further to questions and comments from Members the discussion included the following:

- (a) Members welcomed the update on the Kent and Medway Business Fund and No Use Empty scheme, noting its contribution to regeneration and job creation in Kent's coastal communities. Thanks were extended to the teams involved for their work.
- (b) The recently published solar policy was welcomed and officers were thanked for their work in developing it. It was confirmed that the policy had already been published on the Council's website.

6. Mrs Beverley Fordham (Cabinet Member for Education and Skills) provided an update on the following:

- (a) An update was provided on the work of the Access to Education Service, including Elective Home Education, Children Missing Education and In-Year Admissions. It was noted that these teams played an important role in identifying children who may be at risk of missing education and supporting them back into learning. The work was particularly significant in advance of reforms arising from the Government's Children's Wellbeing and Schools Bill, which would place greater emphasis on local authority oversight, attendance, safeguarding and the tracking of children not in school.
- (b) Within the Elective Home Education service, a significant programme of service redesign had been undertaken, to develop a more efficient and evidence-led approach. As a result, the average time taken to review a case following notification of elective home education had reduced from 76 days to 45 days. The proportion of cases waiting more than three months for review had also fallen significantly, from 68% to 15%. It was noted that these improvements enabled officers to engage with children and families more quickly, identify concerns at an earlier stage and provide support where additional intervention or alternative educational provision was required.
- (c) The service had also strengthened its use of data and intelligence. Improved triage arrangements had increased the identification of children requiring further investigation, with referrals to the Children Missing Education team rising from 74 to 101 per month. It was noted that this reflected improved identification of vulnerable children through better data collection, workflows and evidence gathering.
- (d) An update was also provided on the Children Missing Education team, which was increasingly focusing on understanding the underlying reasons for children becoming absent from education, including issues relating to emotional wellbeing, anxiety and mental health. This work included stronger partnership working with schools, health services and wider children's services, alongside a greater emphasis on prevention and early intervention.
- (e) The In-Year Admissions team was reported to process more than 18,000 applications annually from children and families moving into Kent outside the normal admissions round. A major digital transformation programme was underway to replace paper-based processes with an online portal, which would improve accessibility for families and provide more timely information on school place availability. It was noted that the new system was expected to be implemented in September and would improve efficiency and processing times.

- (f) Across the Access to Education Service, benefits were being realised through investment in transformation, workforce development and the improved use of data. Officers had also undertaken enhanced safeguarding training to ensure concerns were identified and escalated appropriately, particularly where children were not attending school or were at risk of disengaging from education. Thanks were expressed to all staff within the Access to Education Service for their professionalism, innovation and commitment in supporting children and families across Kent.
7. Mr Paul Webb (Cabinet Member for Children's Services) provided an update on the following:
- (a) Mr Webb reported that, since taking on the portfolio, he had undertaken a number of visits across the county to gain a greater understanding of services and the experiences of residents.
 - (b) He advised that he had attended the Gypsy, Romany and Traveller Reverse Peer Monitoring Day at HMP Stanford Hill, which had provided an opportunity to hear directly from individuals and gain a better understanding of the challenges and barriers faced by Gypsy, Romany and Traveller communities.
 - (c) Mr Webb also provided an update on the newly completed children's home in Sittingbourne, which would provide high-quality accommodation and support for children in care. He noted that a second children's home in Ashford was due to become operational shortly.
 - (d) He reported that he had attended the Kent County Show, where he met residents visiting the Kent County Council stand and highlighted the range of services provided by the authority.
 - (e) Visits had also been undertaken to The Limes and Cyprus House, where he met local councillors and residents and heard about their experiences. Further visits to Connor House, Aspen Lodge and one remaining home were planned as part of his programme of visits across the service.
 - (f) In addition, Mr Webb reported that he had visited two short breaks centres, which provided valuable respite care and support for children and families. Reflecting on those visits, he recounted a memorable interaction with a young person attending one of the centres, which had reinforced the importance of the service and the positive experiences it provided for children and their families.
8. Mr Chris Hespe (Cabinet Member for Local Government Efficiency and Local Government Reorganisation) provided an update on the following:

- (a) An update was provided on Local Government Reorganisation. It was reported that the Leader had received a telephone call and letter from the Secretary of State on 16 July. The letter set out the Government's decision in respect of Option 4B and clarified the level of financial support that would be made available. An initial response had been issued by the Leader and work was underway to analyse the contents of the letter and its implications in detail, including seeking further clarification where necessary.
- (b) It was noted that, through the work of officers, Kent County Council was well prepared for the reorganisation process, including the completion of detailed service complexity assessments, which were due to conclude by the end of the month. Significant challenges remained in relation to governance arrangements, costs, resilience and the practical implications and risks associated with disaggregation and aggregation. A commitment was reiterated to securing the best outcome for Kent's residents, businesses and staff. Further consideration of the Government's proposals would take place through the Devolution and Local Government Reorganisation Committee.
- (c) Mr Hespe also provided an update on Delivering Outstanding Local Government Efficiency (DOLGE). He advised that he and the Leader had recently presented on the programme at the Local Government Association Annual Conference in Bournemouth, where the work undertaken in Kent had been positively received and recognised as an example of best practice.
- (d) Mr Hespe noted that the draft DOLGE Strategy had been considered by the Policy and Resources Cabinet Committee on 2 July and was due to be considered by Cabinet later in the meeting. He also highlighted ongoing work on the development of a commissioning pipeline to support the early consideration of proposed work and contracts across Council services.

8.1 Further to questions and comments from Members the discussion included the following:

- (a) In response to a question regarding the level of national interest in DOLGE, Mr Hespe advised that he and the Leader had been invited to present on the programme at the Local Government Association Annual Conference in Bournemouth. He further reported that presentations had also been delivered to Derbyshire County Council and to a national finance and innovation group comprising representatives from around 20 local authorities. In addition, the Local Government Association had approached Kent County Council regarding mentoring other local authorities. Mr Hespe concluded that there had been significant interest in DOLGE nationally, even prior to the formal launch of the strategy.

(b) In response to a question regarding whether DOLGE would still be required in light of Local Government Reorganisation. Mr Hespe advised that while the County Council in its current form had a limited lifespan, there remained a responsibility to ensure services were delivered efficiently and effectively and that taxpayers' money was spent wisely. He added that the programme was focused not only on Kent County Council but also on the longer-term future of Kent, with decisions taken now likely to have an impact for many years to come. He further noted that the principles set out within the DOLGE Strategy could be adopted by any future shadow authorities and expressed the hope that they would give consideration to doing so.

(c) The Leader provided a further update on Local Government Reorganisation and advised that the Council had previously been invited by Government to submit an expression of interest in becoming a Foundation Strategic Authority. She explained that, at that stage, the Council had not pursued the opportunity, as Option 1A remained under consideration and discussions with Government were ongoing. Following the Government's decision in favour of Option 4B, the Leader reported that she had written to Government to register an expression of interest in becoming a Foundation Strategic Authority, alongside other Kent leaders. She noted that a Foundation Strategic Authority would provide a strategic framework to support Local Government Reorganisation arrangements in Kent and assist in providing county-wide oversight.

9. Mr Brian Collins (Deputy Leader) provided an update on the following:

(a) An update was provided on security measures at Sessions House. Mr Collins advised that, following heightened security concerns, work was underway to upgrade the reception area. The improvements, which included the installation of security barriers similar to those in use at Invicta House, were expected to be completed by the end of August. He noted that the works would be undertaken during evenings and weekends to minimise disruption.

(b) Mr Collins also provided an update on library services, referring to the relocation of Folkestone Library from Grace Hill to Sandgate Road. He reported that recorded visits to Grace Hill Library in June 2022 had totalled 4,613, compared with 10,648 visits to the Sandgate Road Library in June 2026. He noted that footfall had more than doubled following the move and highlighted the positive feedback received from library users, with comments expressing strong support for the new facility and its location.

(c) Mr Collins expressed his thanks to officers for their continued support and assistance.

The Leader thanked the Cabinet Members for their updates.

148. 26/00031 - Adoption of the Delivery of Local Government Efficiency (DOLGE) Strategy
(Item 5)

1. Mr Hespe introduced the draft Delivering Outstanding Local Government Efficiency (DOLGE) Strategy and advised that it had been developed jointly with Mr Chamberlain as a corporate strategy for Kent County Council. He noted that the Strategy had been produced through close collaboration between Members and officers and expressed thanks to the Corporate Management Team, the Chief Executive, the Section 151 Officer, Cabinet Members and the Leader for their contribution and support.
- (b) Mr Hespe reported that DOLGE had initially been established to identify opportunities for efficiencies, savings and the reduction of waste within the budget inherited by the administration. The Strategy marked the next phase of the programme and focused on embedding efficiencies and delivering value for money within the Council's own budget framework through continued collaboration with officers.
- (c) He advised that the Strategy set out a clear direction for the further development of DOLGE, including a series of organisational priorities and principles intended to guide decision-making across the authority. A key objective was to support the delivery of a leaner, more focused, efficient and effective council while maintaining the delivery of statutory and discretionary services and promoting a culture of innovation, creativity and commercial awareness
- (d) The Strategy was structured around four strategic themes: efficiency and simplification; budget management and delivery of savings; commercial activity and income generation; and resilience in the context of Local Government Reorganisation. Within these themes, a number of actions had been identified, including twelve priority actions.
- (e) Mr Hespe further reported that the Strategy established a set of core principles to be applied across the organisation, including limiting unnecessary organisational growth, reducing complexity, improving the forward planning of contract renewals and strengthening challenge and review processes when considering services and expenditure. The report sought Cabinet approval and adoption of the Strategy.
- (f) The Leader welcomed the draft DOLGE Strategy and noted that the programme had been delivered in two distinct phases. She observed that the first phase had focused on identifying efficiencies and savings within the budget inherited by the administration, while the second phase was centred on delivering efficiencies and value for money through the

Council's own budget and priorities. The Leader highlighted the progress made to date and welcomed the benefits already being delivered through the programme. She also welcomed the four strategic themes underpinning the Strategy, noting that they provided a clear and accessible framework for the Council's approach to efficiency and improvement.

2. It was RESOLVED that Cabinet:

- (a) Approved and adopted the Delivery of Local Government Efficiency (DOLGE) Strategy ; and
- (b) Delegated authority to the Chief Executive, in consultation with the Cabinet Member for Local Government Efficiency and Reorganisation, to make non-substantive revisions and updates to the strategy as appropriate during its lifetime