

Appendix 1 - Key Service Statement

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Adult Social Care & Health			
Adult Social Care & Health Operations			
Adaptive & Assistive Technology	0.6	0.8	0.1
Adult Case Management & Assessment Services	40.7	41.9	1.2
Adult In House Carer Services	2.4	2.7	0.2
Adult In House Community Services	6.0	6.1	0.1
Adult In House Enablement Services	6.5	7.4	0.9
Adult Learning & Physical Disability Pathway - Community Based Services	0.0	0.0	0.0
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	0.0	0.0
Adult Learning Disability - Community Based Services & Support for Carers	127.1	130.1	2.9
Adult Learning Disability - Residential Care Services & Support for Carers	79.6	79.1	-0.4
Adult Mental Health - Community Based Services	21.2	28.2	7.0
Adult Mental Health - Residential Care Services	21.4	21.7	0.3
Adult Physical Disability - Community Based Services	32.9	36.0	3.1
Adult Physical Disability - Residential Care Services	24.5	26.8	2.3
ASCH Operations - Divisional Management & Support	6.8	6.7	-0.1
Independent Living Support	1.0	1.0	-0.1
Older People - Community Based Services	35.4	39.3	3.9
Older People - In House Provision	15.8	17.5	1.7
Older People - Residential Care Services	97.5	105.9	8.4
Older People & Physical Disability Carer Support - Commissioned	1.7	2.8	1.1
Sensory - Assessment Service	0.7	0.7	-0.0
Sensory - Community Based Services	0.3	0.5	0.2
Sensory - Residential Care Services	0.0	0.1	0.0
Statutory and Policy Support	1.7	2.0	0.3
Strategic Safeguarding	0.7	0.7	-0.0
Adult Social Care & Health Operations Total	524.5	557.7	33.2

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Strategic Commissioning (Integrated and Adults)			
Community Based Preventative Services	7.5	9.1	1.5
Housing Related Support	1.5	1.5	-0.0
Partnership Support Services	0.0	0.0	0.0
Social Support for Carers	3.0	2.4	-0.6
Strategic Commissioning (Integrated and Adults)	2.4	2.6	0.2
Transformation Delivery and support	7.8	7.8	0.0
Strategic Commissioning (Integrated and Adults) Total	22.2	23.4	1.1
Strategic Management & Directorate Budgets (ASCH)			
Innovation and Partnership	3.3	3.1	-0.2
Operational and transformation costs pending allocation	1.5	1.5	-0.0
Provision for Demographic Growth - Community Based Services	15.8	6.1	-9.6
Provision for Demographic Growth - Residential Based Services	12.5	4.9	-7.6
Strategic Management & Directorate Support (ASCH)	6.1	5.8	-0.3
Strategic Management & Directorate Budgets (ASCH) Total	39.2	21.4	-17.8
Public Health			
Public Health - Advice and Other Staffing	0.0	0.0	0.0
Public Health - Children's Programme	0.0	-0.0	-0.0
Public Health - Healthy Lifestyles	0.0	0.0	0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.0	-0.0	-0.0
Public Health - Sexual Health	0.0	0.0	0.0
Public Health Total	0.0	-0.0	-0.0
Adult Social Care & Health Total	585.9	602.5	16.5

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Children, Young People & Education			
Education & Special Educational Needs			
Community Learning & Skills (CLS)	-0.1	0.8	0.9
Early Years Education	0.0	0.0	0.0
Education Management & Division Support	1.5	1.4	-0.1
Education Services provided by The Education People	4.0	4.2	0.2
Fair Access & Planning Services	0.6	0.6	0.0
Home to School & College Transport	96.3	96.2	-0.1
Other School Services	5.8	7.9	2.1
Pupil Referral Units & Inclusion	0.0	0.0	0.0
Special Educational Needs & Psychology Services	17.5	17.4	-0.0
Education & Special Educational Needs Total	125.5	128.5	2.9
Integrated Children's Services (Operations and County Wide)			
Adoption & Special Guardianship Arrangements & Service	17.6	17.7	0.0
Adult Learning & Physical Disability Pathway - Community Based Services	46.7	44.6	-2.1
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8.3	8.4	0.2
Asylum	0.3	0.3	-0.0
Care Leavers Service	5.6	5.3	-0.3
Children in Need - Care & Support	3.6	3.7	0.1
Children in Need (Disability) - Care & Support	8.6	8.6	0.0
Childrens Disability 0-18 Commissioning	1.8	1.7	-0.0
Children's Social Work Services - Assessment & Safeguarding Service	52.1	51.9	-0.2
Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9.9	9.9	-0.1
Early Help & Preventative Services	2.9	2.8	-0.2
Family Hubs	8.4	8.3	-0.1
Integrated Services (Children's) Management & Directorate Support	6.4	6.3	-0.2
Looked After Children - Care & Support	102.0	102.0	-0.0
Looked After Children (with Disability) - Care & Support	22.5	22.8	0.2
Looked After Children (with Disability) - In House Provision	3.9	3.7	-0.2
Integrated Children's Services (Operations and County Wide) Total	300.8	297.9	-2.9

Directorate, Division & Key Service	Working Budget	£m	
		Forecast	Variance
Strategic Management & Directorate Budgets (CYPE)			
Strategic Management & Directorate Budgets (CYPE)	4.3	4.4	0.1
Children, Young People & Education Total (Excluding Schools' Delegated Budgets)	430.6	430.7	0.1
Schools' Delegated Budgets			
Schools' Delegated Budgets	0.0	23.1	23.1
Children, Young People & Education Total (Including Schools' Delegated Budgets)	430.6	453.8	23.2
Growth, Environment & Transport			
Environment & Circular Economy			
Environment	3.6	3.8	0.1
Environment and Circular Economy Divisional management costs	2.3	2.4	0.1
Residual Waste	52.6	53.0	0.4
Waste Facilities & Recycling Centres	38.8	40.7	1.9
Environment & Circular Economy Total	97.3	99.9	2.5
Growth & Communities			
Community (Assets & Services)	2.3	2.3	0.0
Community Protection	12.0	11.8	-0.2
Growth - Economy	1.7	1.8	0.1
Growth - Place	3.8	3.7	-0.1
Growth and Communities Divisional management costs	0.5	0.5	-0.0
Libraries, Registration & Archives	11.1	11.0	-0.1
Growth & Communities Total	31.3	30.9	-0.4

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Highways & Transportation			
English National Concessionary Travel Scheme (ENCTS)	13.0	15.9	2.9
Highway Assets Management	38.7	39.7	1.1
Highways & Transportation divisional management costs	4.0	4.2	0.1
Kent Karrier	0.0	0.0	0.0
Kent Travel Saver (KTS)	5.1	5.1	0.0
Supported Bus Services	5.8	5.8	0.0
Transportation	6.4	6.4	0.0
Highway & Transportation Total	72.9	77.0	4.1
Strategic Management & Directorate Budgets (GET)			
Strategic Management & Directorate Budgets (GET)	1.4	1.4	0.0
Growth, Environment & Transport Total	202.9	209.2	6.2
Chief Executive's Department			
Commercial & Procurement			
Commercial & Procurement	3.1	3.0	-0.1
Strategic Commissioning	0.0	0.0	0.0
Commercial & Procurement Total	3.1	3.0	-0.1
Finance			
Finance	10.1	10.2	0.0
Grants to Kent District Councils to maximise Council Tax collection	3.7	3.7	0.0
Finance Total	13.9	13.9	0.0
Governance, Law & Democracy			
Governance & Law	7.5	7.5	-0.0
Local Member Grants	1.0	0.5	-0.5
Governance, Law & Democracy Total	8.4	8.0	-0.5

Directorate, Division & Key Service	Working Budget	£m	
		Forecast	Variance
Strategy, Policy, Relationships & Corporate Assurance			
Childrens and Adults Safeguarding Services	0.4	0.4	0.0
Resettlement Schemes, Domestic Abuse and Civil Society Strategy	0.4	0.4	-0.0
Strategy, Policy, Relationships & Corporate Assurance	4.8	4.8	0.0
Strategy, Policy, Relationships & Corporate Assurance Total	5.6	5.6	0.0
Strategic Management & Departmental Budgets (CED)			
Strategic Management & Departmental Budgets	-0.7	-1.0	-0.3
Chief Executive's Department Total	30.3	29.4	-0.9
Deputy Chief Executive's Department			
Corporate Landlord			
Corporate Landlord	29.0	28.5	-0.4
Human Resources & Organisational Development			
Human Resources & Organisational Development	5.4	5.2	-0.2
Infrastructure			
Emergency Planning	0.0	0.0	0.0
Kent Resilience	0.7	0.5	-0.2
Property related services	8.1	8.3	0.2
Infrastructure Total	8.8	8.8	-0.0
Marketing & Resident Experience			
Marketing & Digital Services	2.0	2.1	0.1
Resident Experience - Contact Centre; Gateways; Customer care & Complaints	5.0	4.9	-0.1
Marketing & Resident Experience Total	6.9	7.0	0.0

Directorate, Division & Key Service	£m		
	Working Budget	Forecast	Variance
Technology			
Technology	26.1	26.1	0.0
Strategic Management & Departmental Budgets (DCED)			
Business & Client Relationships	2.5	2.4	-0.0
Health & Safety	0.4	0.4	-0.0
Strategic Management & Departmental Support	1.4	1.2	-0.2
Strategic Reset Programme	1.6	1.6	-0.0
Strategic Management & Departmental Budgets (DCED) Total	5.9	5.6	-0.3
Deputy Chief Executive's Department Total	82.2	81.3	-0.9
Non Attributable Costs			
Non Attributable Costs	102.8	95.7	-7.1
Corporately Held Budgets			
Corporately Held Budgets (to be allocated)	-2.4	-0.1	2.3
Grand Total	1,432.3	1,471.7	39.4
Directorate Summary			
Adult Social Care & Health	585.9	602.5	16.5
Children, Young People & Education	430.6	430.7	0.1
Growth, Environment & Transport	202.9	209.2	6.2
Chief Executive's Department	30.3	29.4	-0.9
Deputy Chief Executive's Department	82.2	81.3	-0.9
Non Attributable Costs	102.8	95.7	-7.1
Corporately Held Budgets	-2.4	-0.1	2.3
Total	1,432.3	1,448.6	16.3
Schools' Delegated Budgets	0.0	23.1	23.1
Grand Total	1,432.3	1,471.7	39.4

Appendix 2 - Savings

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Adult Social Care & Health								
Alternate Provision Brand New Starts (DP)	-3,041.1	-2,178.9	0.0	0.0	-2,178.9	862.3	0.0	-862.3
Technology Enabled Lives Service (TELS)	-2,049.0	-2,049.0	0.0	0.0	-2,049.0	0.0	0.0	0.0
Full Self-Service Solution (Front Door)	-407.9	-407.9	0.0	0.0	-407.9	0.0	0.0	0.0
Reviews: Supported Living (Q&S) & First Reviews (23/24)	-656.8	-1,105.6	0.0	0.0	-1,105.6	-448.8	0.0	0.0
Efficiencies through Enablement	-3,500.0	-3,500.0	0.0	0.0	-3,500.0	0.0	0.0	0.0
Initial Contact (Front Door)	-1,400.0	-1,400.0	0.0	0.0	-1,400.0	0.0	0.0	0.0
Rehabilitation and Alternate Support for MH	-3,300.0	-259.2	0.0	0.0	-259.2	3,040.8	0.0	-3,040.8
Supported Living - LD	-900.0	-900.0	0.0	0.0	-900.0	0.0	0.0	0.0
In-House Short Term Beds (Maximisation)	-1,500.0	-1,500.0	0.0	0.0	-1,500.0	0.0	0.0	0.0
Reduction in Residential and Nursing Placements	-2,900.0	-2,175.0	0.0	0.0	-2,175.0	725.0	0.0	-725.0
Occupational Therapists	-2,500.0	-2,500.0	0.0	0.0	-2,500.0	0.0	0.0	0.0
Partnership Working (Section 117)	-2,200.0	-171.4	0.0	0.0	-171.4	2,028.6	0.0	-2,028.6
Partnership Working (CHC)	-1,800.0	-1,800.0	0.0	0.0	-1,800.0	0.0	0.0	0.0
Reviews: First Reviews	-2,300.0	-3,098.2	0.0	0.0	-3,098.2	-798.2	0.0	0.0
Reviews: Ongoing Reviews	-1,200.0	-1,200.0	0.0	0.0	-1,200.0	0.0	0.0	0.0
Short Term Pathways: Timely Allocation of Workers	-500.0	-500.0	0.0	0.0	-500.0	0.0	0.0	0.0
Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-4,000.0	0.0	0.0	-4,000.0	4,000.0	0.0	-4,000.0
Efficiency Savings in relation to the purchasing of care and support in the home	-3,400.0	-3,400.0	0.0	0.0	-3,400.0	0.0	0.0	0.0
Efficiencies from new contract for the supply of equipment for adult social care clients	-900.0	-900.0	0.0	0.0	-900.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Older People	-6,400.0	-6,400.0	0.0	0.0	-6,400.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Older People	-2,188.0	-2,188.0	0.0	0.0	-2,188.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - Vulnerable Adults	-1,600.0	-1,600.0	0.0	0.0	-1,600.0	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Vulnerable Adults	-179.5	-179.5	0.0	0.0	-179.5	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Adult Social Care Staffing	-99.8	-99.8	0.0	0.0	-99.8	0.0	0.0	0.0
Estimated annual inflationary increase in Better Care Fund - Integrated Community Equipment Service and Assistive Technology	-4.4	-4.4	0.0	0.0	-4.4	0.0	0.0	0.0
Review of the Adults Charging Policy, in line with Care Act legislation and the statutory guidance	-2,600.0	-2,376.0	0.0	0.0	-2,376.0	224.0	0.0	-224.0
One-off contribution from Public Health for Mental Health Live Well Kent contract	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
2022-23 Slipped Savings - review of all contracts	-4,388.5	-4,388.5	0.0	0.0	-4,388.5	0.0	0.0	0.0
Adult Social Care - Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-851.4	-371.4	0.0	0.0	-371.4	480.0	480.0	0.0
Adult Social Care contracts with Voluntary Sector	-3,216.8	0.0	0.0	-2,304.2	-2,304.2	912.6	0.0	-3,216.8
Adult Social Care PFI	-147.0	-147.0	0.0	0.0	-147.0	0.0	0.0	0.0
Redesign of In House Adult Social Care Services	-1,456.4	-34.9	0.0	0.0	-34.9	1,421.5	0.0	-1,421.5
Additional income from NHSE to fund increased costs linked to HIV prevention	-275.2	-275.2	0.0	0.0	-275.2	0.0	0.0	0.0
Estimated additional income for externally funded posts	-6.1	-6.1	0.0	0.0	-6.1	0.0	0.0	0.0
Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-9.2	0.0	0.0	-9.2	-9.2	0.0	0.0	-9.2
Adult Social Care & Health Total	-66,877.1	-52,116.0	0.0	-2,313.4	-54,429.4	12,447.7	480.0	-15,528.1

Saving	£000s				Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)				
Children, Young People & Education								
Estimated reduction to the impact of rising pupil population on SEN Home to School and College Transport	-6,300.0	-6,300.0	0.0	0.0	-6,300.0	0.0	0.0	0.0
Implement strategies to reduce the cost of packages for looked after children, including working with Health Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0
Expanding the reach of caseholding Early Help services	-650.0	-650.0	0.0	0.0	-650.0	0.0	0.0	0.0
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-560.0	-560.0	0.0	0.0	-560.0	0.0	0.0	0.0
Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-550.0	-550.0	0.0	0.0	-550.0	0.0	0.0	0.0
Explore strategies, including statutory guidance, to reduce dependency on social work agency staff	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-206.0	0.0	0.0	0.0	0.0	206.0	0.0	-206.0
Adoption Service	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0
Uplift in social care client contributions in line with estimated benefit and other personal income uplifts, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams - 0-25	-120.0	-120.0	0.0	0.0	-120.0	0.0	0.0	0.0
Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0
Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-1,200.0	-1,200.0	0.0	0.0	-1,200.0	0.0	0.0	0.0
Review of youth services offer: cease commissioned youth services contracts	-913.0	-913.0	0.0	0.0	-913.0	0.0	0.0	0.0
Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-781.0	-781.0	0.0	0.0	-781.0	0.0	0.0	0.0
Review of open access services in light of implementing the Family Hub model	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0
Development of in-house residential units to provide an alternative to independent sector residential care placements (invest to save)	100.0	100.0	0.0	0.0	100.0	0.0	0.0	0.0
Efficiency: Adult Social Care – Consistently adhere to our policy framework in relation to areas such as: Third Party Top Ups; arranging support and debt for self-funders; transport and maximisation of relevant benefits; use of in house provision and occupancy to reduce reliance on external purchasing of short term beds; people in residential care in receipt of other services; timely reviews of Section 117 status with regard to charging	-250.0	-250.0	0.0	0.0	-250.0	0.0	0.0	0.0
Efficiency: Children's Social Care – Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	-550.0	-550.0	0.0	0.0	-550.0	0.0	0.0	0.0
Efficiency: 18-25 Adult Social Care Supporting Independence Service – Review of 18-25 community-based services: ensuring strict adherence to policy, review of packages with high levels of support and enhanced contributions from health	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Income: Kent 16+ Travel Saver	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Care Leavers – Pursue a policy where independence is reached by a Young Person's 19th birthday	-700.0	-700.0	0.0	0.0	-700.0	0.0	0.0	0.0
Policy: Disabled Children's Placements – Review of children with disability packages ensuring strict adherence to policy, review packages with high levels of support and enhanced contributions from health	-750.0	-750.0	0.0	0.0	-750.0	0.0	0.0	0.0
Policy: Review of Open Access – Youth Services & Children's Centres – review of open access services in light of implementing the Family Hub model	-300.0	-300.0	0.0	0.0	-300.0	0.0	0.0	0.0
Policy: Review of Open Access Estate – Youth Provision & Children's Centres	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Policy: Services to Schools – Review our offer to schools in light of the latest DFE funding changes and guidance including exploring alternative funding arrangements and engaging in efficiency measure to reduce costs	-400.0	0.0	0.0	-400.0	-400.0	0.0	0.0	-400.0
Transformation: Looked After Children – Reduce the recent increase in the number of Looked After Children placements through practice reviews & improved court proceedings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Children, Young People & Education Total	-16,730.0	-16,124.0	0.0	-400.0	-16,524.0	206.0	0.0	-606.0

Saving	£000s					Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)					
Growth, Environment & Transport									
Review of green waste contract, with market analysis indicating a reduction in gate fee	-621.0	0.0	0.0	0.0	0.0	621.0	621.0	0.0	
Review of the services and as aspiration for all three to be amalgamated to ensure synergies achieved in systems/back office functions and to limit any reduction in service levels	-150.0	-150.0	0.0	0.0	-150.0	0.0	0.0	0.0	
Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-105.0	-105.0	0.0	0.0	-105.0	0.0	0.0	0.0	
Work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates	-80.0	0.0	0.0	0.0	0.0	80.0	0.0	-80.0	
Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0	
Temporary reduction in spend on weatherproofing windmills	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0	
Withdraw the remaining contribution to the KCC hosted Active Kent and Medway.	-28.0	-28.0	0.0	0.0	-28.0	0.0	0.0	0.0	
Reduction to the Arts Investment Fund, which provides grants to Kent-based arts organisations	-25.0	-25.0	0.0	0.0	-25.0	0.0	0.0	0.0	
Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-463.5	-463.5	0.0	0.0	-463.5	0.0	0.0	0.0	
Review of Highways income based on current/projected activity levels	-400.0	-400.0	0.0	0.0	-400.0	0.0	0.0	0.0	
A review of income levels and fees and charges in relation to existing service income streams	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0	
Income from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0	
Use of grant funding to support project & scheme costs	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0	
Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-56.0	-56.0	0.0	0.0	-56.0	0.0	0.0	0.0	
Grant funding to support Electric Vehicle Strategy	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0	
One-off increase in profit share from East Kent Opportunities LLP	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0	
Increased contribution from Medway Council under SLA relating to increasing costs for provision of Coroner service in Medway	-49.0	-49.0	0.0	0.0	-49.0	0.0	0.0	0.0	
Inflationary increase in income levels and pricing policy for Kent Scientific Services	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0	
Inflationary increase in fees and charges	-1.4	-1.4	0.0	0.0	-1.4	0.0	0.0	0.0	
Savings from reduced incentivisation payments to districts from the proposed introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will incentivise districts directly.	-1,300.0	-609.0	0.0	-500.0	-1,109.0	191.0	691.0	0.0	
Review of Community Warden Service to deliver a £1m saving which is likely to result in an overall reduction in wardens	-433.0	-433.0	0.0	0.0	-433.0	0.0	0.0	0.0	
Review of level of campaigns and related activity within Road Safety	-200.0	-200.0	0.0	0.0	-200.0	0.0	0.0	0.0	
Review of staffing levels within Trading Standards service. Mix of one-off and permanent savings.	-60.8	-60.8	0.0	0.0	-60.8	0.0	0.0	0.0	
Adjustment of Trading Standards legal costs as Courts recover post-Covid	-55.0	-55.0	0.0	0.0	-55.0	0.0	0.0	0.0	
Savings from delayed recruitment	-50.0	-50.0	0.0	0.0	-50.0	0.0	0.0	0.0	
Efficiency: Waste -Increased waste material segregation, increased re-use, black-bag splitting and trade waste recycling with a view to generating income or reducing cost	-400.0	0.0	0.0	0.0	0.0	400.0	0.0	-400.0	
Income: Kent Travel Saver – Kent Travel Saver price realignment to offset an increase in bus operator inflationary fare increases in 2022-23 above the budgeted amount	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0	
Income: Kent Travel Saver (formerly Young Person's Travel Pass) – Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-1,500.0	-1,500.0	0.0	0.0	-1,500.0	0.0	0.0	0.0	
Policy: Highways Winter Service – Review of highways winter service policy including service levels, salting runs and network, resulting in reduced network coverage and detrimental impact on Keeping Kent Moving policy	-100.0	-100.0	0.0	0.0	-100.0	0.0	0.0	0.0	
Policy: Household Waste Recycling Centres (HWRC) – Review of the number and operation of HWRC sites	-500.0	0.0	0.0	0.0	0.0	500.0	500.0	0.0	
Policy: Review of Community Wardens	-500.0	-500.0	0.0	0.0	-500.0	0.0	0.0	0.0	
Growth, Environment & Transport Total	-8,722.7	-6,430.7	0.0	-500.0	-6,930.7	1,792.0	1,812.0	-480.0	

Saving	£000s					Total Forecast	Variance	Un-deliverable	To be achieved in future years
	2024-25 Savings Target	Forecast against original saving	Forecast against alternative saving (ongoing)	Forecast against alternative saving (one-off)					
Chief Executive's Department									
Reduction in the number of Historic Pension Arrangements within CED Directorate	-250.0	-250.0	0.0	0.0	-250.0	0.0	0.0	0.0	0.0
Efficiencies within the Member support administration	-5.0	-5.0	0.0	0.0	-5.0	0.0	0.0	0.0	0.0
Cease Early Intervention Payments to District Councils	-82.5	0.0	0.0	-82.5	-82.5	0.0	0.0	0.0	-82.5
Review of Committee support arrangements	-20.0	0.0	0.0	-20.0	-20.0	0.0	0.0	0.0	-20.0
Chief Executive's Department Total	-357.5	-255.0	0.0	-102.5	-357.5	0.0	0.0	0.0	-102.5
Deputy Chief Executive's Department									
Property savings from a review of specialist assets	-45.0	-45.0	0.0	0.0	-45.0	0.0	0.0	0.0	0.0
Review of Office Assets	-763.9	-375.0	0.0	-388.9	-763.9	0.0	0.0	0.0	-388.9
Review of Community Delivery including Assets	-101.0	-101.0	0.0	0.0	-101.0	0.0	0.0	0.0	0.0
Income: Resilience and Emergency Planning - Additional income from reservoir work	-60.0	0.0	0.0	-60.0	-60.0	0.0	0.0	0.0	-60.0
Deputy Chief Executive's Department Total	-969.9	-521.0	0.0	-448.9	-969.9	0.0	0.0	0.0	-448.9
Non Attributable Costs									
Estimated increase in the income contribution from our limited companies, including a one-off increase in 2024-25.	-3,500.0	-3,500.0	0.0	0.0	-3,500.0	0.0	0.0	0.0	0.0
One-off use of capital receipts under the Governments flexible use of capital receipts policy, which allows authorities to use the proceeds from asset sales to fund the revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services	-7,688.0	-7,688.0	0.0	0.0	-7,688.0	0.0	0.0	0.0	0.0
Increase in investment income largely due to the increase in base rate	-2,279.6	-4,108.4	0.0	0.0	-4,108.4	-1,828.8	0.0	0.0	0.0
Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	0.0	-1,000.0	0.0	0.0	0.0	0.0
Non Attributable Costs Total	-14,467.6	-16,296.4	0.0	0.0	-16,296.4	-1,828.8	0.0	0.0	0.0
Corporately Held Budgets									
The reduction in the volume and duration of agency staff	-750.0	-750.0	0.0	0.0	-750.0	0.0	0.0	0.0	0.0
Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	-2,300.0	0.0	0.0	0.0	0.0	2,300.0	2,300.0	2,300.0	0.0
Corporately Held Budgets Total	-3,050.0	-750.0	0.0	0.0	-750.0	2,300.0	2,300.0	2,300.0	0.0
Total	-111,174.8	-92,493.1	0.0	-3,764.8	-96,257.9	14,916.9	4,592.0	4,592.0	-17,165.5

Appendix 3 - Revenue Budget Changes

Directorate, Division & Key Service	£000s		Movement
	Base Budget	Working Budget	
Adult Social Care & Health			
Adult Social Care & Health Operations			
Adaptive & Assistive Technology	620.6	620.6	0.0
Adult Case Management & Assessment Services	40,748.9	40,743.0	-5.9
Adult In House Carer Services	2,444.8	2,444.6	-0.2
Adult In House Community Services	6,038.3	6,037.5	-0.8
Adult In House Enablement Services	6,457.7	6,508.4	50.7
Adult Learning & Physical Disability Pathway - Community Based Services	0.0	0.0	0.0
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	0.0	0.0	0.0
Adult Learning Disability - Community Based Services & Support for Carers	126,506.5	127,106.7	600.2
Adult Learning Disability - Residential Care Services & Support for Carers	78,229.9	79,563.3	1,333.4
Adult Mental Health - Community Based Services	23,352.4	21,189.2	-2,163.2
Adult Mental Health - Residential Care Services	21,073.8	21,374.3	300.5
Adult Physical Disability - Community Based Services	34,350.2	32,858.3	-1,491.9
Adult Physical Disability - Residential Care Services	24,132.6	24,487.7	355.1
ASCH Operations - Divisional Management & Support	6,746.5	6,770.0	23.5
Independent Living Support	1,040.3	1,037.3	-3.0
Older People - Community Based Services	34,350.6	35,386.7	1,036.1
Older People - In House Provision	16,374.0	15,795.0	-579.0
Older People - Residential Care Services	97,180.5	97,456.6	276.1
Older People & Physical Disability Carer Support - Commissioned	1,595.7	1,721.0	125.3
Sensory - Assessment Service	753.4	718.2	-35.2
Sensory - Community Based Services	284.1	284.1	0.0
Sensory - Residential Care Services	7.8	7.8	0.0
Statutory and Policy Support	1,628.4	1,685.5	57.1
Strategic Safeguarding	707.4	705.4	-2.0
Adult Social Care & Health Operations Total	524,624.4	524,501.2	-123.2

Directorate, Division & Key Service	£000s		Movement
	Base Budget	Working Budget	
Strategic Commissioning (Integrated and Adults)			
Community Based Preventative Services	7,549.6	7,549.6	0.0
Housing Related Support	1,476.7	1,476.7	0.0
Partnership Support Services	0.0	0.0	0.0
Social Support for Carers	3,032.3	3,032.3	0.0
Strategic Commissioning (Integrated and Adults)	2,333.2	2,393.2	60.0
Transformation Delivery and support	8,196.3	7,759.5	-436.8
Strategic Commissioning (Integrated and Adults) Total	22,588.1	22,211.3	-376.8
Strategic Management & Directorate Budgets (ASCH)			
Innovation and Partnership	2,369.7	3,312.3	942.6
Operational and transformation costs pending allocation	1,540.3	1,540.3	0.0
Provision for Demographic Growth - Community Based Services	20,717.0	15,765.0	-4,952.0
Provision for Demographic Growth - Residential Based Services	7,553.5	12,505.5	4,952.0
Strategic Management & Directorate Support (ASCH)	6,553.2	6,077.2	-476.0
Strategic Management & Directorate Budgets (ASCH) Total	38,733.7	39,200.3	466.6
Public Health			
Public Health - Advice and Other Staffing	0.0	0.0	0.0
Public Health - Children's Programme	0.0	0.0	0.0
Public Health - Healthy Lifestyles	0.0	0.0	0.0
Public Health - Mental Health, Substance Misuse & Community Safety	0.0	0.0	0.0
Public Health - Sexual Health	0.0	0.0	0.0
Public Health Total	0.0	0.0	0.0
Adult Social Care & Health Total	585,946.2	585,912.8	-33.4

Directorate, Division & Key Service	£000s		Movement
	Base Budget	Working Budget	
Children, Young People & Education			
Education & Special Educational Needs			
Community Learning & Skills (CLS)	-96.7	-101.8	-5.1
Early Years Education	0.0	0.0	0.0
Education Management & Division Support	1,504.6	1,504.6	0.0
Education Services provided by The Education People	3,962.0	3,962.0	0.0
Fair Access & Planning Services	612.8	590.3	-22.5
Home to School & College Transport	96,286.5	96,286.5	0.0
Other School Services	5,610.4	5,792.3	181.9
Pupil Referral Units & Inclusion	2.2	2.2	0.0
Special Educational Needs & Psychology Services	17,489.3	17,486.9	-2.4
Education & Special Educational Needs Total	125,371.1	125,523.0	151.9
Integrated Children's Services (Operations and County Wide)			
Adoption & Special Guardianship Arrangements & Service	17,433.4	17,618.5	185.1
Adult Learning & Physical Disability Pathway - Community Based Services	46,689.2	46,689.2	0.0
Adult Learning & Physical Disability pathway - Residential Care Services & Support for Carers	8,257.5	8,257.5	0.0
Asylum	7.6	333.4	325.8
Care Leavers Service	5,437.4	5,594.8	157.4
Children in Need - Care & Support	3,826.4	3,627.9	-198.5
Children in Need (Disability) - Care & Support	8,642.5	8,642.5	0.0
Children's Disability 0-18 Commissioning	1,771.4	1,771.4	0.0
Children's Social Work Services - Assessment & Safeguarding Service	55,275.9	52,074.4	-3,201.5
Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	9,948.1	9,947.8	-0.3
Early Help & Preventative Services	3,075.7	2,941.7	-134.0
Family Hubs	8,406.3	8,404.7	-1.6
Integrated Services (Children's) Management & Directorate Support	6,445.8	6,445.6	-0.2
Looked After Children - Care & Support	98,501.8	101,967.7	3,465.9
Looked After Children (with Disability) - Care & Support	22,534.8	22,534.8	0.0
Looked After Children (with Disability) - In House Provision	3,909.4	3,909.4	0.0
Integrated Children's Services (Operations and County Wide) Total	300,163.2	300,761.3	598.1

Directorate, Division & Key Service	Base Budget	£000s	Movement
		Working Budget	
Strategic Management & Directorate Budgets (CYPE)			
Strategic Management & Directorate Budgets (CYPE)	4,432.2	4,323.3	-108.9
Children, Young People & Education Total (Excluding Schools' Delegated Budgets)	429,966.5	430,607.6	641.1
Schools' Delegated Budgets			
Schools' Delegated Budgets	0.0	0.0	0.0
Children, Young People & Education Total (Including Schools' Delegated Budgets)	429,966.5	430,607.6	641.1
Growth, Environment & Transport			
Environment & Circular Economy			
Environment	3,113.0	3,632.8	519.8
Environment and Circular Economy Divisional management costs	2,237.3	2,291.4	54.1
Residual Waste	52,930.8	52,593.8	-337.0
Waste Facilities & Recycling Centres	38,470.4	38,798.4	328.0
Environment & Circular Economy Total	96,751.5	97,316.4	564.9
Growth & Communities			
Community (Assets & Services)	2,278.2	2,278.2	0.0
Community Protection	11,845.9	11,972.8	126.9
Growth - Economy	1,670.6	1,697.3	26.7
Growth - Place	3,789.3	3,789.3	0.0
Growth and Communities Divisional management costs	459.4	459.4	0.0
Libraries, Registration & Archives	11,061.2	11,061.2	0.0
Growth & Communities Total	31,104.6	31,258.2	153.6

Directorate, Division & Key Service	Base Budget	£000s	
		Working Budget	Movement
Highways & Transportation			
English National Concessionary Travel Scheme (ENCTS)	12,973.5	12,973.5	0.0
Highway Assets Management	38,222.6	38,684.6	462.0
Highways & Transportation divisional management costs	4,044.6	4,044.6	0.0
Kent Karrier	0.0	0.0	0.0
Kent Travel Saver (KTS)	5,075.5	5,075.5	0.0
Supported Bus Services	5,761.1	5,761.1	0.0
Transportation	6,378.5	6,378.5	0.0
Highway & Transportation Total	72,455.8	72,917.8	462.0
Strategic Management & Directorate Budgets (GET)			
Strategic Management & Directorate Budgets (GET)	1,425.3	1,425.3	0.0
Growth, Environment & Transport Total	201,737.2	202,917.7	1,180.5
Chief Executive's Department			
Commercial & Procurement			
Commercial & Procurement	3,062.5	3,053.5	-9.0
Strategic Commissioning	0.0	0.0	0.0
Commercial & Procurement Total	3,062.5	3,053.5	-9.0
Finance			
Finance	10,197.5	10,147.5	-50.0
Grants to Kent District Councils to maximise Council Tax collection	3,746.0	3,746.0	0.0
Finance Total	13,943.5	13,893.5	-50.0
Governance, Law & Democracy			
Governance & Law	7,503.6	7,481.6	-22.0
Local Member Grants	291.6	966.2	674.6
Governance, Law & Democracy Total	7,795.2	8,447.8	652.6

Directorate, Division & Key Service	£000s		Movement
	Base Budget	Working Budget	
Strategy, Policy, Relationships & Corporate Assurance			
Childrens and Adults Safeguarding Services	276.6	406.9	130.3
Resettlement Schemes, Domestic Abuse and Civil Society Strategy	402.7	402.7	0.0
Strategy, Policy, Relationships & Corporate Assurance	4,756.6	4,756.6	0.0
Strategy, Policy, Relationships & Corporate Assurance Total	5,435.9	5,566.2	130.3
Strategic Management & Departmental Budgets (CED)			
Strategic Management & Departmental Budgets	-696.2	-700.2	-4.0
Chief Executive's Department Total	29,540.9	30,260.8	719.9
Deputy Chief Executive's Department			
Corporate Landlord			
Corporate Landlord	28,714.7	28,980.8	266.1
Human Resources & Organisational Development			
Human Resources & Organisational Development	5,402.1	5,402.1	0.0
Infrastructure			
Emergency Planning	198.4	0.0	-198.4
Kent Resilience	260.8	710.2	449.4
Property related services	8,389.3	8,137.1	-252.2
Infrastructure Total	8,848.5	8,847.3	-1.2
Marketing & Resident Experience			
Marketing & Digital Services	1,975.4	1,975.4	0.0
Resident Experience - Contact Centre; Gateways; Customer care & Complaints	4,962.7	4,952.3	-10.4
Marketing & Resident Experience Total	6,938.1	6,927.7	-10.4

Directorate, Division & Key Service	Base Budget	£000s	
		Working Budget	Movement
Technology			
Technology	26,131.0	26,131.0	0.0
Strategic Management & Departmental Budgets (DCED)			
Business & Client Relationships	2,480.7	2,480.6	-0.1
Health & Safety	382.2	382.2	0.0
Strategic Management & Departmental Support	1,429.3	1,429.2	-0.1
Strategic Reset Programme	1,616.0	1,616.0	0.0
Strategic Management & Departmental Budgets (DCED) Total	5,908.2	5,908.0	-0.2
Deputy Chief Executive's Department Total	81,942.6	82,196.9	254.3
Non Attributable Costs			
Non Attributable Costs	102,759.4	102,759.4	0.0
Corporately Held Budgets			
Corporately Held Budgets (to be allocated)	-2,386.0	-2,377.0	9.0
Grand Total	1,429,506.8	1,432,278.2	2,771.4
Directorate Summary			
Adult Social Care & Health	585,946.2	585,912.8	-33.4
Children, Young People & Education	429,966.5	430,607.6	641.1
Growth, Environment & Transport	201,737.2	202,917.7	1,180.5
Chief Executive's Department	29,540.9	30,260.8	719.9
Deputy Chief Executive's Department	81,942.6	82,196.9	254.3
Non Attributable Costs	102,759.4	102,759.4	0.0
Corporately Held Budgets	-2,386.0	-2,377.0	9.0
Total	1,429,506.8	1,432,278.2	2,771.4
Schools' Delegated Budgets	0.0	0.0	0.0
Grand Total	1,429,506.8	1,432,278.2	2,771.4

Appendix 4 - Prudential Indicators Monitoring

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

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

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total	237.29	417.07	361.63	300.18	233.15	245.81

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

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

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Total CFR	1,268.01	1,300.80	1,274.18	1,275.71	1,259.44	1,230.40

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

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

	23-24 Actuals	2024-25 Budget	2024-25 Forecast	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate
Other Long-term Liabilities	178.77	168.00	178.55	178.55	178.55	178.55
External Borrowing	771.89	715.90	715.92	684.73	660.55	653.32
Total Debt	950.66	883.90	894.47	863.28	839.10	831.87
Capital Financing Requirement	1,268.01	1,300.80	1,274.18	1,275.71	1,259.44	1,230.40
Internal Borrowing	317.35	416.90	379.71	412.43	420.34	398.53

Prudential Indicator 4 : Authorised Limit and Operation Boundary for External Debt (£m)

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

	23-24	2024-25	2024-25	2025-26	2026-27	2027-28
	Actuals	Budget	Forecast	Estimate	Estimate	Estimate
Authorised Limit - borrowing	946	1,261	1,261	1,271	1,248	1,248
Authorised Limit - Other long term liabilities	179	168	179	179	179	179
Authorised Limit - total external debt	1,125	1,429	1,440	1,450	1,427	1,427
Operational Boundary - borrowing	822	1160.6	1161	1171	1148.1	1148.1
Operational Boundary - Other long term liabilities	179	168	179	179	179	179
Operation Boundary - total external debt	1,001	1,329	1,340	1,350	1,327	1,327

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

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

	23-24	2024-25	2024-25	2025-26	2026-27	2027-28
	Actuals	Budget	Forecast	Estimate	Estimate	Estimate
Proportion of net revenue stream	8.17%	7.48%	7.42%	7.05%	6.71%	6.88%

Prudential Indicator 6: Estimates of Net Income from Commercial and Service Investments to Net Revenue Stream

	23-24	2024-25	2025-26	2026-27
	Actuals	Estimate	Estimate	Estimate
Net income from commercial and service investments to net revenue stream (%)	0.46	0.60	0.37	0.35