

**GROWTH, ECONOMIC DEVELOPMENT AND
COMMUNITIES CABINET COMMITTEE**

Thursday, 18th January, 2024

10.00 am

**Council Chamber, Sessions House, County Hall,
Maidstone**



AGENDA

GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE

Thursday, 18 January 2024 at 10.00 am
Council Chamber, Sessions House, County Hall,
Maidstone

Ask for: Hayley Savage
Telephone: 03000 414286

Membership (17)

Conservative (12): Mr A Sandhu, MBE (Chairman), Mr D L Brazier (Vice-Chairman), Mrs R Binks, Mr C Broadley, Mr T Cannon, Mr D Crow-Brown, Mr S Holden, Mr S C Manion, Mr J Meade, Mr A M Ridgers and Mr R J Thomas and Vacancy

Labour (2): Ms K Grehan and Mr B H Lewis

Liberal Democrat (1): Mr M J Sole

Green and Independent (2): Mr M A J Hood and Mr M Baldock

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Introduction/Webcast announcements
- 2 Apologies and Substitutes
- 3 Declarations of Interest by Members in items on the Agenda
- 4 Minutes of the meeting held on 9 November 2023 (Pages 1 - 10)
- 5 Revised Draft Revenue Budget 2024-25 and 2024-27 MTFP, Draft Capital Programme 2024-34 and Treasury Management Strategy (Pages 11 - 150)
- 6 LINK Group - Presentation
- 7 Verbal updates by the Cabinet Members and Corporate Director
- 8 Performance Dashboard (Pages 151 - 166)
- 9 23/00122 - Kent Community Warden Service Review (Pages 167 - 338)
- 10 23/00121 - Kent and Medway Economic Framework (Pages 339 - 428)

- 11 2023 Infrastructure Funding Statement (Pages 429 - 460)
- 12 2023 Community Infrastructure Levy Position (Pages 461 - 468)
- 13 Work Programme 2024 (Pages 469 - 472)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 10 January 2024

KENT COUNTY COUNCIL

**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES
CABINET COMMITTEE**

MINUTES of a meeting of the Growth, Economic Development and Communities Cabinet Committee held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 9 November 2023.

PRESENT: Mr A Sandhu, MBE (Chairman), Mr M Baldock, Mrs R Binks, Mr D L Brazier, Mr C Broadley, Mr T Cannon, Mr D Crow-Brown, Ms K Grehan, Mr S Holden, Mr M A J Hood, Mr S C Manion, Mr M J Sole and Mrs L Parfitt-Reid

ALSO PRESENT: Mr D Murphy and Mrs C Bell

IN ATTENDANCE: Mrs S Holt-Castle (Director of Growth and Communities), Ms H Savage (Democratic Services Officer) and Mr S Jones (Corporate Director of Growth, Environment and Transport)

UNRESTRICTED ITEMS

162. Apologies and Substitutes

(Item 2)

Apologies were received from Mr Thomas, Mr Meade, and Mr Lewis. Mrs Parfitt-Reid was present as substitute for Mr Meade.

Mrs Binks and Mr Baldock were present virtually.

163. Election of Vice-Chair

(Item 3)

1. Mr Manion proposed, and Mr Crow-Brown seconded that Mr Brazier be elected Vice-Chair of the Cabinet Committee.
2. Members voted on the election of Vice-Chair, and it was agreed by majority vote that Mr Brazier be elected Vice-Chair of the Cabinet Committee.

RESOLVED that Mr Brazier be elected Vice-Chair of the Growth, Economic Development and Communities Cabinet Committee.

164. Declarations of Interest by Members in items on the Agenda

(Item 4)

There were no declarations of interest.

165. Minutes of the meeting held on 26 September 2023

(Item 5)

RESOLVED that the minutes of the meeting held on 26 September 2023 were a correct record.

166. Verbal updates by the Cabinet Members and Corporate Director
(Item 6)

This item was taken after Item 8.

Mr James Pearson was in attendance for this item.

1. Mrs Bell, Cabinet Member for Community and Regulatory Services, provided an update on the following:
 - (a) Libraries, Registrations and Archives had been awarded the Customer Service Excellence Award for 2023 which had been held by the service since 2010. During the assessment sites were visited across the service including ten libraries, a mobile library, Kent Archives, Sevenoaks Museum and Oakwood House. Mrs Bell thanked all the staff within the service for their efforts and congratulated them on the achievement.
 - (b) Temporary local studies collection access, based in the Shepway Youth Hub building at 5 Grace Hill, would be available in Folkestone town centre from Monday 20 November 2023. Mrs Bell said long term options continued to be explored for the reopening of a permanent town centre library for Folkestone and full library services would continue in the meantime and be delivered from the nearest alternative libraries.
 - (c) The Library at Dover Discovery Centre closed on Monday 30 October for essential works to take place. In addition to library services, the building, when works were completed, would host a nursery, adult education centre, the good day programme and integrated children's services. For the duration of the work temporary library services would be offered at the Gateway building from Monday 13 November.
 - (d) The Herne Bay Library reopened on 24 October and feedback had been positive. Mrs Bell was looking forward to visiting the launch event on 10 November.
 - (e) Mrs Bell explained why Dover Discovery Centre and Herne Bay Library had undergone renovation works and Folkestone Library remained closed. She said Dover Discovery Centre was a planned joint project with Dover District Council, had had funding set aside in the Major Capital Programme for a number of years and received funding from external funding schemes. Herne Bay Library had a similar history with decisions going back to 2013.
 - (f) In October Mrs Bell joined the Culture and Creative Economy Service at Kent Libraries to welcome Mr Darren Henley CBE, Chief Executive of Arts Council England to experience the Council's Playground project. This project was a unique programme of creative activity for babies and their families to promote the importance and positive impacts of creative play.
 - (g) Mrs Bell attended the Creative Kent Conference in October where cultural leaders came together to reflect on priority themes of workforce, next

generation and placemaking, and to hear about the emerging national picture.

- (h) The John Downton Awards, an art exhibition held at Sessions House, would open in November. The exhibition was inspired by Miss Hilda Downton in memory of her brother John Downton and celebrated the creativity of the county's young artists.
 - (i) Over 1,000 miles of the King Charles III England Coast Path had been completed and the Ramsgate to Whitstable stretch was now open.
 - (j) Mrs Bell co-hosted a breakfast briefing in October with Active Kent and Medway which brought together Leaders and senior officers and Members from across Kent and Medway to discuss the importance of being physically active.
 - (k) Mrs Bell attended the official opening of Oakwood House on 1 November 2023.
2. Mrs Bell and Mr Oakford responded to the following questions and comments from Members:
- (a) A Member asked about the steps being taken to restore Folkestone Library and to preserve it as a listed building, Mr Oakford said the Council continued to look at the options available whilst considering the Council's current financial situation. He said the Council currently did not have the funds needed to restore the building.
 - (b) A Member asked about the coverage of the mobile library service and Mrs Bell said this was a popular service within communities. Mr Pearson noted the importance of expanding the service and welcomed ideas on how the potential of the service could be maximised, alongside physical libraries, and recognised the significance of the mobile service for those who could not access services any other way.
3. Mr Murphy, Cabinet Member for Economic Development, provided an update on the following:
- (a) Visit Kent had been awarded Destination Management Organisation of the year at the UK awards for excellence in 2023.
 - (b) Under the No Use Empty (NUE) Scheme six self-contained flats with a community room had been built at a site of a derelict former dance studio in Folkestone. This was funded by a NUE loan for £820,000 and top up funds from Folkestone & Hythe District Council. Construction on 24 business units at Honeywood Parkway, also under the NUE scheme, were due to be completed in Autumn 2023. This was the biggest NUE commercial unit that had been completed by the Council and would make a positive contribution to the economy of Dover and reinforce connections with the continent.

- (c) The Kent and Medway Business Fund (KMBF) would open to new applicants on 21 November and the launch event would be opened by Ella Brocklebank, Head of Communications and Business Development, Jenner Construction Group, with introductions to the scheme made by Sir Paul Carter. Mr Murphy paid tribute to Sir Paul Carter and the KMBF team for the success of the scheme.
 - (d) Mr Murphy attended the Kent and Property Market along with the Leader, to promote the annual Kent and Property Market launch brochure. The event was attended by over 300 people.
 - (e) On 10 November Mr Murphy would visit Panettone in Aylesford, for the official opening of an 800,000 square foot distribution centre.
4. Mr Jones, Corporate Director Growth, Environment and Transport, provided an update on the following:
- (a) The Economy team continued to work on the transition of the Local Enterprise Partnership following the closure of the South East Local Enterprise Partnership. The work was underpinned by the Kent and Medway Economic Framework which was currently being finalised.
 - (b) Kent Ambassadors visited the border force facilities at the Port of Dover to see how work was undertaken in relation to illegal smuggling of drugs and tobacco.
 - (c) The Kent Food Partnership led by Produced in Kent organised a Kent food Summit at the University of Kent on 6 October 2023. Highlights of this had been incorporated in the draft Kent Food Strategy currently being developed.
 - (d) Funding had been secured for the Gypsy Roma Traveller (GRT) Service to refurbish the KCC owned GRT sites and work began in October on the first of the sites. The works meant that four further pitches would be available in the next three months.
 - (e) Trading Standards had carried out safety checks on premises storing and selling fireworks. The team also looked at illicit tobacco and a joint operation with Kent Police Neighbourhood Taskforce had removed a significant amount of illegal tobacco from shops in Maidstone.
 - (f) The Kent Scientific Services team had been working with Mid Kent College to support their technical education programme, specifically the T level courses in science. The laboratory was recognised at an event at the science museum in London.
 - (g) Mr Jones thanked all the operational teams who supported businesses and communities during Storm Ciaran.

RESOLVED to note the verbal updates.

167. District Visits Programme

(Item 7)

1. Mr Murphy introduced the item and highlighted the importance of ensuring a good connection and good communication between the Council and the districts.
2. Members welcomed the visits and commented that they found them enjoyable and useful.
3. It was suggested that invitations to the visits be extended to all Members of the Council should they wish to attend.
4. The Chair endorsed Members' comments and thanked all those involved in arranging and delivering the visits.

RESOLVED to note the future visits programme and that invitations to attend the visits be extended to the Cabinet Member and Deputy Cabinet Member for Community & Regulatory Services.

168. Initial Draft Budget 2024-25 and Medium Term Financial Plan 2024-27

(Item 8)

This item was taken after Item 5.

Mr Peter Oakford (Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services), Ms Zena Cooke (Corporate Director Finance) and Mr Kevin Tilson (Finance Business Partner, GET) were in attendance for this item.

1. Mr Oakford introduced the Initial Draft Budget 2024-25 and Medium Term Financial Plan 2024-27. He said 2023 had, so far, been a challenging year financially and the Council was currently looking at a £23million overspend this year. He said savings found this year were one off savings as opposed to reoccurring savings that would carry forward into next year. Mr Oakford explained that £46million worth of savings had been identified for the draft budget 2024-25, however the challenge of delivering those savings was yet to come. Mr Oakford stressed there was still a lot of work to be done and savings of just under £50million needed to be identified before the final round of budget scrutiny in January 2024. Mr Oakford thanked all those involved in this work.
2. Mr Murphy, Cabinet Member for Economic Development, explained that the budget for Economic Development was £4.5million per annum and year to date there had been a £329,000 underspend. For 2024-25 a saving of £80,000 would be made and an additional £200,000 income revenue would be committed to the Council's budget under the No Use Empty Scheme. Mr Murphy said the Council was working with external partners to get the best value for Kent and its residents.
3. Mrs Bell, Cabinet Member for Community and Regulatory Services provided a summary of the Community and Regulatory Services Budget. Mrs Bell said there was a current approximate £359,000 underspend on the £25.7million budget and the majority of the underspend was in Libraries, Registration and

Archives owing mainly to registration income. There was also underspend in Trading Standards and Kent Scientific Services. Altogether there was a spending proposal increase for the 2024/25 budget of around £758,000. A total of £789,000 savings was proposed which mainly included the Community Wardens service, increased income from the Kent Scientific Services, a review of all fees and charges across all services, an increased contribution of the Coroners service delivered in Medway, and small transformation and efficiency savings.

4. Mrs Bell, Mrs Holt-Castle and Mr Oakford responded to the following questions and comments from Members:
 - (a) A Member asked for clarification regarding the funding of the Coroners Service and Mrs Holt-Castle said the Council was responsible for providing and funding a coronial service for KCC and Medway administrative areas.
 - (b) A Member commented that a one-page summary of the topics that related to the Growth, Economic Development and Communities Cabinet Committee would be helpful for future draft budget items.
 - (c) A Member asked about proposed changes to the capital programme and the effect long-term on the Council's community assets. Mr Oakford explained that the Council's buildings had suffered from underinvestment for many years, and money from Council Tax and government grants did not cover the expenditure of the Council. Therefore, non-statutory areas were having to be reviewed to ensure the Council continued to deliver services to the most vulnerable residents.
 - (d) A Member asked about the Council engaging in additional external support to identify solutions that enable future spending growth (para 4.7 on page 38 of the agenda pack) and whether this cabinet committee's portfolio area would be considered. Mrs Bell said this was not currently happening but could be considered in the future.

RESOLVED that the initial draft capital and revenue budgets including responses to consultation be noted.

169. 23/00091 - Kent and Medway Integrated Care Strategy

(Item 9)

Ms Ellen Schwartz (Interim Deputy Director Public Health) was in attendance for this item.

1. Ms Schwartz introduced the report and provided an outline of the Kent and Medway Integrated Care Strategy. Ms Schwartz explained there were six priority outcomes where wider determinants of health were explicitly mentioned and the strategy involved working jointly across all the partners in Kent and Medway to jointly promote and improve health and wellbeing.
2. A Member asked about specific practical examples for improving health and wellbeing, Ms Schwartz said the strategy was a high-level document and vision statement. In terms of a specific example, she referred to the Green Social

Prescribing Strategy. Ms Schwartz said it was recognised that social isolation was an issue due to, for example, lack of digital access in certain age groups and a shared understanding between partners, including districts, boroughs, and parishes of what was available and working together to improve access could have a positive impact in this area.

3. Mr Murphy said broadband could help reduce isolation and the Council was encouraging suppliers to focus on rural areas to ensure people were not left isolated.
4. Mrs Holt-Castle said 80% of health and care outcomes were affected by wider determinants, and services which fell under the cabinet committee's scope were already helping in this regard. This was the first time the Kent and Medway health system had engaged all of these services and it was therefore a significant opportunity to recognise what the services already do and how more could be done.
5. A Member stressed the importance of actions and training, and better communication between health and care sectors. Ms Schwartz said it was an achievement to bring together many different organisations and agree a set of outcomes they would contribute towards a joint preventative approach. The next step was the agreement of an action plan.

RESOLVED to endorse to Cabinet the proposed decision to approve the Kent and Medway Integrated Care Strategy on behalf of KCC.

170. Positive Wellbeing Pilot Service - Evaluation Report

(Item 10)

Mr Ian Baugh (Head of Business Development), Ms Rebecca Law (Business Development Manager) and Professor Gina Rinehardt (Essex University) were in attendance for this item.

1. Mrs Bell introduced the item and referred to the positives of the service in terms of monetary value and highlighted the importance of evaluating the cost avoidance aspect to inform policy and decision making going forward.
2. Mr Ian Baugh introduced the report which provided an update on the evaluation findings for the Positive Wellbeing social prescribing service delivered by the Community Warden service between June 2020 and December 2022.
3. Ms Rebecca Law provided a summary of the evaluation findings and the future direction for positive wellbeing.
4. Professor Gina Rinehardt from Essex University provided a presentation by way of a series of slides which were circulated to Members prior to the meeting.
5. Members discussed how the Pilot had demonstrated the importance and value of social prescribing and the work of the community warden service in providing this, noting the potential for the service to save money in other areas, and hoped the service could be maintained by a viable Community Warden service in the future. Mrs Bell agreed with Members' comments but noted that, in terms

of potential reductions to the Community Warden service, it was a discretionary service and there was a need to balance the Council's 2024/25 budget.

6. A Member suggested the service could be delivered by a third party, for example, within districts and parishes, and by encouraging people struggling with isolation to join voluntary organisations, for example those that are widowed. Ms Law said the service could be delivered, in a number of ways, by existing services within the Council, for example librarians, and also voluntary and public sector services. Ms Law said that social isolation was not restricted to elderly people and could be experienced by anyone for any number of reasons.

RESOLVED to note the evaluation findings and comment on the future direction of the Positive Wellbeing service.

171. Youth Unemployment and Apprenticeships (Item 11)

Mr David Smith (Economic Advisor) was in attendance for this item.

Mr Manion declared an interest in that he was an employer in Kent.

1. Mr Murphy introduced the item and asked Members to bear in mind that 89.7% of businesses in Kent employed between 0 and 9 people and highlighted that not all businesses had the revenue and resource to take on apprenticeships. However, Mr Murphy stressed that the Council was striving hard, including through the Employment Taskforce, to improve apprenticeship schemes.
2. Mr Smith introduced the report which provided updated information on unemployment statistics and apprenticeships and suggested that a paper be brought back to the committee at a future meeting to look at the wider context of the employment situation and the measures being taken to improve employability including career advice and skills levels being achieved by schools and colleges.
3. Members welcomed a more detailed report and action plan on how the level of skills and aspirations for more skilled jobs could be raised, and the identification of a wider variety of careers.
4. The Chair agreed to speak to the Chair of CYPE Cabinet Committee regarding unemployment and apprenticeships agenda items at future meetings.

RESOLVED to:

- a) note the report and;
- b) note that the Cabinet Committee for Children, Young People and Education be invited to consider the same issues at one of its future meetings and that a further analysis be presented in the new year, taking into account changes in Government policies and funding.

172. Work Programme 2023/2024 (Item 12)

RESOLVED to note the Work Programme 2023/24.

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From: Derek Murphy, Cabinet Member for Economic Development
Clair Bell, Cabinet Member for Community and Regulatory Services
Peter Oakford, Deputy Leader and Cabinet Member for Finance, Corporate & Traded Services

To: Growth, Economic Development and Communities Cabinet Committee – 18 January 2024

Subject: **Revised Draft Revenue Budget 2024-25 and 2024-27 MTFP, Draft Capital Programme 2024-34 and Treasury Management Strategy**

Classification: Unrestricted

Summary:

The attached report sets out the updated and balanced draft revenue budget 2024-25 and MTFP 2024-27, proposed capital programme 2024-34, and draft Treasury Management Strategy, for further Member consideration ahead of Cabinet on 25th January 2024 and Full Council on 19th February. The purpose of the report is to enable the Scrutiny and Cabinet Committees to focus on the proposed changes from the initial draft revenue budget 2024-25 and 2024-27 MTFP published on 1st November for the November Scrutiny and Cabinet Committee meetings, and new additions in relation to the Capital Strategy and 10 year capital programme and the Treasury Management Strategy. The report includes fuller details of funding, spending, savings, income and reserves estimates that were set out in the initial draft revenue budget together with an analysis of risks.

The same budget report is being presented to each Cabinet Committee as it is a standard report for the whole council, focussing on the key strategic considerations underpinning the decisions necessary for County Council to agree the budget at the Budget Meeting in February.

The relevant Cabinet Member(s) will outline the key 2024-25 revenue budget changes from the initial draft, the further detail included in this draft for 2025-26 and 2026-27 plans, and capital programme proposals, relating to their portfolio as part of the Cabinet Committee consideration. This is to clarify the budget areas within the scope of the Committee and to seek feedback on the relevant proposals, following on from the November 2023 considerations and note the Member engagement and committee contributions to the budget development process so far.

To support ongoing budget consideration by Members, in addition to the Cabinet Committee stages of the budget development process, a separate interrogatable dashboard has been made available to Members, setting out key information about individual elements of the draft revenue budget and now incorporating medium term revenue plans.

Recommendations

The Growth, Economic Development and Communities Cabinet Committee is asked to:

- a) NOTE the updated revenue budget and MTFP, draft capital strategy and programme, and draft Treasury Management Strategy
- b) PROPOSE, to the Executive, any changes which should be made to the relevant sections of the budget related to the Committee's portfolio area before the draft is finalised by Cabinet on 25th January 2024 and presented to Full County Council on 19th February 2024 for decision.

Contact details

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Revised Draft Revenue Budget 2024-25 and 2024-27 MTFP, Draft Capital Programme 2024-34 and Treasury Management Strategy

	Sctn	Page
<u>Executive Summary</u>	1	2
<u>Background and Context</u>	2	5
<u>Provisional 2024-25 Local Government Finance Settlement</u>	3	6
<u>Council Tax</u>	4	10
<u>The Administration's Revised Draft Budget Proposals</u>	5	13
<u>Revenue Strategy and Revised Draft Budget</u>	6	19
<u>Capital Strategy and Draft Budget</u>	7	22
<u>Treasury Management Strategy</u>	8	24
<u>Reserves</u>	9	25
Appendices		
<u>Draft Capital Investment Strategy 2024-25 to 2033-34</u>	A	
<u>Draft Capital Investment Strategy by Directorate</u>	B	
<u>Potential New Capital Projects</u>	C	
<u>High Level 2024-27 Revenue Plan and Financing</u>	D	
<u>High Level 2024-25 Revenue Plan by Directorate</u>	E	
<u>Budget Dashboard (screenshots)</u>	F	
<u>List of individual spending, savings & reserve items</u>	G	
<u>Reserves Policy</u>	H	
<u>Budget Risks and Adequacy of Reserves</u>	I	
<u>Budget Risk Register</u>	J	
<u>Core Grants in Provisional Local Government Finance Settlement</u>	K	
<u>Economic & Fiscal Context</u>	L	
<u>Treasury Management Strategy</u>	M	

From Leader of the Council; Roger Gough
Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services; Peter Oakford
Cabinet Members

Relevant Director(s) Corporate Director Finance; Zena Cooke
Chief Executive,
Corporate Directors, ASCH, CYPE and GET

Report author Head of Finance Policy, Planning and Strategy; Dave Shipton

Circulated to Cabinet Committees and Scrutiny Committee

Classification Unrestricted

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Directorates – abbreviations in this report

ASCH - Adult Social Care and Health	CYPE - Children, Young People and Education
GET - Growth, Environment & Transport	CED - Chief Executive's Department
DCED – Deputy Chief Executive's Department	NAC - Non-Attributable Costs

1.1 This report updates the initial draft revenue budget 2024-25 and three-year medium term financial plan (MTFP) 2024-27 following its publication on 1st November 2023 and subsequent scrutiny during November, setting out the administration's strategy and proposals to close the budget gap and balance the budget. It sets out the draft 10-year capital programme 2024-25 to 2033-34 and the draft Treasury Management Strategy. The report and appendices provide the key information for the scrutiny process in advance of full Council approval on 19th February 2024.

1.2 The budget gaps of £48.8m for 2024-25 and £13.9m for later years in the initial draft budget report have been balanced through a mix of recurring and one-off measures, including the use of reserves. The measures that have a recurring impact include increased funding assumptions (higher inflation flowing into retained business rates and grant settlement), reductions in spending growth from the initial draft, and further areas for savings and increased income (including bringing forward savings and income from later years). The savings and income arise largely from a review of policy-based service changes and reductions, and the scope of the Council's ambitions and further transformation of the Council's operating model as set out in Securing Kent's Future (SKF). The one-off measures that are replaced in the subsequent years of the MTFP include the use of the final year of New Homes Bonus grant to fund revenue pressures, flexible use of capital receipts to fund revenue spending, and use of reserves.

1.3 The amount of one-off actions and use of reserves, particularly in the first year, is significant and will reduce the Council's financial resilience to absorb any future financial shocks, with the need to make recurring savings and cost reductions in the following two years as these one-off measures are not a sustainable solution to increased recurring costs. The late and unexpected reduction of the Services Grant and other changes in the Provisional Local Government Finance Settlement for 2024-25 published on the 18th December 2023 have increased the gap by £5.4m. Given the lateness in the budget setting process of this funding reduction, it has been addressed by increasing the level of one-off measures in 2024-25.

1.4 The one-off measures used to balance the budget for 2024-25 will need to be replaced by an equivalent level of savings in 2025-26 and 2026-27. As highlighted above, these will be from further proposals under the SKF objectives on policy choices and transformation of the Council's operating model. At this stage all that is required is an agreement that all one-off actions to balance 2024-25 will be replaced by matched savings in 2025-26 and 2026-27 and that the detail of these savings proposals will be developed, consulted on as required and agreed during the first half of 2024-25 for implementation in 2025-26 wherever possible, although the full financial effect may not impact until 2026-27 where there is a part-year effect in 2025-26.

1.5 The spending growth pressures impacting the Council are being experienced by most other councils and the financial sustainability of councils in general is a concern. Whilst the Council will seek to take all the necessary steps to manage future spending within resources available through savings, income and future cost avoidance this will not necessarily fully secure the Council's financial resilience and sustainability if future spending growth continues at unsustainable levels. If the structural deficits in key spending areas in adults and children's services are not addressed there will come a point within the medium-term plan period where the Council is unable to balance the budget on a sustainable basis from savings in other spending areas.

1.6 The draft capital programme for 2024-25 to 2033-34 is based on the principle of rolling forward the previous programme, avoiding the need for any additional borrowing over and above that already identified in the existing programme and reducing wherever possible the need to borrow in the existing programme. Any new schemes must be funded from sources other than borrowing, including government departmental grants, other external funding, developer contributions and capital receipts. The draft capital programme includes the recently announced additional highways capital grants from the Department for Transport for 2023-24 and 2024-25 following the cancellation of the HS2 project, estimated grants from the Department for Education for schools' modernisation and basic need, and the proposed use of capital receipts to cover some current overspends and the modernisation of assets programme for two years. The capital programme also includes the use of £8m capital receipts (under the Government direction that allows revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services to be funded from asset sale proceeds) as a one-off measure to balance the 2024-25 revenue budget. This reduces the level of receipts available to fund capital expenditure.

1.7 The Treasury Management Strategy for 2024-25 is included as an appendix to this report and requires approval by full Council in accordance with the CIPFA Treasury Management Code of Practice. The strategy sets out the Council's approach to borrowing to finance capital expenditure and investment of cash balances, including the associated monitoring arrangements. The Council's prime objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The prime objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and low investment returns, and ensuring sufficient liquidity to manage cashflows.

1.8 The administration's draft budget includes a 4.992% assumed increase in Council Tax. This would increase the County Council share of the bill for a typical band D household by £1.47 per week (£76.59 per year). Council Tax is the Council's most significant source of income to fund essential services, and whilst the administration seeks to keep increases to a minimum, the assumed amount is in line with the government's Council Tax referendum principles for 2024-25 (confirmed in the 2024-25 Provisional Local Government Finance Settlement) of a 3% referendum limit and 2% adult social care precept. The tax base (the number of dwellings liable for council tax after discounts, exemptions and assumed collection rates) is assumed to increase by 1.7%, which is around the normal level the Council would expect from growth in the number of households and anticipated changes to discounts. The council tax precept is based on a combination of the council tax band D charge and the estimate of the net number of band D equivalent properties in the tax base for 2024-25. The tax base estimate is ultimately determined by collection authorities (district and borough councils) for the final draft budget and council tax precept for full Council approval on 19th February.

1.9 The usable revenue reserves at the start of 2023-24 were £355.1m, comprising of £37.6m general reserve, £300.6m earmarked reserves and £16.9m public health reserve, this represents a reduction of £53m (13%) on the previous year. A further net drawdown from usable reserves is forecast in 2023-24 (including the transfer to the Dedicated Schools Grant (DSG) reserve for the 2023-24 local authority contribution to the Safety Valve programme). The use of usable reserves to support revenue spending significantly reduces the council's ability to withstand unexpected circumstances and costs and reduces the scope to smooth timing differences between spending and savings plans. The levels of reserves now pose a more significant risk to the council's financial resilience than levels of debt. Reserves will need to be replenished at the earliest opportunity and will need to be factored into future revenue budget plans.

2.1 The background and context set out in the initial draft budget report published at the end of October are largely unchanged. The following paragraphs set out the main updates to the draft budget since the publication date.

2.2 This revised draft revenue budget and MTFP are based on the latest estimates from the actions in Securing Kent's Future, which recognises that changing the spending patterns on adult social care, children in care and home to school transport in a sustainable way will take time. The draft budget includes some reductions in future cost increases in adult social care and home to school transport. For transparency and on-going monitoring, the spending growth is shown as a gross amount in the cost forecasts before any corrective action, and the reductions in planned spending from these actions are shown as savings. Even with these actions the net spending in these three key service areas is still forecast to grow faster than the funding available in the 2024-25 settlement and future government spending plans, and further work will be needed over the coming months to set out the detail how spending on these services will be reduced.

2.3 As well as the impacts of current year overspends and future forecast costs and demand, inflation is still forecast to remain at historically high levels during 2023-24 and into 2024-25. Inflation impacts on the costs of goods and services in revenue budgets and costs of labour, fees and materials on capital projects. The impact of inflation built into the draft budget is based on the November 2023 forecasts from the Office of Budget responsibility (OBR). The November 2023 OBR forecasts were for Consumer Price Index (CPI) inflation to peak at 10.7% in quarter 4 2022, thereafter reducing to:

- 10.2% in quarter 1 2023
- 8.4% in quarter 2 2023
- 6.7% in quarter 3 2023
- 4.8% in quarter 4 2023
- 4.6% in quarter 1 2024
- 3.7% in quarter 2 2024
- 3.3% in quarter 3 2024
- 2.8% in quarter 4 2024
- 2.3% in quarter 1 2025

2.4 Inflationary uplifts are applied according to the terms of individual contracts including timing. This means that in many cases mid-year uplifts have a part year impact in 2023-24 and full year impact in 2024-25. The rate of inflation in 2023 has not reduced as quickly as the March 2023 OBR forecast, with reported CPI from Office for National Statistics (ONS) of 10.2% quarter 1, 8.4% quarter 2 and 6.7% quarter 3 2023. The rate of inflation for the year to November 2023 fell unexpectedly to 3.9% from 4.6% in October. Revenue spending subject to inflation is around £1.4bn, so each 1% adds £14m to council costs.

3.1 The Provisional Local Government Finance Settlement for 2024-25 was published on 18th December 2023. A policy statement on the settlement was published on 5th December 2023 which was intended to give an early indication of what was to be included in the settlement. The settlement largely confirms amounts announced in principle in the 2023-24 settlement last year for 2024-25. This included confirmation of council tax referendum limits for 2024-25 and further increases in the additional social care grants. As in previous years the settlement is based on a core spending power from council tax and the main departmental grants for local government from the Department for Levelling Up Housing and Communities (DLHUC) within the government's overall spending plans. The settlement does not include specific grants from other government departments, retained growth from business rates or collection fund balances.

3.2 The headline from the settlement is an overall £3.9bn (6.5%) increase in spending power between 2023-24 and 2024-25. The increase for the Council is £86.3m (6.7%). The majority of the increase £2.1bn (3.5%) nationally and £54.3m (4.2%) for the Council comes from council tax. The council tax referendum principles allow for up to but not exceeding 3% increase in the general precept with a further 2% for adult social care levy for upper tier and single tier authorities. Lower tier authorities can increase council tax by the greater of up to but not exceeding 3% or £5 for band D. Police and crime commissioners can increase band D by up to £13. There are additional flexibilities allowing larger increases for specific named authorities - Slough Council, Thurrock Council and Woking Borough Council. The core spending power assumes every authority increases council tax up to maximum allowed and is based on DLHUC's autumn tax base information. The Council's budget and council tax precept is based on the council tax increase proposed to be agreed by full council, and council tax base estimates for 2024-25 provided by district and borough councils as required for the precept notification.

3.3 The previously announced additional grants for social care include:

- Social Care Grant an extra £612m nationally for adults and children's social care. The grant also includes a further additional £80m recycled from Services Grant. The total grant nationally for 2024-25 is £4,544m. £3,852m is rolled forward as the same amounts as for 2023-24, £532m is allocated according to adult social care relative needs formula (ASC RNF) and £160m (including the £80m recycled from Services Grant)_equalising the amount that can be raised through the 2% ASC council tax levy. The Council's allocation is £104.2m comprising £88.8m rolled forward from 2023-24, £13.7m from the ASC RNF and £1.8m from council tax equalisation, an overall expected increase of £15.4m on 2023-24.
- Market Sustainability and Improvement Fund an extra £283m nationally as previously announced in Autumn Budget 2022 plus further £205m nationally from the announcement of a further tranche for workforce fund in July 2023. These increase the total from £562m to £1,050m. The entire grant is allocated according to ASC RNF, the Council's share for 2024-25 is £27.0m, an expected increase of £12.5m.
- Discharge Fund an extra £200m nationally in the local authority 50% (increasing the total grant from £300m to £500m). The grant is allocated on the same basis as Improved Better Care Fund and managed in accordance with the requirements of the Better Care fund. The Council's share for 2024-25 is £11.7m, an expected increase of £4.7m

3.4 The increased social care grants in the provisional settlement have been included in the revised draft budget. The additional social care grants and increase in the adult social care council tax precept must be passported into social care budgets (with an allowable share of the social care grant for children's). This effectively sets a minimum increase in net spending on social care services between 2023-24 and 2024-25 and therefore caps the amount that can be delivered from efficiency, service reductions and transformation programmes in social care services to offset increasing costs.

3.5 The Services Grant has been unexpectedly reduced by approx. 84%. This reduces the national amount by £406.4m from £483.3m to £76.9m. This grant was introduced in the 2022-23 settlement as an un-ringfenced grant in recognition of additional spending pressures across the whole range of local services in advance of the significantly delayed Fair Funding reforms for local government that were intended to address the current outdated local government finance system. The grant was initially £822m in 2022-23. This was reduced to £483.3m in 2023-24 largely to reflect the cancellation of the employer's national insurance increase to fund social care reforms. The unexpected reduction in 2024-25 has been recycled elsewhere within the settlement including the increases in social care grant, revenue support grant, and minimum 3% funding guarantee. At this stage this still leaves a balance of £140m available, but it is not clear what this balance is for. The grant is allocated on the same basis as the Settlement Funding Assessment (SFA). The Council's provisional allocation for 2024-25 is £1.2m, which represents a 84% reduction of £6.4m on 2023-24, not including any share of the unallocated £140m. The reduced grant is reflected in the revised draft budget and due to the lateness of the announcement, has increased the amount required to be found from one-off measures in 2024-25 which will need to be replaced by additional savings in 2025-26 and 2026-27.

3.6 One final year of the New Homes Bonus (NHB) grant will be paid to authorities based upon the previous year's taxbase growth. As in recent year's this will no longer generate legacy payments in future years. 80% of NHB is paid to lower tier councils and 20% to upper tier. The Council's allocation for 2024-25 is £2.1m. This is assumed to be a one-off for 2024-25 and is included as part of the one-off solutions to balancing 2024-25 which will need to be replaced by additional recurring savings in 2025-26 and 2026-27.

3.7 The Non-Domestic Rating Act has received Royal Assent and will be implemented from April 2024. The Act confirms that the annual indexation of business rates (BR) will be based on Consumer Price Index (CPI) rather than Retail Price Index (RPI) and the increase in the small business and standard multipliers are decoupled. This makes the arrangement for the retained business rate baseline in the Settlement Funding Assessment (SFA) more complex. The SFA comprises revenue support grant (RSG) and business rates baseline. RSG will continue to be uplifted each year in line with CPI uplift to the business rate multiplier (6.6% for 2024-25). The business rate baseline will be uplifted by separate amounts for small business rate multiplier uplift and the uplift to the standard multiplier. This results in a separate and unique weighted % uplift for each council based on the mix of standard rated and small businesses in the local area.

3.8 For 2024-25 the uplift in standard BR multiplier is the same September CPI as RSG, raising the multiplier from 51.2p to 54.6p. The small business rate multiplier has been frozen at 49.9p. This results in a weighted uplift of approx. 4.6% for the Council. The highest weighted uplift is Westminster (6.09%) and the lowest Cornwall (4.01%). Councils are to be fully compensated for the freezing of the business rate multiplier through Business Rate Compensation Grant. This should mean in theory every Council has the same uplift when SFA and the compensation grant are taken into account. At this stage there is not sufficient detail within the BR compensation grant included in the core spending power to confirm this and the allocation in the spending power is assumed to be indicative at this stage (as it has been in previous years).

3.9 The SFA for the Council has increased by £9.8m (4.7%) to £215.8m, a common 6.6% uplift would have resulted in an SFA of £219.6m, an estimated reduction of £3.9m due to freezing the small business rate multiplier. The BR compensation grant for 2023-24 was £44.2m for previous freezes in BR multipliers and additional discounts. We would normally expect these previous freezes and discounts to increase by annual uplift i.e. £2.9m based on 6.6%. The BR compensation grant in the provisional settlement has increased by £5.6m i.e. an estimated £2.7m in additional grant for the small business freeze for 2024-25, a shortfall of £1.2m when compared the assumed standard uplift through in SFA. In the draft budget we have assumed this shortfall will eventually come through in the BR compensation grant along with other changes when the grant is updated for the full impact of previous freezes and discounts. This is line with the principle that the combination of SFA and compensation for small business rate freeze result in the same % uplift for all councils. Should the final calculation not result in a combined 6.6% for every council then the draft budget will need to be updated either for County Council or Cabinet (as has been the case in recent years where the final business rate retention impact has not been available in time for the budget County Council publication date).

3.10 The Provisional Local Government Finance Settlement includes a number of other announcements including an extension to March 2030 on the flexibility for revenue costs to be funded from capital receipts (under the direction that allows revenue costs of projects that will reduce costs, increase revenue or support a more efficient provision of services to be funded from capital receipts). The settlement also includes a consultation that would introduce “financial levers” to disincentivise councils from operating part-time working week arrangements for full time pay. The Exceptional Financial Support framework has also been announced and provides support where a council has specific and evidenced concerns about its ability to set or maintain a balanced budget.

3.11 The overall increase in the core spending power (and therefore assumed funding for the 2024-25 draft budget) is significantly less than the forecast spending demands. This leaves a substantial gap which needs to be closed from savings, income and one-off measures such as reserves. There is no indicative settlement for 2025-26 or later years. At this stage the MTFP assumes existing grants will roll forward along with inflationary uplifts to the SFA and further permitted council tax increases.

3.12 A summary of the change in core spending power between the restated 2023-24 position and the provisional 2024-25 position is set out in table 1 below:

Table 1 – Core Spending Power

	KCC			England		
	2024-25 £'m	2023-24 £'m	Change £'m	2024-25 £'m	2023-24 £'m	Change £'m
Council Tax	931.0	876.8	54.3	36,062.2	33,984.3	2,077.9
Settlement Funding Assessment	215.8	206.0	9.8	16,562.7	15,671.1	891.5
Business Rate Compensation	38.8	33.2	5.6	2,581.3	2,204.6	376.7
Social Care Grant	104.2	88.8	15.4	4,544.0	3,852.0	692.0
MSIF/Hospital Discharge	38.7	21.4	17.2	1,550.0	862.0	688.0
iBCF	50.0	50.0	0.0	2,139.8	2,139.8	0.0
Services Grant	1.2	7.6	-6.4	76.9	483.3	-406.4
New Homes Bonus	2.1	2.3	-0.2	291.4	291.3	0.1
Rural Services	0.0	0.0	0.0	95.0	95.0	0.0
Funding Guarantee	0.0	0.0	0.0	196.5	133.3	63.2
Rolled in Grants	0.0	9.4	-9.4	0.0	480.0	-480.0
Totals	1,381.8	1,295.5	86.3	64,099.8	60,196.7	3,903.0
			6.7%			6.5%

4.1 Council Tax income is a key source of funding for council services. The amount generated through Council Tax is based on a precept on collection authorities derived from the estimated band D equivalent Council Tax Base (the number of weighted properties in each band adjusted for exemptions, discounts and assumed collection rates) and the County Council share of the band D household charge.

4.2 A significant proportion of the funding towards the revenue budget is derived from the County Council’s share of council tax. The County Council share of council tax typically amounts to around 70% of a household council tax bill. The County Council charge is the same for all households in the county (as is the share for Police & Crime Commissioner and Fire and Rescue authority), the amount for district/borough and town/parish councils will vary depending on the local area and the individual decisions of these councils.

4.3 The Council currently can, subject to legislative constraints, increase its Council Tax rate through two mechanisms, the Adult Social Care (ASC) precept and general tax rate increases. Each 1% increase in the Council Tax rate generates circa £8.9m per annum in 2024-25, which equates to an extra 29.5 pence per week for a band D property.

4.4 The council tax referendum principles for 2024-25 allow for up to but not exceeding 3% general tax rate increases without a referendum plus an additional Adult Social Care levy of up to 2%. These increases are based on the total county council share of the household charge for 2023-24 (£1,534.23 for band D household). The administration’s draft budget 2024-25 includes a proposed 2.998% increase for the general precept (up to but not exceeding the referendum level) and a further 1.994% increase for the adult social care levy (ASCL). The proposed council tax increases and overall charge by individual bands are shown in tables 2 and 3.

Table 2 – Proposed Council Tax Increases by Band

Band	Proportion of Band D Tax Rate	2023-24 (incl. ASCL) £p	2024-25 (incl. increase in ASCL) £p	Increase £p
A	6/9	1,022.82	1,073.88	51.06
B	7/9	1,193.29	1,252.86	59.57
C	8/9	1,363.76	1,431.84	68.08
D	9/9	1,534.23	1,610.82	76.59
E	11/9	1,875.17	1,968.78	93.61
F	13/9	2,216.11	2,326.74	110.63
G	15/9	2,557.05	2,684.70	127.65
H	18/9	3,068.46	3,221.64	153.18

Table 3 – Proposed Council Tax Charges by Band

Band	Proportion of Band D Tax Rate	2023-24 (incl. ASCL) £p	2024-25 (excl. increase in ASCL) £p	2024-25 (incl. increase in ASCL) £p
A	6/9	1,022.82	1,053.48	1,073.88
B	7/9	1,193.29	1,229.06	1,252.86
C	8/9	1,363.76	1,404.64	1,431.84
D	9/9	1,534.23	1,580.22	1,610.82
E	11/9	1,875.17	1,931.38	1,968.78
F	13/9	2,216.11	2,282.54	2,326.74
G	15/9	2,557.05	2,633.70	2,684.70
H	18/9	3,068.46	3,160.44	3,221.64

4.5 The County Council's 2023-24 council tax charge (including Fire and Rescue Authority to ensure valid like for like comparison) is currently mid-range at 10th highest of the 21 counties in England and 4th of the 7 south east counties. We will not know the Council's relative position on Council Tax for 2024-25 until all county councils have agreed their precept and Council Tax charge for 2024-25.

4.6 The initial draft budget assumed a tax base increase of 1.7%, based on previous patterns of housing growth and changes in discounts, exemptions and collection rates including assumption for the removal of remaining empty property discounts. The provisional estimated tax base from the 12 district and borough councils (collection authorities) is 580,886.03 band D equivalent properties compared to the final estimated tax base for 2023-24 of 571,478.39 band D equivalents, an increase of 1.65%. The change in the tax base includes increases in the number of dwellings, changes in discounts, exemptions and assumed collection rates. Most districts have removed the remaining discounts on empty dwellings contributing to the increase in tax base.

4.7 The final council tax precept and council tax funding levels will have to be based on tax base estimates notified by the 12 district and borough councils. We have received provisional estimates of tax base increases from all 12 and these are shown in table 3 below. The total estimated tax base increase of 1.65% is very close to our initial estimate of 1.7%. We are due to receive final tax base estimate figures from the 12 district and borough councils on 15th January and we have therefore left the tax base increase at 1.7% for this revised draft, and we will reflect any changes in the final draft budget papers for County Council on 19th February.

Table 4 – Provisional estimates of tax base increases from the 12 collection authorities

Collection Authority	Final 2023-24 taxbase £p	Estimated 2024-25 taxbase £p	Change £p	Change %
Ashford	48,906.00	49,832.00	926.00	1.89%
Canterbury	52,372.76	53,370.27	997.51	1.90%
Dartford	40,288.37	41,029.46	741.09	1.84%
Dover	39,974.37	40,874.50	900.13	2.25%
Folkestone & Hythe	39,977.09	40,466.09	489.00	1.22%
Gravesham	35,266.50	35,994.62	728.12	2.06%
Maidstone	67,161.69	68,263.60	1,101.91	1.64%
Sevenoaks	51,990.30	52,394.75	404.45	0.78%
Swale	49,673.46	50,367.85	694.39	1.40%
Thanet	45,759.46	46,454.06	694.60	1.52%
Tonbridge & Malling	52,706.29	53,477.93	771.64	1.46%
Tunbridge Wells	47,402.10	48,360.90	958.80	2.02%
Total	571,478.39	580,886.03	9,407.64	1.65%

4.8 The district and borough councils also have to notify us of their estimated collection fund balance for over/under collection by 24th January 2024. This must also be reflected in the final draft budget as over/under collection has to be taken into account as part of the final decision on the council tax charge for 2024-25. The revised draft budget includes an assumed £7m collection fund balance. Any variation in the assumed balance will be reflected through the local taxation equalisation reserve, which avoids any impact on the revenue budget.

5.1 The administration's initial draft revenue budget report published on 1st November was subject to the budget scrutiny process during November. This revised draft budget sets out the proposals to close the budget gap in 2024-25 and over the MTFP and the proposals to minimise the level of borrowing on the capital programme and is therefore subject to further scrutiny during January. The administration's final draft budget will take account of any feedback from the scrutiny process and will be recommended by Cabinet to County Council. The final draft budget will be published by 9th February 2024 for consideration and approval by County Council at its meeting on 19th February 2024. As required by the Council's Constitution and Financial Regulations, the final draft budget for County Council approval will be proposed by the Leader and published in a format recommended by the Corporate Director, Finance and agreed by the Leader.

5.2 The presentation of the administration's revised draft revenue budget 2024-25 and 2024-27 MTFP focuses on the key policy and strategic implications of the proposals. The revenue proposals are summarised in appendices D to G of this report. These appendices show the spending, income and savings changes from the current year's approved budget (2023-24) and the financing requirements. Appendix D provides a high-level summary of the proposed three-year plan for the whole council, showing separately the spending growth, savings & income, changes in reserves for core Council funded activity (funding from the local government settlement and local taxation) from changes in externally funded activities (largely specific grant funded).

5.3 As set out in section 3 above, the provisional local government settlement included an unexpected net reduction in grants of £5.4m for 2024-25 through the changes in Social Care Grant and Services Grant increasing the £48.8m budget gap published on the 1st November to £54.2m. The 2024-25 gap has been closed by £13.9m from increased funding through the increased indexation of SFA and business rate compensation grant and revised spending forecasts and savings plans, and further recurring savings of £16.3m from removing the risk contingency included in the initial draft and further progress on the SKF objective 2 for further savings to set a sustainable 2024-25 budget and MTFP. The remaining £23.9m has been balanced through one-off measures. These one-off measures will be replaced in 2025-26 and 2026-27 through further policy savings under SKF objective 3 (scope of Council's ambitions) and objective 4 (operating model of the Council). The revised draft budget includes as a minimum requirement the principle of replacing one-off measures with sustainable recurring savings and cost reductions, although the detail of the proposals will need to be developed and agreed over the coming months to ensure they are implemented to impact the 2025-26 budget.

5.4 Table 5 summarises the change to achieve a balanced budget for 2024-25 and MTFP.

Table 5 – Summary of Changes from Initial Draft Budget 1st November 2023

	2024-25	2025-26 & 2026-27
	£'m	£'m
Initial draft budget gap as at 1 st November 2023	48.8	13.9
Funding increase from higher inflation forecast	-3.5	-11.2
Revised spending and income forecasts	-9.2	+14.8
Further policy savings including staffing considerations	-1.2	-5.9
Provisional Local Government Finance Settlement	+5.4	
One-off solutions 2024-25	-23.9	+23.9
Remove Risk Contingency	-14.0	-1.0
Recurring savings from Securing Kent's Future	-2.3	-10.6
Policy savings to replace one-off solutions used in 2024-25		-23.9
Revised draft budget gap	0.0	0.0

5.5 Appendix E provides a directorate high level summary of the proposed plan for 2024-25, separately showing spending growth, savings & income, changes in reserves and funding for core council funded activity (funding from the local government settlement and local taxation) from changes in externally funded activities (largely specific grant funded). Throughout this report the focus is on core funded spending, savings, income and reserves as changes on externally funded spend are financially neutral.

5.6 Appendix F illustrates examples of the more detailed information available through dashboards that have been created to support the scrutiny process and for future in-year monitoring and reporting. Appendix G provides a full list of individual spending, savings & income, and reserves items including full details of the changes from the initial draft published on 1st November 2023. This appendix shows the spending forecasts, savings and income proposals, and changes in reserves for all the three years 2024-27. New savings and income for later years are included to highlight the areas that will need to deliver the required level of recurring savings in 2025-26 and 2026-27 although inevitably these savings proposals will need to be developed in more detail and subject to consultation and scrutiny in the coming months as the full detail for the subsequent years is not essential for the approval of 2024-25 budget and the MTFP at this stage. The changes between the initial draft and revised draft budget for 2024-25 are summarised in table 6.

Table 6 – Main Changes between Initial and Revised Draft Budget 2024-25

	Core Funded £'m	Externally Funded £'m	Total £'m
Planned Spending Changes	-17.0	+1.0	-16.0
Remove risk contingency (base budget) *	-14.0		-14.0
Review of provision for debt charges (base budget)	-7.0		-7.0
Energy price revisions (base budget)	-2.3		-2.3
Highway investment	-2.2		-2.2
Adult Social Care (demand & cost drivers)	+3.4		+3.4
Home to School Transport (demand & cost drivers)	+1.0		+1.0
Higher inflation forecasts (prices)	+3.3		+3.3
Other changes	+0.8	+1.0	+1.8
Savings & Income	-18.3		-18.3
One-off use of Capital Receipts	-8.0		-8.0
Policy	-4.0		-4.0
Company Dividends (income)	-3.0		-3.0
Other Income	-2.3		-2.3
Transformation & Efficiency	-0.9		-0.9
Change in Reserves	-13.4	-1.0	-14.4
Net Change in Funding	-0.2		-0.2
Total (Gap Resolved)	-48.8		-48.8

* The £14m risk contingency represents 1% of the net revenue budget. The removal of the risk contingency weakens the Council's resilience and ability to manage financial risk and it is therefore important that the recurring savings identified for 2025-26 and 2026-27 provide the ability to restore as much of the risk contingency as possible.

5.7 The final draft budget presented to County Council will include the key service analysis for 2024-25 which sets out the spending in the main service areas by directorate (at director level) as used for budget monitoring reports. The original planned spending on key services is set out in appendix E of the final approved Budget Book for 2023-24 (published in March) and is available on KCC website at [2023-24 Budget Book](#). It is not feasible or appropriate to produce a key service presentation in the revised draft budget for scrutiny as the scrutiny process needs to focus on the proposed changes to the approved budgets for 2023-24 before more detailed delivery plans are completed and these plans will inform the key service budgets for 2024-25.

5.8 The final draft budget presented to County Council on 19th February will include the impact of the Personnel Committee recommendations on Kent Scheme pay for 2024-25. The County Council agreed the Members' Allowances Scheme for 2021-2025 on 4th November 2021. This included agreement to an annual indexation formula. The annual increase under this formula is the average of two figures. The first is the average of the increases arising in sectors covered by 8 national public sector pay review bodies. The second is the percentage awarded to staff awarded 'Successful' in the Total Contribution Pay scheme based on the proposals from Personnel Committee for 2024-25. The revised draft budget includes provisional figures for both Kent Scheme pay and member allowances.

5.9 Additional proposed spending growth includes the impact of decisions and activities already being delivered in the current year not included in the current base budget and known future contractual obligations. It also includes forecasts for future cost or activity changes for the forthcoming year, or changes in Council policy. These are set out in fuller detail in dashboards including an explanation of the reasons for the change, key impacts and risks, dependencies and sensitivities. The dashboards have been introduced this year so will inevitably need further development.

5.10 The savings and income options in the dashboards follow a similar pattern with proposed savings amounts derived from the full year effect of 2023-24 plans already agreed; savings and income for 2024-25 in the original 2023-26 MTFP (albeit updated); savings/income from the application of existing policies; savings/income that do not require any changes in policy; and those that require policy changes presented as policy savings, efficiency/transformation savings, income or financing savings. Given the scale of the savings, detailed delivery plans will need to be prepared and monitoring arrangements will be put in place in addition to the arrangements already embedded through the monthly monitoring with budget managers and regular budget monitoring reports to Cabinet.

5.11 The high-level equation for changes in planned revenue spending for 2024-25 (growth and savings), income and net budget, together with the balancing changes in funding is shown in table 5 below. This summarises how the requirement to set a balanced budget will be met once the outstanding actions for 2024-25 outlined in Securing Kent's Future have been finalised and confirmed. To improve transparency the spending, savings and reserves from core Council funds are shown separately from externally funded changes (consistent with the revised presentation of appendices D and E).

5.12 The Council continues to operate its policy of full cost recovery through fees and charges that can be determined locally other than where Cabinet/County Council has agreed to provide services at a subsidy or concession e.g. Kent Travel Saver. Under this policy fees and charges are subject to an annual uplift with periodic review to ensure that uplifts ensure full cost recovery continues to apply. The uplifts and full cost reviews are reflected in the 2024-25 budget proposals and form part of the budget recovery plan within Securing Kent's Future.

Table 7 – Net Change in Spending and Funding

Change in Net Spending	Core Funded £'m	External Funded £'m	Change in Net Funding	Core Funded £'m
Estimated additional spending	184.5	-23.1	Increase in Social Care grants	32.6
Proposed savings from spending reductions and future cost avoidance	-72.2*		Net Increase in other government grants	7.5
Proposed changes in income	-15.4*	-0.3	Change in council tax base	14.9
Assumed changes in specific government grants		20.9	Assumed increase in council tax charge	44.5
Proposed net change in reserves	3.1	2.5	Change in retained business rates	2.6
			Change in net collection fund balances/S31 compensation	-2.1
Total Change in Net Spending	100.0	0.0	Total Change in Net Funding	100.0

*Net figures from original 2023-26 plan updated and new proposals

5.13 In addition to the spending pressures in core Council services, pressures arising from Special Education Needs & Disabilities (SEND) impact upon both the ring-fenced Dedicated Schools Grant (DSG) and the General Fund revenue budget. Pressures on DSG are being addressed primarily through the Safety Valve mechanism, whereby the Department for Education provides a substantial contribution (up to £140m), in return for improvements to the SEND system and a contribution (£82.3m) from the Council. SEND pressures on the General Fund are reflected primarily through the number of requests to assess, produce and then annually review Education & Health Care Plans (EHCP) and the associated increased SEND home to school transport costs.

5.14 There is already substantial work being undertaken to manage down this financial pressure and additional work will focus on identifying and reviewing changes to existing policy and practice so that we are meeting statutory minimum requirements, but ceasing discretionary services where they are not cost effective and only issuing EHCPs where they are necessary, and needs cannot be reasonably met by other means.

5.15 Consultation and Equality Impact Assessments (EQIA) will need to be undertaken on individual new savings and income proposals where required. The final planned amounts can only be confirmed following consideration of consultation responses and EQIAs. Any variances between the approved budget and final planned amounts will be included in the budget monitoring reports to Cabinet, together with progress on delivery and any additional measures that may be required.

5.16 The administration's draft ten-year capital programme is set out in appendices A and B of this report. Appendix A provides a high level summary of the proposed capital programme and financing requirements. The spending plans in appendix B set out proposed spending on individual projects and rolling programmes by directorate. The financing is a combination of government departmental capital grants, forecast developer contributions, external funding, capital receipts and borrowing. Inflationary and other cost pressures have significantly impacted the capital programme on both rolling programmes and individual schemes. In recognition of the financial challenge facing the Council the additional unfunded cost estimates have been absorbed within the existing programme. No new schemes with prudential borrowing have been added to the programme to avoid increasing the revenue burden of borrowing to fund capital expenditure. As a result, planned maintenance will only be carried out on the highest priority sites (those dealing with safeguarding issues and highways/waste operations) and the modernisation of assets work will need to be prioritised which is likely to result in the closure of non-priority sites. There will be consequential impact on risks and maintenance backlogs, but these will continue to be managed to mitigate risks as far as possible. This is a necessary short-term measure while the Council reviews and reduces its estate over the medium term to an affordable level which in turn should reduce future maintenance and modernisation requirements. The additional funding provided by Department for Transport for highway maintenance programmes has been included in spending plans for 2024-25. Some additional spending for 2024-25 and 2025-26 has been funded from capital receipts to maintain the policy of keeping council buildings safe, warm and dry.

5.17 Appendix C of this report provides an indication of new potential capital projects which could come forward within the next 10 years. These are identified as future proposals but have not been formally included in the administration's draft capital programme and will only be added in later years subject to business cases being completed and reviewed and affordable funding solutions being identified. Indicative costings have been provided as a guide, however, no funding or budget is being set aside for these projects at this time.

5.18 The capital strategy recognises that the capital programme must align with the Council's strategic priorities and support the priorities and principles in other key strategies such as Kent and Medway Growth and Infrastructure Framework, Local Transport Plan, Commissioning Plan for Education Provision, Asset Management Strategy etc. It is equally important that these key strategies are regularly reviewed and updated to take into account legislative requirements and the financial operating environment including both capital and revenue funding settlements. The review and updating of these strategies also needs to reflect the objectives set out in Securing Kent's Future and contribute to the delivery of the budget recovery plan.

Proposed Revised Draft 2024-25 Revenue Budget – key numbers

£1,415.7m	Assumed net revenue budget for 2024-25. This represents a £100.0m increase on the final approved budget for 2023-24 of £1,315.6m.
£184.5m	Additional estimated core funded spending growth – see paragraph 7.1 for more detail.
-£87.6m	Assumed savings, income and future cost increase avoidance. Of this £41.9m relates to proposed savings, £15.4m additional income generation (mainly fees and charges), and £30.3m reductions in the amount assumed for future demand and cost increases in adult social care and home to school transport – see paragraph 6.2 for more detail.
£3.1m	Estimated net impact on the budget of changes in the use of reserves including new contributions and removing previous years drawdown and contributions – see section 8 for more detail.
£936.2m	Estimated to be raised from Council Tax precept. An increase of £59.4m on 2023-24. £14.9m is due to a 1.7% estimated increase in the tax base due to additional dwellings, changes in discounts and exemptions and assumed collection rates. £44.5m is from the estimated increase in the household charge up to but not exceeding 5% (including £17.8m from the adult social care levy).
£40.6m	Net increases as announced in the Provisional Local Government Finance Settlement. This comprises of the following changes: <ul style="list-style-type: none"> • £15.4m expected increase in Social Care Grant announced in the 2023-24 settlement from repurposed funding from social care charging reforms • £12.5m expected increase in Market Sustainability and Improvement Fund to support capacity and discharge (including £7.3m announced in 2023-24 settlement and £5.2m further announcement in summer 2023) • £4.7m expected increase in the Adult Social Care Discharge Fund • -£6.4m unexpected reduction in the Services Grant • £14.1m indexed linked uplifts in business rate top-up, business rate compensation (including estimated amount not yet announced) and Revenue Support Grant • -£0.2m continuation of New Homes Bonus Grant but at a lower value than 2023-24 • £0.5m expected net increase in local share of retained business rates and removal of S31 compensation for local taxation losses during Covid

Revenue spending: a reminder of what it is

Revenue spending is spent on the provision of day to day services, either directly through KCC staff and operational buildings, or commissioned from third parties. Revenue spending is identified as gross spend and net spend after taking account of service income and specific government grants. The net revenue budget requirement is funded by a combination of council tax, locally retained business rates and un-ring-fenced grants from the Department for Levelling-up, Housing and Communities (DLUHC) included in the local government finance settlement. Grants from other government departments are ring-fenced to specific activities and are shown as income to offset the related spending.

6.1 The additional estimated core funded spending growth (i.e. excluding changes arising from external funding changes) of £184.5m for 2024-25 is summarised in appendices D and E and set out in more detail in appendix G together with more detail in the dashboard. It has been subdivided into the following categories:

Net base budget changes £22.1m	Changes to reflect full year effect of variations in the current year's monitoring forecast compared to approved budget. These adjustments are necessary to ensure the draft budget is based on a robust and sustainable basis.
Demand and future cost increase drivers £85.3m	Forecast estimates for future non-inflationary cost and demand increases such as additional care hours, increased journey lengths, etc. across a range of services including adult social care, integrated children's services, home to school transport and waste tonnage.
Price uplifts £49.6m	Contractual and negotiated price increases on contracted services, including full year effect of planned mid-year uplifts in current year and forecast future price uplifts.
Pay £14.3m	Additional net cost of estimated pay award and progression after savings from appointing new staff lower in pay ranges.
Service Strategies & Improvements £11.9m	Other estimated spending increases to deliver strategic priorities and/or service improvements and outcomes including financing the capital programme.
Government & Legislative £1.3m	Additional spending to meet compliance with legislative and regulatory changes.

6.2 The proposed savings, income and future cost increase avoidance of £87.6m for 2024-25 are summarised in appendices D and E and set out in more detail in appendix G together with more detail in the dashboards. They have been subdivided into the following categories:

Policy Savings £10.6m	Savings arising from proposed changes in Council policies including full year effect of 2023-24 savings and new proposals for 2024-25 (full year effect in later years shown in summary and will be shown in more detail in the final draft). Savings in this category are changes to charging policies and changes in the service offer.
Transformation & Efficiency Savings £50.3m	Savings aimed at achieving improved or the same outcomes at less cost including full year effect of 2023-24 savings and new proposals for 2024-25 (full year effect in later years shown in summary and will be shown in more detail in the final draft) shown in summary and will be shown in more detail in the final draft). Savings in this category include future cost increase avoidance as well as reductions to existing recurring spend. Transformation and efficiency savings include contracted spending as well as in-house spending on staffing and premises.
Financing Savings £11.3m	Review of amounts set aside for debt repayment (MRP) based on asset life and increased investment income returns.
Income Generation £15.4m	Increases in fees and charges for council services from applying existing policies on fee uplifts (including contributions from other bodies) and new income generation proposals. Existing policies include increases in client contributions in line with estimated 2024-25 benefits and other personal income increases and increases in contributions to Kent Travel Saver and 16+ pass linked to fare increases.

Proposed Draft 2024-34 Capital Programme – key numbers

£1,646m	Total planned capital spending over the ten years 2024-25 to 2033-34
£992m	Confirmed or indicative government grants to fund capital expenditure
£376m	Total proposed borrowing to fund the programme
£278m	Funding from other sources (capital receipts, developer contributions, external funding and revenue)

7.1 The ten-year Capital Programme 2023-34 was approved by County Council in February 2023. This took into account the need to set a realistic and deliverable programme and avoid the significant over-programming and subsequent underspending against capital that has been a feature for several years. The ten-year horizon allows for a longer-term plan for capital investment, taking into consideration an updated assessment of the capital financing requirements and the consequent impact on the revenue budget and borrowing strategy.

7.2 The capital programme is under pressure from inflation in the same way as revenue spending, if anything these consequences are more significant due to the longer-term nature of capital plans. Inflationary pressures and overspends on existing schemes have been absorbed within the existing programme. The capital programme is also under significant pressure due to the backlog of maintenance on highways and buildings. These backlogs cannot be addressed within the current financial constraints and the need to avoid additional borrowing that would add pressure on the revenue budget through increased financing costs. This approach does not come without increased risks.

7.3 The increased risks which include danger to life and limb if repair works are not completed, an increase in maintenance backlogs which in turn could lead to additional revenue costs for reactive works, increased future costs of works due to inflation, and costs relating to climate change resilience/adaptation will be mitigated as far as possible. For example prioritising emergency works that would avoid risk of death or serious harm, prioritising maintenance on essential assets (although this means non-essential assets would not be maintained leading to possible closures on safety grounds) and doing the minimum to meet statutory requirements at lowest cost. This is only a short term necessity while the Council reviews and reduces its estate over the medium term which in turn will reduce future maintenance and modernisation requirements. The programme will continue to be regularly reviewed and re-prioritised within the funding available.

7.4 Appendix A of this report sets out a summary of the administration's proposed 2024-34 programme and associated financing requirements for each year. The summary provides a high-level overview for the whole council. The individual directorate pages in appendix B provide more detail of rolling programmes and individual projects.

Capital spending: a reminder of what it is

Capital spending is expenditure on the purchase or enhancement of physical assets where the benefit will last longer than the year in which it is incurred e.g. school buildings, roads, economic development schemes, IT systems, etc. It includes the cost of purchasing land, construction costs, professional fees, plant and equipment and grants for capital expenditure to third parties. Capital spending plans are determined according to the Council's statutory responsibilities and local priorities as set out in the MTFP, with the aim of delivering the vision set out in the Strategic Plan.

Capital spending is funded via a variety of sources including government grants, capital receipts, external contributions and borrowing. Borrowing has to be affordable as the cost of interest and setting aside sufficient provision to cover the loan repayments are borne by the revenue budget each year based on the life of the asset.

8.1 The proposed treasury management strategy for next year is largely unchanged from the current strategy for 2023-24. This is not necessarily unexpected: the Council's strategy is designed to provide ongoing effective risk control and not to be overfitted to a particular stage of the economic cycle. That being said, the current economic outlook is an important building block of the Council's treasury strategy (as well as the overall budget strategy) and, in particular, officers have taken account of the medium term interest rate forecasts from Link Group, the Council's appointed treasury advisors. Link estimate that Bank Rate (currently at 5.25%) has likely peaked and expect both short term and long term rates to decline over the medium term.

8.2 The most pertinent internal factor, and the key driver of the treasury strategy, is the Council's capital expenditure and financing plans, which determines the Council's borrowing requirement. As set out in paragraph 22 of the strategy, the capital financing requirement, is forecast to rise marginally over 2024-25 before declining gradually in the following two years. Most of this borrowing requirement has already been met through external borrowing, and debt balances themselves are expected to decline over the medium term as existing loans mature and are not replaced. Notwithstanding this the Council is expected to have ample capacity to continue supporting internal borrowing over the medium term to meet the residual borrowing requirement not fulfilled by external debt. This is demonstrated most clearly in the liability benchmark graphic, at paragraph 32. Therefore, given that interest rates are forecast to decline and that the Council does not necessarily require new external debt at this stage, officers are not recommending that new external borrowing is undertaken in 2024/25. The proposed strategy retains the flexibility to depart from this central expectation should circumstances change during the next financial year.

8.3

The investment strategy has been reviewed and is judged to remain fit for purpose. The Council will keep the current split between internally managed, highly liquid and high-quality cash instruments (approximately two thirds of overall cash under management) and the strategic pooled funds portfolio (circa one third). One technical change proposed in the new strategy is to reduce the minimum average credit quality for the portfolio to AA- (one notch down from the current limit of AA). This has not been proposed in order to increase credit risk, but simply for consistency with the UK sovereign rating (which itself is AA-). Officers do not expect the overall credit quality of the actual investment portfolio to be reduced. All other limits and indicators have been reviewed to ensure their continued appropriateness.

9.1 Reserves are an important part of the Council's financial strategy and are held to create long-term financial stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of its financial standing and resilience.

9.2 The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked reserves and a working balance to mitigate future financial risks.

9.3 There are two main types of reserves:

- Earmarked Reserves – held for identified purposes and are used to maintain a resource in order to provide for expenditure in a future year(s).
- General Reserves – these are held for 'unforeseen' events.

9.4 The Council maintains reserves both for its General Fund activities and it accounts for the reserves of its maintained schools. Schools are funded by a 100% government grant, Dedicated Schools Grant (DSG). Local authorities cannot fund DSG activities from the general fund without express approval from the Secretary of State. Under the Safety Valve agreement with the DfE KCC is required to make a contribution totalling £82.3m between 2022-23 to 2027-28. The contributions for 2022-23 and 2023-24 are reflected through transfers from the Council's reserves into the DSG reserve. The contributions into the DSG reserve from 2024-25 onwards are reflected in the changes to reserves in the 2024-25 revised draft revenue budget and 2024-27 MTFP. The Safety Valve agreement does not fully eliminate the risk of DSG overspends until the plan has been fully delivered and high needs spending is contained within the block of funding available within DSG.

9.5 There remains a significant risk to reserves if the forecast overspend for 2023-24 is not balanced through the further management action that is being put in place for the remainder of the current financial year. The level of reserves held is a matter of judgment which takes into account the reasons why reserves are maintained and the Council's potential financial exposure to risks. A Reserves Policy is included as Appendix H to this report. An analysis of budget risks and adequacy of reserves is included as Appendix I, and a budget risk register at Appendix J.

9.6 The Council holds reserves in order to mitigate future risks, such as increased demand and costs; to help absorb the costs of future liabilities; and to enable the Council to initially resource policy developments and initiatives without a disruptive impact on Council Tax. Capital reserves play a similar role in funding the Council's capital investment strategy.

9.7 The Council also relies on interest earned through holding cash and investment balances to support its general spending plans.

9.8 Reserves are one-off monies and, therefore, the Council generally aims to avoid using reserves to meet on-going financial commitments other than as part of a sustainable budget plan. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long-term future planning.

9.9 Reserves are therefore held for the following purposes:

- Providing a working balance
- Smoothing the impact of uneven expenditure profiles between years e.g. collection fund surpluses or deficits, local elections, structural building maintenance and carrying forward expenditure between years.
- Holding funds for future spending plans e.g. capital expenditure plans, and for the renewal of operational assets e.g. information technology renewal.
- Meeting future costs and liabilities where an accounting 'provision' cannot be justified.
- Meeting future costs and liabilities so as to cushion the effect on services e.g. the Insurance Reserve for self-funded liabilities arising from insurance claims.
- To provide resilience against future risks.
- To create policy capacity in the context of forecast declining future external resources.

9.10 All earmarked reserves are held for a specific purpose. A summary of the movement on each category of reserves is published annually, to accompany the annual Statement of Accounts.

9.11 The administration's revised draft budget 2024-25 includes an assumed net £3.1m increase in reserves in 2024-25 and a net reduction of £3.9m over the medium term 2024-25 to 2026-27 on the core funded budget. The externally funded element includes a net contribution of £2.5m in 2024-27 and net contribution of £3.8m over the medium term. The movement in reserves includes new contributions and removing previous years drawdown and contributions. These changes include the following main changes:

Increased/new contributions (core budget) £36.7m

- £16.2m general reserves including £11.1m repayment of 50% of the amount drawn down to balance the 2022-23 budget and £5.1m for the additional annual contribution to reflect the increase in net revenue budget to maintain general reserves at 5%. The phased repayment of 2022-23 drawdown means general reserves are not planned to be returned to the agreed 5% of the net revenue budget until 2025-26
- £15.1m DSG reserve for the planned 2024-25 Council contribution to the safety valve programme
- £4.3m repayment to smoothing reserves for planned drawdowns to support the 2023-24 budget
- £1.0m annual contribution to establish new Emergency Capital Events Reserve for emergency capital works and revenue costs related to capital spend such as temporary accommodation, and condition surveys which don't result in capital works

Drawdowns and Removal of Prior Year Drawdown and Contributions -£33.6m

- -£12.9m drawdown from reserves/reduced contributions to reserves to balance the budget as part of the package of £23.9m one-off solutions for 2024-25. These one-off solutions will need to be replaced through further savings in 2025-26 and 2026-27
- -£1.3m for funding of specific projects within the 2024-25 revenue budget proposals
- -£5.8m removal of 2023-24 contribution to general reserve for increase in net budget
- -£12m removal of the contribution to the risk reserve (now treated as contingent spend rather than reserve)
- -£5.6m removal of 2023-24 contribution to Local Taxation Equalisation reserve
- -£1.2m removal of the annual contribution for the phased repayment of long term reserves borrowed to fund grant reductions in 2011-12 as these are now fully repaid
- +£4.3m to replace the drawdown from reserves to support the 2023-24 budget
- +£1.0m to replace the drawdown from reserves for specific projects in the 2023-24 budget

Net changes in externally funded reserves £2.5m

- -£1.3m from Public Health reserves including the planned drawdown of £0.3m for one-off investments in the future of Public Health and £1.0m one-off support to safe-guard services under the Live Well Kent Mental Health contract
- +£3.8m removal of drawdowns for Public Health in the 2023-24 budget

Appendices and background documents

List of Appendices

Draft Capital Investment Strategy 2024-25 to 2033-34	A
Draft Capital Investment Strategy by Directorate	B
Potential New Capital Projects	C
High Level 2024-27 Revenue Plan and Financing	D
High Level 2024-25 Revenue Plan by Directorate	E
Budget Dashboard (screenshots)	F
List of individual spending, savings & reserve items	G
Reserves Policy	H
Budget Risks and Adequacy of Reserves	I
Budget Risk Register	J
Core Grants in Provisional Local Government Finance Settlement	K
Economic & Fiscal Context	L
Treasury Management Strategy	M

Background documents

Below are click-throughs to reports, more information, etc.
Click on the item title to be taken to the relevant webpage.

KCC's Budget webpage	1
KCC's Corporate Risk Register (item 8)	2
KCC's Risk Management Strategy, Policy and Programme (item 11)	3
KCC's approved 2023-24 Budget	4
2024-25 Budget Consultation (Let's Talk Kent) inc. the Budget Consultation report	5
Revenue and Capital 2023-24 Budget Monitoring Report for October 2023 (item 5)	6
Securing Kent's Future – Budget Recovery Strategy	7
Securing Kent's Future – Budget Recovery Report	8
Initial Draft 2024-25 Budget Report (published on 1 November 2023)	9

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Capital Investment Plans:

ROW REF	Directorate		Total Cost £000s	Prior Years Spend £000s	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s
1	Adult Social Care & Health	ASCH	6,157	3,308	599	250	250	250
2	Children, Young People & Education	CYPE	637,685	237,001	131,048	85,725	32,739	33,922
3	Growth, Environment & Transport	GET	1,471,674	334,767	182,036	142,561	159,160	185,206
4	Chief Executive's Department	CED	3,510	2,069	-255	1,696	0	0
5	Deputy Chief Executive's Department	DCED	127,531	23,522	31,546	25,992	3,421	6,150
6	Total Cash Limit		2,246,557	600,667	344,974	256,224	195,570	225,528

Funded By:

7	Borrowing	474,064	98,170	102,989	48,217	27,269	32,419
8	Property Enterprise Fund (PEF) 2	369	369				
9	Grants	1,326,633	334,235	168,016	129,192	125,164	165,609
10	Developer Contributions	186,924	67,286	38,520	40,654	20,946	9,586
11	Other External Funding e.g. Arts Council, District Contributions etc.	25,390	14,759	5,422	3,846	1,363	
12	Revenue Contributions to Capital	73,272	11,195	6,265	6,002	6,041	6,441
13	Capital Receipts	48,832	16,296	9,324	18,197	558	557
14	Recycled Loan Repayments	111,073	58,357	14,438	10,116	14,229	10,916
16	Total Finance	2,246,557	600,667	344,974	256,224	195,570	225,528

APPENDIX A - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Capital Investment Plans:

ROW REF	Directorate	Cash Limits						
		2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
		Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £000s	
1	Adult Social Care & Health	ASCH	250	250	250	250	250	250
2	Children, Young People & Education	CYPE	19,750	19,500	19,500	19,500	19,500	19,500
3	Growth, Environment & Transport	GET	142,886	67,016	65,209	63,348	63,335	66,150
4	Chief Executive's Department	CED	0	0	0	0	0	0
5	Deputy Chief Executive's Department	DCED	6,150	6,150	6,150	6,150	6,150	6,150
6	Total Cash Limit		169,036	92,916	91,109	89,248	89,235	92,050

Funded By:

7	Borrowing	25,000	28,000	28,000	28,000	28,000	28,000
8	Property Enterprise Fund (PEF) 2		0				
9	Grants	125,778	56,350	56,251	54,393	54,415	57,230
10	Developer Contributions	8,239	1,693				
11	Other External Funding e.g. Arts Council, District Contributions etc.						
12	Revenue Contributions to Capital	6,352	6,223	6,208	6,205	6,170	6,170
13	Capital Receipts	650	650	650	650	650	650
14	Recycled Loan Repayments	3,017					
16	Total Finance	169,036	92,916	91,109	89,248	89,235	92,050

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	
1	Home Support Fund & Equipment [2]	Provision of equipment and/or alterations to individuals' homes	2,500		250	250	250	250
2	Total Rolling Programmes [3]		2,500		250	250	250	250
Kent Strategy for Services for Learning Disability (LD):								
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	3,657	3,308	349	0	0	0
4	Total Individual Projects		3,657	3,308	349	0	0	0
5	Total - Adult Social Care & Health		6,157	3,308	599	250	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

Adult Social Care & Health (ASCH)

ROW REF	Project	Description of Project	Cash Limits						
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
			£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Home Support Fund & Equipment [2]	Provision of equipment and/or alterations to individuals' homes	250	250	250	250	250	250	250
2	Total Rolling Programmes [3]		250	250	250	250	250	250	250
Kent Strategy for Services for Learning Disability (LD):									
3	Learning Disability Good Day Programme	To provide dedicated space, accessible equipment and facilities for people with a learning disability within inclusive community settings across the county	0	0	0	0	0	0	0
4	Total Individual Projects		0	0	0	0	0	0	0
5	Total - Adult Social Care & Health		250	250	250	250	250	250	250

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
					£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [2]	Planned and reactive capital projects to keep schools open and operational	87,571		13,871	9,700	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	45,000		4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	50,000		5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [2]	Improving and upgrading school buildings including removal of temporary classrooms	31,208		9,956	5,252	2,000	2,000
5	Total Rolling Programmes [3]		213,779		33,327	24,452	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2017	Increasing the capacity of Kent's schools	116,518	115,334	1,184	0	0	0
7	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	49,283	41,539	1,666	0	400	5,428
8	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	101,247	51,198	47,164	2,885	0	0
9	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	11,225	2,272	500	8,453	0	0
10	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	13,833	5,522	8,311	0	0	0
11	Basic Need KCP 2023-27 [1]	Increasing the capacity of Kent's schools	66,945	1,810	15,118	30,704	11,319	7,994
12	Basic Need KCP 2024-28 [1]	Increasing the capacity of Kent's schools	6,894	187	0	6,707	0	0
Other Projects								
13	High Needs Provision 22-24	Specific projects relating to high needs provision	44,168	13,019	20,125	11,024	0	0
14	High Needs Provision 24-25	Specific projects relating to high needs provision	7,166	0	3,146	1,500	1,520	1,000
15	School Roofs	Structural repairs to school roofs	6,627	6,120	507	0	0	0
16	Total Individual Projects		423,906	237,001	97,721	61,273	13,239	14,422
17	Total - Children, Young People & Education		637,685	237,001	131,048	85,725	32,739	33,922

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Children, Young People & Education (CYPE)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
1	Annual Planned Enhancement Programme [2]	Planned and reactive capital projects to keep schools open and operational	8,000	8,000	8,000	8,000	8,000	8,000
2	Schools Capital Expenditure funded from Devolved Formula Capital Grants for Individual Schools	Enhancement of schools	4,500	4,500	4,500	4,500	4,500	4,500
3	Schools Capital Expenditure funded from Revenue	Expenditure on capital projects by individual schools	5,000	5,000	5,000	5,000	5,000	5,000
4	Schools' Modernisation Programme [2]	Improving and upgrading school buildings including removal of temporary classrooms	2,000	2,000	2,000	2,000	2,000	2,000
5	Total Rolling Programmes [3]		19,500	19,500	19,500	19,500	19,500	19,500
Basic Need Schemes - to provide additional pupil places:								
6	Basic Need KCP 2017	Increasing the capacity of Kent's schools	0	0	0	0	0	0
7	Basic Need KCP 2018 [1]	Increasing the capacity of Kent's schools	250	0	0	0	0	0
8	Basic Need KCP 2019 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
9	Basic Need KCP 2021-25 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
10	Basic Need KCP 2022-26 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
11	Basic Need KCP 2023-27 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
12	Basic Need KCP 2024-28 [1]	Increasing the capacity of Kent's schools	0	0	0	0	0	0
Other Projects								
13	High Needs Provision 22-24	Specific projects relating to high needs provision	0	0	0	0	0	0
14	High Needs Provision 24-25	Specific projects relating to high needs provision	0	0	0	0	0	0
15	School Roofs	Structural repairs to school roofs	0	0	0	0	0	0
16	Total Individual Projects		250	0	0	0	0	0
17	Total - Children, Young People & Education		19,750	19,500	19,500	19,500	19,500	19,500

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	700		70	70	70	70
2	Public Rights of Way	Structural improvements of public rights of way	9,487		1,387	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	713		38	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	713		38	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	573,725		69,725	56,000	56,000	56,000
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	45,050		4,550	4,500	4,500	4,500
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	23		23	0	0	0
8	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	72		51	21	0	0
9	Total Rolling Programmes [3]		630,483		75,882	61,641	61,620	61,620
Growth & Communities								
10	Digital Autopsy	To provide a body storage and digital autopsy facility	3,217	371	100	0	2,746	0
11	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	300	190	110	0	0	0
12	Public Mortuary	To consider options for the provision of a public mortuary	3,000	0	0	0	3,000	0
13	Gypsy & Traveller Site Improvements	Improvements to Gypsy and Traveller sites	4,055	1,469	2,586		0	0
14	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	10,375	6,934	600	1,047	1,100	694
15	Javelin Way Development	To provide accomodation for creative industries and the creation of industrial units	12,787	12,787	0	0	0	0
16	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	42,158	20,401	4,384	4,054	8,912	4,407

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
17	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	74,482	54,042	7,454	2,817	1,337	5,815
18	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	514	546	1,298	504	0
19	Workspace Programme (Kent Working Spaces)	A scheme that provides loans towards the development of incubator spaces for start ups or growing micro-businesses, demonstrating a net increase in employment in the area	1,500	1,325	175	0	0	0
Environment & Waste								
20	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	3,215	2,735	151	75	67	53
21	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,439	2,051	257	27	27	25
22	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	2,500	1,428	625	447	0	0
23	Maidstone Heat Network	To install heat pumps in offices in Maidstone	408	332	76	0	0	0
24	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	10,302	220	3,500	6,582	0	0
25	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	5,493	265	500	600	628	500
26	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	1,750	1,136	106	100	186	100
27	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	647	350	127	80	75	15
Transportation								
28	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	4,400	0	1,500	2,199	701	0
29	A226 St Clements Way	Road improvement scheme	6,571	6,557	14	0	0	0
30	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	3,695	914	2,721	60	0	0
31	A28 Chart Road, Ashford [1]	Strategic highway improvement	26,247	4,456	2,465	11,380	7,676	190
32	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	5,520	4,663	44	813	0	0
33	Dartford Town Centre	A package of works to improve economic performance of Dartford Town Centre	12,000	9,895	2,105	0	0	0
34	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	25,899	25,465	345	89	0	0

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
35	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	14,038	2,536	6,365	3,774	1,363	0
36	Faversham Swing Bridge [1]	Restoration of an opening bridge	2,550	735	815	1,000	0	0
37	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfleet	7,549	3,567	3,982	0	0	0
38	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	9,076	8,836	120	120	0	0
39	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	39,832	20,435	18,715	682	0	0
40	Kent Active Travel Fund Phase 2	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	4,378	3,313	1,065	0	0	0
41	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	1,800	766	1,034	0	0	0
42	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	14,312	11,364	2,898	50	0	0
43	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	10,687	1,169	9,518	0	0	0
44	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,605	39,410	1,195	0	0	0
45	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	10,910	8,161	2,749	0	0	0
46	Market Square Dover	Project to improve access and public realm at Market Square in Dover	3,640	3,625	15	0	0	0
47	Rathmore Road Link	Road improvement scheme	7,808	7,743	65	0	0	0
48	Sturry Link Road, Canterbury [1]	Construction of bypass	41,601	4,153	2,832	25,547	8,214	752
49	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	43,225	43,175	50		0	0
50	Urban Traffic Management [1]	Upgrades to the existing urban traffic management system within the Ebbsfleet area.	5,476	5,153	323	0	0	0
51	A229 Bluebell Hill M2 & M20 Interchange Upgrades [1]	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	202,082	901	7,936	11,084	48,422	81,818
52	North Thanet Link (formerly known as A28 Birchington) [1] and [4]	Creation of a relief road	76,745	2,838	1,973	2,095	11,820	28,111

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	£000s
53	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	9,525	6,500	3,025	0	0	0
54	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	15,952	1,212	10,165	4,575	0	0
55	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	1,498	675	823	0	0	0
56	Local Electric Vehicle Infrastructure (LEVI)	Grant funded project to provide electric vehicle infrastructure	12,080	0	0	325	762	1,106
57	Total Individual Projects		841,191	334,767	106,154	80,920	97,540	123,586
58	Total - Growth, Environment & Transport		1,471,674	334,767	182,036	142,561	159,160	185,206

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

[4] Budget is likely to further be refined before awarding a construction contract and the delivery of the project is dependent on the award of external funding

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
Growth & Communities								
1	Country Parks Access and Development	Improvements and adaptations to country parks	70	70	70	70	70	70
2	Public Rights of Way	Structural improvements of public rights of way	900	900	900	900	900	900
3	Public Sports Facilities Improvement	Capital grants for new provision/refurbishment of sports facilities and projects in the community	75	75	75	75	75	75
4	Village Halls and Community Centres	Capital Grants for improvements and adaptations to village halls and community centres	75	75	75	75	75	75
Transportation								
5	Highways Asset Management/Annual Maintenance [1] [2]	Maintaining Kent's roads	56,000	56,000	56,000	56,000	56,000	56,000
6	Integrated Transport Schemes [1] [2]	Improvements to road safety	4,500	4,500	4,500	4,500	4,500	4,500
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	0	0	0	0	0	0
8	Old Highways Schemes, Residual Works, Land Compensation Act (LCA) Part 1	Old Highways Schemes, Residual Works, LCA Part 1	0	0	0	0	0	0
9	Total Rolling Programmes [3]		61,620	61,620	61,620	61,620	61,620	61,620
Growth & Communities								
10	Digital Autopsy	To provide a body storage and digital autopsy facility	0	0	0	0	0	0
11	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	0	0	0	0	0	0
12	Public Mortuary	To consider options for the provision of a public mortuary	0	0	0	0	0	0
13	Gypsy & Traveller Site Improvements	Improvements to Gypsy and Traveller sites	0	0	0	0	0	0
14	Innovation Investment Initiative (i3)	Provision of loans to small and medium enterprises with the potential for innovation and growth, helping them to improve their productivity and create jobs	0	0	0	0	0	0
15	Javelin Way Development	To provide accomodation for creative industries and the creation of industrial units	0	0	0	0	0	0
16	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate, to enable creation of jobs and support business start ups	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
17	Kent Empty Property Initiative - No Use Empty (NUE)	Bringing long term empty properties including commercial buildings and vacant sites back into use as quality housing accommodation	3,017	0	0	0	0	0
18	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	0	0	0	0	0	0
19	Workspace Programme (Kent Working Spaces)	A scheme that provides loans towards the development of incubator spaces for start ups or growing micro-businesses, demonstrating a net increase in employment in the area	0	0	0	0	0	0
Environment & Waste								
20	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	41	36	24	33	0	0
21	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	19	17	14	2	0	0
22	Leigh (Medway) Flood Storage Area	Contribution to partnership-funded projects to provide flood defences for the River Medway	0	0	0	0	0	0
23	Maidstone Heat Network	To install heat pumps in offices in Maidstone	0	0	0	0	0	0
24	New Transfer Station - Folkestone & Hythe [1]	To provide a new waste transfer station in Folkestone & Hythe	0	0	0	0	0	0
25	Surface Water Flood Risk Management	To provide flood risk management and climate adaptation investment in capital infrastructure across Kent, to reduce the significant risks of local flooding and adapt to the impacts of climate change which are predicted to be substantial on the county	500	500	500	500	500	500
26	Windmill Asset Management & Weatherproofing	Works to ensure Windmills are in a safe and weatherproof condition	122	0	0	0	0	0
27	Local Authority Treescape Fund (LATF)	Tree planting programme funded by grant	0	0	0	0	0	0
Transportation								
28	A2 Off Slip Wincheap, Canterbury [1]	To deliver an off-slip in the coastbound direction	0	0	0	0	0	0
29	A226 St Clements Way	Road improvement scheme	0	0	0	0	0	0
30	A228 and B2160 Junction Improvements with B2017 Badsell Road [1]	Junction improvements	0	0	0	0	0	0
31	A28 Chart Road, Ashford [1]	Strategic highway improvement	80	0	0	0	0	0
32	Bath Street, Gravesend	Bus Lane project - Fastrack programme extension	0	0	0	0	0	0
33	Dartford Town Centre	A package of works to improve economic performance of Dartford Town Centre	0	0	0	0	0	0
34	Dover Bus Rapid Transit	To provide a high quality and reliable public transport service in the Dover area, funded from Housing Infrastructure funding	0	0	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
			£000s	£000s	£000s	£000s	£000s	£000s
35	Fastrack Full Network - Bean Road Tunnels [1]	Construction of a tunnel linking Bluewater and the Eastern Quarry Development	0	0	0	0	0	0
36	Faversham Swing Bridge [1]	Restoration of an opening bridge	0	0	0	0	0	0
37	Green Corridors	Programme of schemes to improve walking and cycling in Ebbsfleet	0	0	0	0	0	0
38	Herne Relief Road [1]	Provision of an alternative route between Herne Bay and Canterbury to avoid Herne village	0	0	0	0	0	0
39	Housing Infrastructure Fund - Swale Infrastructure Projects	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	0	0	0	0	0	0
40	Kent Active Travel Fund Phase 2	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
41	Kent Active Travel Fund Phase 3	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0
42	Bearsted Road Improvements - formerly Kent Medical Campus (National Productivity Investment Fund - NPIF)	Project to ease congestion in Maidstone	0	0	0	0	0	0
43	Kent Thameside Strategic Transport Programme (Thamesway) [1]	Strategic highway improvement in Dartford & Gravesham	0	0	0	0	0	0
44	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	0	0	0	0	0	0
45	Maidstone Integrated Transport [1]	Improving transport links with various schemes in Maidstone	0	0	0	0	0	0
46	Market Square Dover	Project to improve access and public realm at Market Square in Dover	0	0	0	0	0	0
47	Rathmore Road Link	Road improvement scheme	0	0	0	0	0	0
48	Sturry Link Road, Canterbury [1]	Construction of bypass	103	0	0	0	0	0
49	Thanet Parkway	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	0	0	0	0	0	0
50	Urban Traffic Management [1]	Upgrades to the existing urban traffic management system within the Ebbsfleet area.	0	0	0	0	0	0
51	A229 Bluebell Hill M2 & M20 Interchange Upgrades [1]	Scheme to upgrade junctions to increase capacity and provide freeflowing interchange wherever possible	48,041	2,000	1,880	0	0	0
52	North Thanet Link (formerly known as A28 Birchington) [1] and [4]	Creation of a relief road	28,215	1,693	0	0	0	0

Growth, Environment & Transport (GET)

ROW REF	Project	Description of Project	Cash Limits						
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
			Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
			£000s	£000s	£000s	£000s	£000s	£000s	£000s
53	Zebra Funding - Electric Buses and infrastructure	Grant funded projects for electric buses and infrastructure	0	0	0	0	0	0	0
54	Folkestone Brighter Futures	A package of transport and public realm improvements from Folkestone Central Station through to the Town Centre, funded from Levelling Up Fund 2, which KCC are delivering on behalf of Folkestone and Hythe District Council	0	0	0	0	0	0	0
55	Kent Active Travel Fund Phase 4	Investment in active travel initiatives as an alternative to the travelling public for shorter journeys	0	0	0	0	0	0	0
56	Local Electric Vehicle Infrastructure (LEVI)	Grant funded project to provide electric vehicle infrastructure	1,128	1,150	1,171	1,193	1,215	4,030	
57	Total Individual Projects		81,266	5,396	3,589	1,728	1,715	4,530	
58	Total - Growth, Environment & Transport		142,886	67,016	65,209	63,348	63,335	66,150	

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

[4] Budget is likely to further be refined before awarding a construction contract and the delivery of the project is dependent on the award of

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	3,510	2,069	-255	1,696	0	0
2	Total Individual Projects		3,510	2,069	-255	1,696	0	0
3	Total - Chief Executive's Department		3,510	2,069	-255	1,696	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

Chief Executive's Department (CED)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £000s
1	Feasibility Fund [1]	Forward funding to enable future projects assess feasibility	0	0	0	0	0	0
2	Total Individual Projects		0	0	0	0	0	0
3	Total - Chief Executive's Department		0	0	0	0	0	0

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2024-25	2025-26	2026-27	2027-28
					Year 1	Year 2	Year 3	Year 4
			£000s	£000s	£000s	£000s	£000s	
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	25,000		2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	6,500		650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	38,944		9,673	8,000	271	3,000
4	Total Rolling Programmes [3]		70,444		12,823	11,150	3,421	6,150
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	1,443	943	500	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	20,000	1,493	6,000	12,507	0	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	8,000	65	5,600	2,335	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	7,903	1,580	6,323	0	0	0
9	LIVE Margate	Replace empty and poorly managed housing in Margate with high quality and well managed family housing to regenerate the area	10,208	9,908	300	0	0	0
10	Former Royal School for the Deaf		9,533	9,533	0	0	0	0
11	Total Individual Projects		57,087	23,522	18,723	14,842	0	0
12	Total - Deputy Chief Executive's Department		127,531	23,522	31,546	25,992	3,421	6,150

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX B - CAPITAL INVESTMENT SUMMARY 2024-25 TO 2033-34

Deputy Chief Executive's Department (DCED)

ROW REF	Project	Description of Project	Cash Limits					
			2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
			Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £000s
1	Corporate Property Strategic Capital Delivery [1] [2]	Costs associated with delivering the capital programme	2,500	2,500	2,500	2,500	2,500	2,500
2	Disposal Costs [1]	Costs of disposing of surplus property	650	650	650	650	650	650
3	Modernisation of Assets (MOA) [1]	Maintaining KCC estates	3,000	3,000	3,000	3,000	3,000	3,000
4	Total Rolling Programmes [3]		6,150	6,150	6,150	6,150	6,150	6,150
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	0	0	0	0	0	0
6	Strategic Estate Programme	Options for the council's future strategic estate	0	0	0	0	0	0
7	Strategic Reset Programme [1]	Shape our organisation through our people, technology & infrastructure, identifying & connecting priority projects for maximum impact	0	0	0	0	0	0
8	Dover Discovery Centre [1]	Refurbishment to make the building fit for purpose	0	0	0	0	0	0
9	LIVE Margate	Replace empty and poorly managed housing in Margate with high quality and well managed family housing to regenerate the area	0	0	0	0	0	0
10	Former Royal School for the Deaf		0	0	0	0	0	0
11	Total Individual Projects		0	0	0	0	0	0
12	Total - Deputy Chief Executive's Department		6,150	6,150	6,150	6,150	6,150	6,150

[1] These are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved

[2] Estimated allocations have been included for 2024-25 to 2033-34

[3] Rolling programmes have been included for 10 year capital programme

APPENDIX C - POTENTIAL CAPITAL PROJECTS 2024-25 TO 2033-34 BY YEAR

These projects are currently very high level and commencement is subject to business case approval and affordable funding solutions identified.

Directorate	Potential Forthcoming Projects	Description of Project	Total Cost of Scheme £000s	Indicative Costs										
				2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	
				Year 1 £000s	Year 2 £000s	Year 3 £000s	Year 4 £000s	Year 5 £000s	Year 6 £000s	Year 7 £000s	Year 8 £000s	Year 9 £000s	Year 10 £000s	
Shortfall on Council's Office and Highways Network to Maintain Backlogs at Steady State														
DCED	Modernisation of Assets	Maintaining KCC's Office Estate	109,656	6,327	100	8,729	13,500	13,500	13,500	13,500	13,500	13,500	13,500	13,500
CYPE	Schools Annual Planned Enhancement	Planned and reactive capital projects to keep schools open and operational	74,500	1,500	7,000	7,500	7,500	8,000	8,000	8,500	8,500	9,000	9,000	9,000
CYPE	Schools Modernisation Programme	Improving and upgrading school buildings including removal of temporary classrooms	48,000		4,000	5,000	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000
GET	Highways Asset Management, Annual Maintenance and Programme of Significant and Urgent Safety Critical Works	Maintaining Kent's Roads	1,000,320	100,032	100,032	100,032	100,032	100,032	100,032	100,032	100,032	100,032	100,032	100,032
GET	Public Rights of Way	Structural improvements of public rights of way	25,130	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513	2,513
GET	Public Rights of Way - Essella Road Footbridge	Essential works to ensure the footbridge remains open - option to upgrade remains £1m unfunded	1,000		1,000									
Potential Forthcoming Projects														
ASCH	Extra Care Facilities	Provision of Extra Care Accommodation	16,800		4,000	4,000	8,800							
CYPE	In-house Residential Children's Facilities	Provision of in-house residential children's facilities	4,500		1,500	1,500	1,500							
GET	Casualty Reduction/Congestion Management Schemes	Casualty reduction/congestion management scheme	7,500		7,500									
GET	Walking/Cycling/Public Transport Improvement Schemes	Walking, cycling and public transport improvement schemes	47,600	7,500	8,200	7,500	6,400	3,000	3,000	3,000	3,000	3,000	3,000	3,000
GET	Building Adaptations to work towards Net Zero Target	Adaptations required to KCC buildings to move towards Net Zero target e.g. heat pumps, LED lighting, insulation	24,000		4,000	4,000	4,000	4,000	4,000	4,000				
GET	Transitioning Fleet to EV	Transitioning Fleet to EV	7,500					2,500	5,000					
GET	Kent Scientific Services	Renewal/Modernisation of laboratory facilities	10,000			10,000								
GET	A228 Colts Hill Strategic Link - Road Scheme	Construction of bypass	45,000											45,000
GET	South East Maidstone Strategic Route - Road Scheme	Construction of bypass	80,000											80,000
GET	Programme of Waste site Infrastructure Requirements	Programme of Waste Site Infrastructure Requirements	53,300		5,300	11,000	5,000	16,000	16,000					
GET	Designated Funds	Programme of projects related to the Lower Thames Crossing.	12,642	12,642										
GET	Dover Access Improvements	Levelling Up Fund Round 2 bid to improve the efficiency of the port and also reduce congestion on the strategic and local road network	58,470	58,470										
GET	M20 Junction 7 Improvements	Levelling Up Fund Round 2 bid for capacity improvements	8,338	1,812	6,526									
GET	Folkestone Town Centre Improvements	Levelling Up Fund Round 2 bid for transport, public realm and regeneration improvements in Folkestone Town Centre	15,848	15,848										
GET	Thanet Way	Structural improvements to the Thanet Way A299	20,000		5,000	5,000	5,000	5,000						
DCED	Future Assets	Asset review to include community services, office estate and specialist assets	53,500		6,500	6,500	6,750	6,750	6,750	6,750	6,750	6,750		
DCED	Renewable Energy Programme	Renewable energy source options to work towards Net Zero target	32,000		8,000	7,500	16,500							
Total Potential Forthcoming Projects			1,755,604	206,644	171,171	180,774	182,495	166,295	163,795	144,295	140,295	140,795	259,045	

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APPENDIX D: HIGH LEVEL 2024-27 REVENUE PLAN AND FINANCING

2023-24			SUMMARY REVENUE PLAN	2024-25			2025-26			2026-27		
core funded £000s	externally funded £000s	TOTAL £000s		core funded £000s	externally funded £000s	TOTAL £000s	core funded £000s	externally funded £000s	TOTAL £000s	core funded £000s	externally funded £000s	TOTAL £000s
1,191,493.8		1,191,493.8	Revised Base Budget	1,315,610.6		1,315,610.6	1,415,651.6		1,415,651.6	1,478,424.1		1,478,424.1
			Spending									
63,485.7	24.6	63,510.3	Base Budget Changes	22,089.2	0.0	22,089.2	23,855.0	0.0	23,855.0	19,900.0	0.0	19,900.0
1,919.8	1,186.6	3,106.4	Reduction in Grant Income	35.0	0.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0
14,189.5	664.1	14,853.6	Pay	14,311.9	505.1	14,817.0	7,830.8	0.0	7,830.8	7,845.1	0.0	7,845.1
65,154.4	4,316.2	69,470.6	Prices	49,568.4	967.4	50,535.8	30,545.0	0.0	30,545.0	22,560.5	0.0	22,560.5
33,500.6	501.1	34,001.7	Demand & Cost Drivers	85,349.7	284.7	85,634.4	83,845.6	0.0	83,845.6	82,277.0	0.0	82,277.0
4,232.9	-370.5	3,862.4	Service Strategies & Improvements	11,871.7	-1,538.8	10,332.9	2,597.6	-4,952.0	-2,354.4	3,138.8	0.0	3,138.8
-221.6	30,703.9	30,482.3	Government & Legislative	1,293.1	-23,337.5	-22,044.4	-320.0	-4,520.6	-4,840.6	0.0	0.0	0.0
182,261.3	37,026.0	219,287.3	Total Spending	184,519.0	-23,119.1	161,399.9	148,354.0	-9,472.6	138,881.4	135,721.4	0.0	135,721.4
			Savings, Income & Grants									
0.0	0.0	0.0	Transformation & Efficiency - Future Cost Increase Avoidance	-36,454.8	0.0	-36,454.8	-50,282.8	0.0	-50,282.8	-38,530.7	0.0	-38,530.7
-9,741.1	-1,558.0	-11,299.1	Transformation & Efficiency - Other	-13,814.3	0.0	-13,814.3	-7,261.3	-13.9	-7,275.2	-2,521.0	0.0	-2,521.0
15,556.2	-85.1	-15,641.3	Income	-15,406.6	-281.3	-15,687.9	-3,935.5	0.0	-3,935.5	-5,044.0	0.0	-5,044.0
-3,893.3	0.0	-3,893.3	Financing	-11,279.6	0.0	-11,279.6	8,222.4	0.0	8,222.4	-281.8	0.0	-281.8
23,328.9	-608.4	-23,937.3	Policy	-10,610.2	-9.2	-10,619.4	-39,726.1	0.0	-39,726.1	-5,402.9	0.0	-5,402.9
-52,519.5	-2,251.5	-54,771.0	Total Savings & Income	-87,565.5	-290.5	-87,856.0	-92,983.3	-13.9	-92,997.2	-51,780.4	0.0	-51,780.4
660.0	-35,372.1	-34,712.1	Increases in Grants and Contributions		20,949.1	20,949.1		8,136.0	8,136.0		0.0	0.0
-51,859.5	-37,623.6	-89,483.1	Total Savings & Income & Grant	-87,565.5	20,658.6	-66,906.9	-92,983.3	8,122.1	-84,861.2	-51,780.4	0.0	-51,780.4
			RESERVES									
23,516.3	0.0	23,516.3	Contributions to reserves	36,699.7	0.0	36,699.7	29,910.0	0.0	29,910.0	15,560.0	0.0	15,560.0
-29,458.7	0.0	-29,458.7	Removal of prior year Contributions	-24,739.6	0.0	-24,739.6	-36,699.7	0.0	-36,699.7	-29,910.0	0.0	-29,910.0
-5,318.9	-3,198.1	-8,517.0	Drawdowns from reserves	-14,191.5	-1,350.5	-15,542.0	0.0	0.0	0.0	0.0	0.0	0.0
4,976.3	3,795.7	8,772.0	Removal of prior year Drawdowns	5,318.9	3,811.0	9,129.9	14,191.5	1,350.5	15,542.0	0.0	0.0	0.0
-6,285.0	597.6	-5,687.4	Net impact on MTFP	3,087.5	2,460.5	5,548.0	7,401.8	1,350.5	8,752.3	-14,350.0	0.0	-14,350.0
124,116.8	0.0	124,116.8	NET CHANGE	100,041.0	0.0	100,041.0	62,772.5	0.0	62,772.5	69,591.0	0.0	69,591.0
1,315,610.6	0.0	1,315,610.6	NET BUDGET REQUIREMENT	1,415,651.6	0.0	1,415,651.6	1,478,424.1	0.0	1,478,424.1	1,548,015.1	0.0	1,548,015.1
			MEMORANDUM:									
			The net impact on our reserves balances is:									
23,516.3	0.0	23,516.3	Contributions to Reserves	36,699.7	0.0	36,699.7	29,910.0	0.0	29,910.0	15,560.0	0.0	15,560.0
-5,318.9	-3,198.1	-8,517.0	Drawdowns from Reserves	-14,191.5	-1,350.5	-15,542.0	0.0	0.0	0.0	0.0	0.0	0.0
18,197.4	-3,198.1	14,999.3	Net movement in Reserves	22,508.2	-1,350.5	21,157.7	29,910.0	0.0	29,910.0	15,560.0	0.0	15,560.0

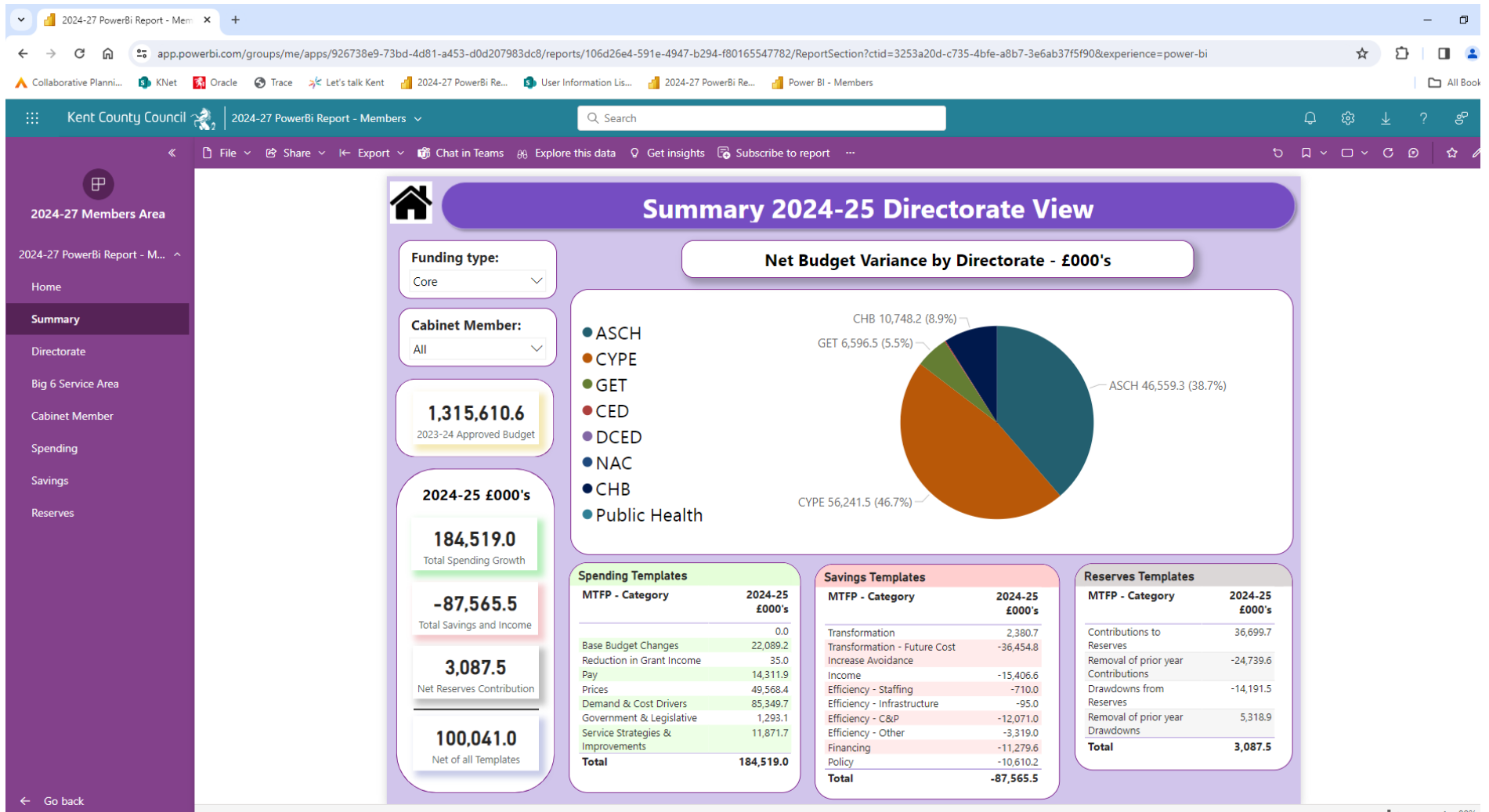
APPENDIX D: HIGH LEVEL 2024-27 REVENUE PLAN AND FINANCING

2023-24		2024-25	2025-26	2026-27
	FUNDING			
11,072.6	Revenue Support Grant	11,806.0	12,195.6	12,390.8
140,802.3	Business Rate Top-Up Grant	147,382.5	152,092.1	154,308.4
44,241.4	Business Rate Compensation Grant	51,039.4	52,670.4	53,437.8
88,770.7	Social Care Support Grant	104,203.5	104,203.5	104,203.5
14,435.1	Market Sustainability & Improvement Fund	26,969.4	21,703.9	21,703.9
7,012.0	Hospital Discharge Grant	11,686.6	11,686.6	11,686.6
7,599.4	Services Grant	1,195.8	1,195.8	1,195.8
50,014.7	Improved Better Care Fund	50,014.7	50,014.7	50,014.7
2,272.8	New Homes Bonus Grant	2,058.5	0.0	0.0
3,257.7	Other un-ringfenced grants	3,257.7	3,257.7	3,257.7
60,197.7	Local Share of Retained Business Rates	62,839.4	64,751.5	65,651.5
1,067.6	Business Rate Collection Fund	0.0	0.0	0.0
-1,127.6	Business Rate Collection Fund 2020-21 3-Year Deficit Write-off	N/A	N/A	N/A
2,347.5	Drawdown from reserves of S31 grant for compensation for irrecoverable local taxation losses due to Covid-19	N/A	N/A	N/A
761,106.4	Council Tax Income (including increase up to referendum limit but excluding social care levy)	800,774.3	841,243.1	884,201.0
115,672.9	Council Tax Adult Social Care Levy	135,423.8	156,409.2	178,963.4
11,488.7	Council Tax Collection Fund	7,000.0	7,000.0	7,000.0
-4,621.3	Council Tax Collection Fund 2020-21 3-Year Deficit Write-off			
1,315,610.6	Total Funding	1,415,651.6	1,478,424.1	1,548,015.1

APPENDIX E: HIGH LEVEL 2024- 25 REVENUE PLAN BY DIRECTORATE

	TOTAL			ASCH Adult Social Care & Health			PH Public Health	CYPE Children, Young People & Education			GET Growth, Environment & Transport	CED Chief Exec's Dept	DCED Deputy Chief Executive's Department	NAC Non Attributable Costs	CHB Corporately Held Budgets		
	core funded	externally funded	TOTAL	core funded	externally funded	TOTAL	externally funded	core funded	externally funded	TOTAL	core funded	core funded	core funded	core funded	core funded	externally funded	TOTAL
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Revised Base Budget	1,315,610.6		1,315,610.6	530,009.0		530,009.0	0.0	362,041.1		362,041.1	194,699.8	28,455.6	84,641.1	116,062.2	-298.2		-298.2
Spending																	
Base Budget Changes	22,089.2	0.0	22,089.2	16,900.0	0.0	16,900.0	0.0	21,666.0	0.0	21,666.0	-1,535.0	-55.4	-4,276.5	-10,408.1	-201.8	0.0	-201.8
Reduction in Grant Income	35.0	0.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	35.0	0.0	0.0	0.0	0.0	0.0	0.0
Pay	14,311.9	505.1	14,817.0	0.0	0.0	0.0	505.1	659.0	0.0	659.0	85.0	0.0	0.0	67.9	13,500.0	0.0	13,500.0
Prices	49,568.4	967.4	50,535.8	28,500.0	0.0	28,500.0	967.4	14,357.0	0.0	14,357.0	5,495.9	0.0	1,170.5	45.0	0.0	0.0	0.0
Demand & Cost Drivers	85,349.7	284.7	85,634.4	54,000.0	0.0	54,000.0	284.7	30,181.5	0.0	30,181.5	1,168.2	0.0	0.0	0.0	0.0	0.0	0.0
Service Strategies & Improvements	11,871.7	-1,538.8	10,332.9	387.1	0.0	387.1	-1,538.8	2,008.0	0.0	2,008.0	3,640.0	656.6	-320.0	5,500.0	0.0	0.0	0.0
Government & Legislative	1,293.1	-23,337.5	-22,044.4	0.0	59.9	59.9	-489.6	0.0	-777.0	-777.0	1,293.1	0.0	0.0	0.0	0.0	-22,130.8	-22,130.8
Total Spending	184,519.0	-23,119.1	161,399.9	99,787.1	59.9	99,847.0	-271.2	68,871.5	-777.0	68,094.5	10,182.2	601.2	-3,426.0	-4,795.2	13,298.2	-22,130.8	-8,832.6
Savings, Income & Grants																	
Transformation & Efficiency - Future Cost Increase Avoidance	-36,454.8	0.0	-36,454.8	-30,154.8	0.0	-30,154.8	0.0	-6,300.0	0.0	-6,300.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transformation & Efficiency - Other	-13,814.3	0.0	-13,814.3	-9,001.3	0.0	-9,001.3	0.0	-2,966.0	0.0	-2,966.0	-797.0	-255.0	-45.0	0.0	-750.0	0.0	-750.0
Income	-15,406.6	-281.3	-15,687.9	-10,471.7		-10,471.7	-281.3	-420.0		-420.0	-1,514.9	0.0	0.0	-3,500.0	500.0		500.0
Funding	-11,279.6	0.0	-11,279.6	0.0		0.0	0.0	0.0		0.0	0.0	0.0	0.0	-11,279.6	0.0		0.0
Policy	-10,610.2	-9.2	-10,619.4	-3,600.0		-3,600.0	-9.2	-2,944.0		-2,944.0	-798.8	-102.5	-864.9	0.0	-2,300.0		-2,300.0
Total Savings & Income	-87,565.5	-290.5	-87,856.0	-53,227.8	0.0	-53,227.8	-290.5	-12,630.0	0.0	-12,630.0	-3,110.7	-357.5	-909.9	-14,779.6	-2,550.0	0.0	-2,550.0
Increases in Grants and Contributions		20,949.1	20,949.1		-59.9	-59.9	-1,898.8		777.0	777.0						22,130.8	22,130.8
Total Savings & Income & Grant	-87,565.5	20,658.6	-66,906.9	-53,227.8	-59.9	-53,287.7	-2,189.3	-12,630.0	777.0	-11,853.0	-3,110.7	-357.5	-909.9	-14,779.6	-2,550.0	22,130.8	19,580.8
RESERVES																	
Contributions to reserves	36,699.7	0.0	36,699.7	0.0		0.0	0.0	0.0		0.0	0.0	0.0	160.0	36,539.7	0.0	0.0	0.0
Removal of prior year Contributions	-24,739.6	0.0	-24,739.6	0.0		0.0	0.0	0.0		0.0	0.0	0.0	-160.0	-24,579.6	0.0	0.0	0.0
Drawdowns from reserves	-14,191.5	-1,350.5	-15,542.0	-567.2		-567.2	-1,350.5	0.0		0.0	-475.0	-262.0	0.0	-12,887.3	0.0	0.0	0.0
Removal of prior year Drawdowns	5,318.9	3,811.0	9,129.9	567.2		567.2	3,811.0	0.0		0.0	0.0	262.0	0.0	4,489.7	0.0	0.0	0.0
Net impact on MTFP	3,087.5	2,460.5	5,548.0	0.0	0.0	0.0	2,460.5	0.0	0.0	0.0	-475.0	0.0	0.0	3,562.5	0.0	0.0	0.0
NET CHANGE	100,041.0	0.0	100,041.0	46,559.3	0.0	46,559.3	0.0	56,241.5	0.0	56,241.5	6,596.5	243.7	-4,335.9	-16,012.3	10,748.2	0.0	10,748.2
NET BUDGET REQUIREMENT	1,415,651.6	0.0	1,415,651.6	576,568.3	0.0	576,568.3	0.0	418,282.6	0.0	418,282.6	201,296.3	28,699.3	80,305.2	100,049.9	10,450.0	0.0	10,450.0
MEMORANDUM:																	
The net impact on our reserves balances is:																	
Contributions to Reserves	36,699.7	0.0	36,699.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	160.0	36,539.7	0.0	0.0	0.0
Drawdowns from Reserves	-14,191.5	-1,350.5	-15,542.0	-567.2	0.0	-567.2	-1,350.5	0.0	0.0	0.0	-475.0	-262.0	0.0	-12,887.3	0.0	0.0	0.0
Net movement in Reserves	22,508.2	-1,350.5	21,157.7	-567.2	0.0	-567.2	-1,350.5	0.0	0.0	0.0	-475.0	-262.0	160.0	23,652.4	0.0	0.0	0.0

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2024-27 PowerBi Report - Members

app.powerbi.com/groups/me/apps/926738e9-73bd-4d81-a453-d0d207983dc8/reports/106d26e4-591e-4947-b294-f80165547782/ReportSection7d2ce08a323428a2ad5?ctid=3253a20d-c735-4bfe-a8b7-3e6ab371f590&experience=power-bi

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2024-27 Members Area

2024-27 PowerBi Report - M...

Home

Summary

Directorate

Big 6 Service Area

Cabinet Member

Spending

Savings

Reserves

Go back

Funding type: Core

MTFP Spending Category:

- Base Budget Changes
- Reduction in Grant Income
- Pay
- Prices
- Demand & Cost Drivers
- Government & Legislative
- Service Strategies & Improvements

MTFP Spending category selected: --

Click on the + to see the descriptions of the templates under that Category

Please select a Individual Spending Template

Spending Templates

Directorate	No. of Templates	2024-25 £000's	2025-26 £000's	2026-27 £000's
ASCH	11	99,787.1	72,726.3	63,223.3
CYPE	23	68,871.5	37,877.9	32,042.2
GET	43	10,182.2	5,417.9	7,708.3
CED	3	601.2	121.3	115.5
DCED	11	-3,426.0	820.5	749.3
NAC	11	-4,795.2	4,090.1	93.7
CHB	4	13,298.2	27,300.0	31,789.1
Total	106	184,519.0	148,354.0	135,721.4

80%

2024-27 PowerBi Report - Members

app.powerbi.com/groups/me/apps/926738e9-73bd-4d81-a453-d0d207983dc8/reports/106d26e4-591e-4947-b294-f80165547782/ReportSection9397313318b8d94aab56?ctid=3253a20d-c735-4bfe-a8b7-3e6ab37f5f90&experience=power-bi

Kent County Council | 2024-27 PowerBi Report - Members

2024-27 Members Area

2024-27 PowerBi Report - M...

Home

Summary

Directorate

Big 6 Service Area

Cabinet Member

Spending

Savings

Reserves

Go back

Funding type:
Core

MTFP Savings Category:

- Transformation
- Transformation - Future Cost Incr...
- Income
- Increases in Grants and Contributi...
- Efficiency - Staffing
- Efficiency - Infrastructure
- Efficiency - C&P
- Efficiency - Other
- Financing
- Policy

MTFP Savings category selected:
--

Click on the + to see the descriptions of the templates under that Category

Please select a Individual Savings Template

Savings Templates

Directorate	No. of Templates	2024-25 £000's	2025-26 £000's	2026-27 £000's
<input type="checkbox"/> ASCH	19	-53,227.8	-45,257.9	-33,490.0
<input type="checkbox"/> CYPE	24	-12,630.0	-17,515.0	-13,272.6
<input type="checkbox"/> GET	30	-3,110.7	-3,515.3	-1,135.7
<input type="checkbox"/> CED	5	-357.5	-262.0	0.0
<input type="checkbox"/> DCED	4	-909.9	-1,056.1	-2,100.3
<input type="checkbox"/> NAC	4	-14,779.6	11,222.4	-281.8
<input type="checkbox"/> CHB	7	-2,550.0	-36,599.4	-1,500.0
Total	93	-87,565.5	-92,983.3	-51,780.4

2024-27 PowerBi Report - Members

app.powerbi.com/groups/me/apps/926738e9-73bd-4d81-a453-d0d207983dc8/reports/106d26e4-591e-4947-b294-f80165547782/ReportSection394358769dc25a88138b?ctid=3253a20d-c735-4bfe-a8b7-3e6ab37f5f90&experience=power-bi

Kent County Council | 2024-27 PowerBi Report - Members

2024-27 Members Area

2024-27 PowerBi Report - M... ^

- Home
- Summary
- Directorate
- Big 6 Service Area
- Cabinet Member
- Spending
- Savings
- Reserves**

Funding type: Core

MTFP Reserves category selected: --

MTFP Reserves Category:

- Contributions to Reserves
- Removal of prior year Contributio...
- Drawdowns from Reserves
- Removal of prior year Drawdowns

Click on the + to see the descriptions of the templates under that Category

Please select a Individual Reserves Template

Reserves Templates				
Directorate	No. of Templates	2024-25 £000's	2025-26 £000's	2026-27 £000's
ASCH	2	0.0	567.2	
GET	1	-475.0	475.0	
CED	2	0.0	262.0	
DCED	2	0.0	0.0	0.0
NAC	15	3,562.5	6,097.6	-14,350.0
Total	22	3,087.5	7,401.8	-14,350.0

Go back

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

					177,363.8	161,399.9	-15,963.9	138,881.4	135,721.4		
MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care	Realignment of Vulnerable Adults budget to reflect underlying pressure forecast in 2023-24	9,900.0	9,900.0	0.0	0.0	0.0	Vulnerable Adults	Core
Base Budget Changes	ASCH	Dan Watkins	Adult Social Care	Realignment of Older People budget to reflect underlying pressure forecast in 2023-24	7,000.0	7,000.0	0.0	0.0	0.0	Older People	Core
Base Budget Changes	CED	Roger Gough	Safeguarding Adults	Removal of Review Manager at the end of the two year fixed term appointment for dealing with the increased number of Adult Safeguarding reviews being undertaken and to free up capacity to undertake development work for the Safeguarding Adults Board	-55.4	-55.4	0.0	0.0	0.0	Adult Social Care staffing	Core
Base Budget Changes	CHB	Peter Oakford	Corporately Held Contingency	Emerging pressures contingency for risk of inability to deliver against approved budget estimates due to unforeseen changes in external factors that arise after the budget is set	14,000.0	0.0	-14,000.0	0.0	0.0	Other	Core
Base Budget Changes	CHB	Dylan Jeffrey	Pay and Reward	Release of 2023-24 unallocated pay and reward allocation. The costs of the pay award and increase in annual leave entitlement for some staff were less than assumed when the 2023-24 budget was set	-201.8	-201.8	0.0	0.0	0.0	Other	Core
Base Budget Changes	CYPE	Rory Love	Home to school transport	Realignment of the home to school transport budget to reflect the full year effect of the cost and number of children being transported in 2023-24	10,900.0	10,900.0	0.0	0.0	0.0	Transport	Core
Base Budget Changes	CYPE	Sue Chandler	Children's Social Care	Realignment of looked after children's placement budget to reflect the increase in cost of supporting children due to the market and complexity, and the number of children in different placement types in 2023-24	7,950.0	7,950.0	0.0	0.0	0.0	Integrated Children's Services	Core
Base Budget Changes	CYPE	Sue Chandler	Children's Social Care	Realignment of children with a disability packages of care to reflect the costs seen in 2023-24 including looked after placement budgets and home support packages of care for children in need.	2,121.0	2,121.0	0.0	0.0	0.0	Integrated Children's Services	Core
Base Budget Changes	CYPE	Sue Chandler	18-25 placements	Realignment of the 18-25 Adult Learning & Physical Disability Community Services budget to reflect the increase in cost of supporting these clients in 2023-24	695.0	695.0	0.0	0.0	0.0	Vulnerable Adults	Core
Base Budget Changes	DCED	Peter Oakford	KCC Estate Energy	Reduction in the price of gas and electricity for the KCC estate in 2023-24 compared to the assumptions at the time of setting the budget	-3,000.0	-4,276.5	-1,276.5	0.0	0.0	Other	Core
Base Budget Changes	GET	Roger Gough	Waste prices	Realignment of prices for a variety of waste streams within the Materials Recycling Facilities contract	960.0	970.0	10.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Roger Gough	Waste haulage costs	Right sizing of budget for waste haulage contracts due to inflation being higher than the increase assumed in the 2023-24 budget	623.9	623.9	0.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Roger Gough	Waste Facilities	Right sizing of budget for household waste recycling centre and waste transfer station management fees and rent due to higher inflation than assumed in the 2023-24 budget	257.9	318.7	60.8	0.0	0.0	Waste	Core
Base Budget Changes	GET	Clair Bell	Coroners	Rightsize budget for post mortems, Coroner's pay, Senior Coroner fees, pathologists fees and funeral director costs due to increasing number and complexity of cases	223.0	223.0	0.0	0.0	0.0	Other	Core
Base Budget Changes	GET	Clair Bell	Trading Standards	Delay in achieving income from Trading Standards Checked service due to economic climate which was originally planned for 2021 -22	-40.0	-40.0	0.0	-45.0	0.0	Other	Core
Base Budget Changes	GET	Neil Baker	Public Transport	Removal of budget for the public transport smartcard following the winding down of the scheme	-48.0	-48.0	0.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Neil Baker	Supported Public Transport	To not renew Tilbury Ferry contract subsidy at end of agreement period	0.0	-75.0	-75.0	0.0	0.0	Transport	Core
Base Budget Changes	GET	Roger Gough	Waste income from paper & card	An increase in the price per tonne received for recycled paper and card	-485.8	-485.8	0.0	0.0	0.0	Waste	Core
Base Budget Changes	GET	Neil Baker	Streetlight Energy - adjustment to reflect 23/24 activity/price levels	Streetlight energy - actual price incurred in 23/24 was lower than budgeted therefore the base budget has been realigned to ensure reflective of current price levels.	-1,959.9	-3,021.8	-1,061.9	0.0	0.0	Highways	Core
Base Budget Changes	NAC	Peter Oakford	Insurance	Rightsize budget for increase in insurance premiums	564.5	564.5	0.0	0.0	0.0	Other	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Base Budget Changes	NAC	Peter Oakford	Other Non Attributable costs	Payment to Kent Fire and Rescue Service of 3% share of the Retained Business Rates levy in line with the Kent Business Rates pool agreement	90.0	90.0	0.0	0.0	0.0	Other	Core
Base Budget Changes	NAC	Peter Oakford	Environment Agency Levy	Rightsize budget for the Environment Agency Levy as the increase in 2023-24 was lower than anticipated when the budget was set	-8.2	-8.2	0.0	0.0	0.0	Other	Core
Base Budget Changes	NAC	Peter Oakford	Non Attributable Costs	Removal of budget for Transferred Services Pensions as these payments have now ceased	-16.0	-16.0	0.0	0.0	0.0	Other	Core
Base Budget Changes	NAC	Peter Oakford	Non Attributable Costs	Release of New Burdens funding rolled into Revenue Support Grant in the 2023-24 Local Government Finance Settlement	0.0	-38.4	-38.4	0.0	0.0	Other	Core
Base Budget Changes	NAC	Peter Oakford	Capital Financing Costs	Reduction in debt charges from 2023-24 due to decisions taken by Members to contain the capital programme; significant levels of re-phasing of the capital programme in 2022-23 and 2023-24; changes in interest rates and a review of asset lives in the modelling of debt charges.	-4,000.0	-11,000.0	-7,000.0	4,000.0	0.0	Other	Core
Base Budget Changes	CHB	Peter Oakford	Emerging Pressures	Provision for emerging pressures yet to be identified	0.0	0.0	0.0	20,000.0	20,000.0	Other	Core
Base Budget Changes	DCED	Peter Oakford	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	0.0	0.0	0.0	-100.0	-100.0	Other	Core
TOTAL BASE BUDGET CHANGES					45,470.2	22,089.2	-23,381.0	23,855.0	19,900.0		Core
Demand & Cost Drivers	ASCH	Dan Watkins	Adult Social Care	Provision for the impact in Vulnerable Adults Adult Social Care for the of the full year effect of all current costs of care during 2023-24 in addition to new financial demands that will placed on adult social care (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2024 to 31st March 2025 (c) Individuals in receipt of a funded package of support on 31st March 2024, 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 - Vulnerable Adults	34,945.3	23,000.0	-11,945.3	23,000.0	23,000.0	Vulnerable Adults	Core
Demand & Cost Drivers	ASCH	Dan Watkins	Adult Social Care	Provision for the impact in Older People Adult Social Care of the full year effect of all current costs of care during 2023-24 in addition to new financial demands that will placed on adult social care (a) New people requiring a funded package of support (b) Young people transitioning into adulthood from 1st April 2024 to 31st March 2025 (c) Individuals in receipt of a funded package of support on 31st March 2024, 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 (f) Inflationary increases in the cost of care and support through a range of market uplifts	15,656.7	19,056.6	3,399.9	31,000.0	31,000.0	Older People	Core
Demand & Cost Drivers	ASCH	Dan Watkins	Adult Social Care	Provision in Older People Adult Social Care for an increase in costs of care resulting from existing and new clients whose needs are becoming more complex and market factors, funded from the Market Sustainability and Improvement Fund, which is shown within the general funding of the Council's budget	0.0	7,268.8	7,268.8	0.0	0.0	Older People	Core
Demand & Cost Drivers	ASCH	Dan Watkins	Adult Social Care	Provision in Older People Adult Social Care for the impact of new/additional clients being supported following discharge from hospital, funded from the ringfenced Adult Social Care Discharge Fund and shown within the general funding of the Council's budget	0.0	4,674.6	4,674.6	0.0	0.0	Older People	Core
Demand & Cost Drivers	CYPE	Rory Love	Home to School transport SEN	Estimated impact of rising pupil population on SEN Home to School and College Transport	15,500.0	16,500.0	1,000.0	14,600.0	13,100.0	Transport	Core
Demand & Cost Drivers	CYPE	Sue Chandler	Children's Social Care	Estimated impact of an increase in the population of children in Kent, leading to increased demand for children's social work and disabled children's services - number of children & increasing packages of support	6,371.5	6,371.5	0.0	7,640.9	7,769.2	Integrated Children's Services	Core
Demand & Cost Drivers	CYPE	Sue Chandler	Adult Social Care	Provision for impact of the full year effect of all current costs of care, further increases in client numbers expected through transition into adulthood from Children's Social Care, additional costs arising for existing clients and for those new clients whose needs are becoming more complex.	3,400.0	3,400.0	0.0	3,400.0	3,400.0	Vulnerable Adults	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Demand & Cost Drivers	CYPE	Sue Chandler	Children's Social Care	Estimated impact of an increase in population of children in Kent, leading to increased demand for support services for children with a disability including complexity of packages.	2,260.0	2,260.0	0.0	2,570.0	2,470.0	Integrated Children's Services	Core
Demand & Cost Drivers	CYPE	Rory Love	Home to School transport Mainstream	Estimated impact of rising pupil population on Mainstream Home to School transport	1,400.0	1,400.0	0.0	500.0	500.0	Transport	Core
Demand & Cost Drivers	CYPE	Sue Chandler	Care Leavers	Estimated increase in number of children supported by the care leaver service	250.0	250.0	0.0	125.0	0.0	Integrated Children's Services	Core
Demand & Cost Drivers	GET	Roger Gough	Waste - tonnage changes	Estimated impact of changes in waste tonnage as a result of population and housing growth	936.7	963.7	27.0	1,016.5	1,021.7	Waste	Core
Demand & Cost Drivers	GET	Clair Bell	Coroners	Increase in budget for toxicology analysis due to increasing number and complexity of cases	60.0	60.0	0.0	3.7	4.1	Other	Core
Demand & Cost Drivers	GET	Clair Bell	Trading Standards	Increase in legal costs as a result of more Crown Court cases	55.0	55.0	0.0	0.0	0.0	Other	Core
Demand & Cost Drivers	GET	Roger Gough	Planning Applications	Costs of the independent examination of the Minerals & Waste Local Plan by the Planning Inspectorate in the summer of 2024	50.0	50.0	0.0	-50.0	0.0	Other	Core
Demand & Cost Drivers	GET	Neil Baker	Streetlight energy & maintenance	Adoption of new streetlights at new housing developments and associated increase in energy costs	27.5	27.5	0.0	27.5	0.0	Highways	Core
Demand & Cost Drivers	GET	Clair Bell	Public Rights of Way	Adoption of new routes	12.0	12.0	0.0	12.0	12.0	Other	Core
TOTAL DEMAND & COST DRIVERS					80,924.7	85,349.7	4,425.0	83,845.6	82,277.0		Core
Government & Legislative	GET	Neil Baker	Highways	Costs of meeting our statutory duties in relation to inspection of bridges and structures and complying with the Tunnels Regulations	960.0	960.0	0.0	-500.0	0.0	Highways	Core
Government & Legislative	GET	Roger Gough	Waste legislative changes	Loss of income from removal of charging for disposal of non DIY waste materials at Household Waste Recycling centres following change in legislation	446.5	333.1	-113.4	0.0	0.0	Waste	Core
Government & Legislative	GET	Clair Bell	Coroners	Revisions to staffing structure to adhere with Government guidance on caseload and complexity	0.0	0.0	0.0	180.0	0.0	Other	Core
TOTAL GOVERNMENT & LEGISLATIVE					1,406.5	1,293.1	-113.4	-320.0	0.0		Core
Pay	CHB	Dylan Jeffrey	Pay and Reward	Contribution to pay pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme including the revision of lower Kent Scheme pay scales to further increase the differential between the lowest pay range and the Foundation Living Wage and increasing the annual leave entitlement for some staff. This is the subject of pay bargaining with Trade Unions.	13,500.0	13,500.0	0.0	7,300.0	7,300.0	Other	Core
Pay	CYPE	Sue Chandler	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	332.0	394.0	62.0	248.0	255.0	Integrated Children's Services	Core
Pay	CYPE	Rory Love	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	181.0	205.0	24.0	129.0	133.0	Other	Core
Pay	CYPE	Sue Chandler	Pay and Reward	Uplift in pay budget in line with general pay pot, for posts which are temporarily covered by agency staff - 0-25 Disabled Children's & Young People Services	40.0	60.0	20.0	38.0	39.0	Integrated Children's Services	Core
Pay	GET	Clair Bell	Public Protection	Increase in staffing costs and consumables within Kent Scientific Services to deliver scientific testing which are offset by increased income	49.0	49.0	0.0	37.0	38.0	Other	Core
Pay	GET	Clair Bell	Coroners	Increase in pay for senior, area and assistant coroners in accordance with the pay award agreed by the national Joint Negotiating Committee for Coroners	36.0	36.0	0.0	36.0	36.0	Other	Core
Pay	NAC	Peter Oakford	Apprenticeship Levy	Increase in the Apprenticeship Levy in line with the pay award	67.9	67.9	0.0	42.8	44.1	Other	Core
TOTAL PAY					14,205.9	14,311.9	106.0	7,830.8	7,845.1		Core
Prices	ASCH	Dan Watkins	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 - Vulnerable Adults	14,317.2	16,000.0	1,682.8	10,500.0	5,100.0	Vulnerable Adults	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Prices	ASCH	Dan Watkins	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 - Older People	10,075.9	12,500.0	2,424.1	8,100.0	4,000.0	Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages funded by the Market Sustainability and Improvement Fund included in the provisional local government finance settlement - Older People	2,155.1	0.0	-2,155.1	0.0	0.0	Older People	Core
Prices	ASCH	Dan Watkins	Adult Social Care	Provision for contractual and negotiated price increases across all adult social care packages funded by the Market Sustainability and Improvement Fund included in the provisional local government finance settlement - Vulnerable Adults	1,934.1	0.0	-1,934.1	0.0	0.0	Vulnerable Adults	Core
Prices	CHB	Peter Oakford	Corporately Held Contingency	Contingency for price increases	0.0	0.0	0.0	0.0	4,489.1	Other	Core
Prices	CYPE	Sue Chandler	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	4,513.0	5,349.0	836.0	2,921.0	1,529.0	Integrated Children's Services	Core
Prices	CYPE	Rory Love	Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport	4,933.0	4,795.0	-138.0	3,237.0	1,597.0	Transport	Core
Prices	CYPE	Sue Chandler	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 - Vulnerable Adults 18-25	2,447.0	2,447.0	0.0	1,581.0	795.0	Vulnerable Adults	Core
Prices	CYPE	Sue Chandler	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 - lifespan pathway 0-25	937.0	1,205.0	268.0	546.0	308.0	Integrated Children's Services	Core
Prices	CYPE	Rory Love	Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - Children, Young People & Education	180.0	206.0	26.0	110.0	54.0	Other	Core
Prices	CYPE	Rory Love	Facilities Management	Estimated future price uplift to new Facilities Management contracts - schools	91.0	180.0	89.0	102.0	78.0	Other	Core
Prices	CYPE	Rory Love	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	210.0	100.0	-110.0	104.0	0.0	Transport	Core
Prices	CYPE	Sue Chandler	Children's Social Care - Care Leavers	Provision for price negotiations with external providers, and uplift to in-house foster carers in line with DFE guidance - Care Leavers	73.0	75.0	2.0	26.0	15.0	Integrated Children's Services	Core
Prices	DCED	Peter Oakford	Facilities Management	Estimated future price uplift to new Facilities Management contracts - Corporate Landlord	867.7	751.5	-116.2	592.2	346.0	Other	Core
Prices	DCED	Peter Oakford	Corporate Landlord	Provision for price inflation for rates for the office estate	417.4	378.0	-39.4	251.0	171.8	Other	Core
Prices	DCED	Peter Oakford	Cantium Business Solutions (CBS)	Inflationary uplift on the CBS ICT contract	390.3	332.5	-57.8	249.7	125.0	Other	Core
Prices	DCED	Peter Oakford	Corporate Landlord	Provision for price inflation for rent for the office estate	269.6	229.7	-39.9	172.3	86.3	Other	Core
Prices	DCED	Peter Oakford	Technology contracts	Provision for price inflation on Third Party ICT related contracts	272.2	205.0	-67.2	166.3	85.1	Other	Core
Prices	DCED	Dylan Jeffrey	Contact Centre	Price inflation on Agilisys contract for provision of Contact Centre	103.9	103.9	0.0	108.1	0.0	Other	Core
Prices	DCED	Peter Oakford	Kent Commercial Services (KCS)	Inflationary uplift on the KCS HR Connect contract	109.6	93.4	-16.2	70.1	35.1	Other	Core
Prices	DCED	Peter Oakford	KCC Estate Energy	Anticipated price change on energy contracts for the KCC estate as estimated by Commercial Services	-948.6	-923.5	25.1	-689.2	0.0	Other	Core
Prices	GET	Roger Gough	Waste contract related inflation.	Provision for price inflation related to Waste contracts (based on contractual indices) - updated for November OBR forecasts	1,117.6	3,927.0	2,809.4	1,974.0	2,005.0	Waste	Core
Prices	GET	Neil Baker	Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices) - Highways contracts	1,170.3	1,062.0	-108.3	717.3	932.5	Highways	Core
Prices	GET	Neil Baker	Other Transport Related inflation	Provision for price inflation related to other transport services including subsidised bus services - subsidised bus routes	584.0	584.0	0.0	282.5	299.5	Transport	Core

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Prices	GET	Neil Baker	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	463.5	463.5	0.0	479.7	0.0	Transport	Core
Prices	GET	Neil Baker	Highways Management	The handing back of the urban grass cutting and rural verge mowing contract by Folkestone & Hythe District Council	100.0	100.0	0.0	0.0	0.0	Highways	Core
Prices	GET	Clair Bell	Contract related inflation - PROW	Provision for price inflation related to Public Rights of Way contracts	81.7	56.3	-25.4	38.2	38.2	Other	Core
Prices	GET	Clair Bell	Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices) - Coroners Funeral Directors contract	37.0	37.0	0.0	38.0	40.0	Other	Core
Prices	GET	Clair Bell	Coroners	Provision for inflationary increase in specialist pathologist fees	25.5	25.5	0.0	10.7	11.8	Other	Core
Prices	GET	Clair Bell	Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices) - Coroners Post Mortem contract	21.2	21.2	0.0	21.6	21.9	Other	Core
Prices	GET	Clair Bell	Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices) - annual uplift to the SLA with Tunbridge Wells Borough Council for the running costs of the Amelia	13.0	13.0	0.0	13.0	13.0	Other	Core
Prices	GET	Clair Bell	Other Transport Related inflation	Provision for price inflation related to other transport services including subsidised bus services - Mobile libraries fuel	5.0	5.0	0.0	1.0	1.0	Other	Core
Prices	GET	Neil Baker	Other Transport Related inflation	Provision for price inflation related to other transport services including subsidised bus services - concessionary fares	0.0	0.0	0.0	333.6	333.6	Transport	Core
Prices	GET	Neil Baker	Provision for price inflation for Streetlight Energy	Provision for price changes related to Streetlight energy, as estimated by Commercial Services/LASER.	-777.3	-798.6	-21.3	-1,559.4	0.0	Highways	Core
Prices	NAC	Peter Oakford	Levies	Estimated increase in Environment Agency Levy together with impact of estimated change in taxbase	23.8	23.8	0.0	25.0	26.2	Other	Core
Prices	NAC	Peter Oakford	Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses - increase in Inshore Sea Fisheries Conservation Area (IFCA) Levy	21.2	21.2	0.0	22.3	23.4	Other	Core
TOTAL PRICES					46,234.9	49,568.4	3,333.5	30,545.0	22,560.5		Core
Reduction in Grant Income	GET	Clair Bell	EU funding	Replace a reduction in EU Funding ensuring sufficient resource is available to continue delivering the Positive Wellbeing Service at current levels	35.0	35.0	0.0	0.0	0.0	Older People	Core
TOTAL REDUCTION IN GRANT INCOME					35.0	35.0	0.0	0.0	0.0		Core
Service Strategies & Improvements	ASCH	Dan Watkins	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 - Older People	256.3	325.3	69.0	111.8	116.6	Older People	Core
Service Strategies & Improvements	ASCH	Dan Watkins	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 - Vulnerable Adults	81.8	103.8	22.0	14.5	6.7	Vulnerable Adults	Core
Service Strategies & Improvements	ASCH	Dan Watkins	Adult Safeguarding	Removal of two year pilot to combat Serious and Organised Crime	-42.0	-42.0	0.0	0.0	0.0	Adult Social Care staffing	Core
Service Strategies & Improvements	CED	Peter Oakford	Partnership Arrangements with District Councils	Incentive payments for Kent District Councils to remove the remaining empty property discounts to maximise council tax, and reimburse Kent District Councils for temporary discretionary council tax discounts provided for properties affected by fire or flooding	541.1	541.1	0.0	0.0	0.0	Other	Core
Service Strategies & Improvements	CED	Peter Oakford	Member Allowances	Uplift to Member Allowances	115.5	115.5	0.0	121.3	115.5	Other	Core
Service Strategies & Improvements	CYPE	Rory Love	Special Educational Needs	Increase in staff numbers in SEN service to support improved quality of Education Health & Care Plans	2,000.0	2,000.0	0.0	0.0	0.0	Other	Core
Service Strategies & Improvements	CYPE	Sue Chandler	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 - Vulnerable Adults 18-25	8.0	8.0	0.0	0.0	0.0	Vulnerable Adults	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Service Strategies & Improvements	DCED	Peter Oakford	Oakwood House Development	Removal of holding costs and loss of income in the short term once Oakwood House is no longer operational, offset by savings in the longer term following change of use	-320.0	-320.0	0.0	0.0	0.0	Other	Core
Service Strategies & Improvements	GET	Neil Baker	Highways	Increased highway spend in line with additional Outcome allocation for 2024/24. Activity focused on supporting the front line operational activities across the highway network as follows:	5,000.0	2,800.0	-2,200.0	2,200.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Neil Baker	Highways - Streetlighting	Upgrade of the Streetlighting Control Management System from 3G connectivity due to the shutting down of the 3G network	0.0	475.0	475.0	-475.0	0.0	Highways	Core
Service Strategies & Improvements	GET	Neil Baker	Mobilisation costs for new HTMC contract	Mobilisation and commissioning costs associated with the new Highways Term Maintenance contract (April 2026)	0.0	300.0	300.0	300.0	2,400.0	Highways	Core
Service Strategies & Improvements	GET	Clair Bell	Country Parks	Change the funding of improvements and adaptations to country parks from capital to revenue	70.0	70.0	0.0	0.0	0.0	Other	Core
Service Strategies & Improvements	GET	Clair Bell	Sports Facilities	Change the funding of refurbishment and provision of sports facilities and community projects from capital to revenue	37.5	37.5	0.0	37.5	0.0	Other	Core
Service Strategies & Improvements	GET	Clair Bell	Village Halls & Community Centres	Change the funding of grants for improvements and adaptations to village halls and community centres from capital to revenue	37.5	37.5	0.0	37.5	0.0	Other	Core
Service Strategies & Improvements	GET	Roger Gough	Waste - infrastructure	Operating costs of a new waste transfer facility in the Folkestone & Hythe area which is required as existing facility approaches capacity	0.0	0.0	0.0	300.0	0.0	Waste	Core
Service Strategies & Improvements	GET	Roger Gough	Asset Management	Revenue contributions to capital required to maintain and deliver asset management for Kent's Windmills and Surface Water Flood Risk Management	0.0	0.0	0.0	0.0	500.0	Other	Core
Service Strategies & Improvements	GET	Derek Murphy	Economic Development Recovery Plan	Removal of time limited funding for re-design of the service and additional staffing and consultancy capacity to draft and deliver the Economic Recovery Plan/Economic Strategy following the Covid pandemic	-80.0	-80.0	0.0	-50.0	0.0	Other	Core
Service Strategies & Improvements	NAC	Peter Oakford	Project Prime	Loss of income from a review of contract with Commercial Services Group, specifically due to the removal of buy back of services	3,000.0	3,000.0	0.0	0.0	0.0	Other	Core
Service Strategies & Improvements	NAC	Peter Oakford	Capital Programme	The impact on debt charges of the review of the 2021-24 capital programme.	2,500.0	2,500.0	0.0	0.0	0.0	Other	Core
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					13,205.7	11,871.7	-1,334.0	2,597.6	3,138.8		Core
Demand & Cost Drivers	Public Health	Dan Watkins	Public Health	Estimated increase in internal recharges for support services	375.1	345.1	-30.0	0.0	0.0	Other	External
Demand & Cost Drivers	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of additional temporary funding for reducing waiting lists for Postural Stability	-60.4	-60.4	0.0	0.0	0.0	Other	External
TOTAL DEMAND & COST DRIVERS					314.7	284.7	-30.0	0.0	0.0		External
Government & Legislative	ASCH	Dan Watkins	Domestic Abuse New Burdens	Costs of undertaking domestic abuse support in safe accommodation duties funded by specific grant	59.9	59.9	0.0	0.0	0.0	Other	External
Government & Legislative	CHB	Roger Gough	Household Support Fund	Removal of the extension of the Government funded Household Support Fund into 2023-24 as announced in the Chancellor's Autumn Statement on 17th November 2022	-22,130.8	-22,130.8	0.0	0.0	0.0	Other	External
Government & Legislative	CYPE	Sue Chandler	Family Hubs	Estimated reduction in our share of the DfE/DHSC Family Hubs and Start for Life grant	-777.0	-777.0	0.0	-3,332.0	0.0	Integrated Children's Services	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Targeted housing support interventions for people in drug and alcohol treatment funded by Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	23.1	23.1	0.0	-932.1	0.0	Other	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in substance misuse services funded by Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	7.5	7.5	0.0	-256.5	0.0	Other	External
Government & Legislative	Public Health	Dan Watkins	Public Health - Substance Misuse	Removal of wraparound and engagement and community treatment funded by one-off Rough Sleeping Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities in 2023-24	-520.2	-520.2	0.0	0.0	0.0	Other	External
TOTAL GOVERNMENT & LEGISLATIVE					-23,337.5	-23,337.5	0.0	-4,520.6	0.0		External

APPENDIX G: 2024-27 DRAFT BUDGET - SPENDING PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of spending increase	Brief description of spending increase	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Spending Template relate to?	Is this Externally or Core funded?
Pay	Public Health	Dan Watkins	Public Health Pay	Estimated net impact of KCC pay award and other adjustments for KCC Public Health staff	505.1	505.1	0.0	0.0	0.0	Other	External
TOTAL PAY					505.1	505.1	0.0	0.0	0.0		External
Prices	Public Health	Dan Watkins	Public Health contracts	Estimated increase in public health contract values linked to the NHS Agenda for change pay increases	614.2	614.2	0.0	0.0	0.0	Other	External
Prices	Public Health	Dan Watkins	Public Health - Sexual Health	Contractual increases in other services including Sexual Health and Health Improvement	353.2	353.2	0.0	0.0	0.0	Other	External
TOTAL PRICES					967.4	967.4	0.0	0.0	0.0		External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Substance Misuse	Investment in Substance Misuse services funded by Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	1,412.9	1,412.9	0.0	-3,615.4	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Additional one-off funding for Live Well Kent Mental Health contract	Additional one-off funding for Live Well Kent Mental Health contract	0.0	1,000.0	1,000.0	-1,000.0	0.0	Vulnerable Adults	External
Service Strategies & Improvements	Public Health	Dan Watkins	Removal of additional one-off investment in Recovery Housing (new contract) in 24/25	Removal of additional one-off investment in Recovery Housing (new contract) in 24/25	0.0	30.0	30.0	-30.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Removal of one-off investment in Cohort Modelling in 23/24 & 24/25	Removal of one-off investment in Cohort Modelling in 23/24 & 24/25	0.0	0.0	0.0	-21.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Removal of temporary investment in research capacity in 23/24 & 24/25	Removal of temporary investment in research capacity in 23/24 & 24/25	0.0	0.0	0.0	-85.6	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Removal of additional temporary investment in Public Health Consultants in 23/24 and 24/25	Removal of additional temporary investment in Public Health Consultants in 23/24 and 24/25	0.0	0.0	0.0	-200.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Other	Removal of additional temporary investment in other minor service improvements	-20.0	-20.0	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of temporary investment in Public Health services to promote and support health visiting	-118.4	-118.4	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of additional temporary investment in Public Health services to promote and support Healthy Lifestyles	-195.4	-195.4	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Sexual Health	Removal of additional temporary investment in Public Health Sexual Health Services	-212.9	-212.9	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Healthy Lifestyles	Removal of temporary public health contribution towards the voluntary sector in 2023-24	-350.0	-350.0	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Children's Programme	Removal of additional temporary investment in counselling services for children	-1,085.0	-1,085.0	0.0	0.0	0.0	Other	External
Service Strategies & Improvements	Public Health	Dan Watkins	Public Health - Mental Health	Removal of one-off public health investment in Live Well Kent in 2023-24	-2,000.0	-2,000.0	0.0	0.0	0.0	Other	External
TOTAL SERVICE STRATEGIES & IMPROVEMENTS					-2,568.8	-1,538.8	1,030.0	-4,952.0	0.0		External

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

					-48,638.0	-66,906.9	-24,423.7	-84,861.2	-51,780.4		
MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Policy	ASCH	Dan Watkins	Adult Social Care Charging	Review of the Adults Charging Policy, in line with Care Act legislation and the statutory guidance	-1,250.0	-2,600.0	-1,350.0	-800.0	0.0	Vulnerable Adults	Core
Policy	ASCH	Dan Watkins	Mental Health	One-off contribution from Public Health for Mental Health Live Well Kent contract	0.0	-1,000.0	-1,000.0	1,000.0	0.0	Vulnerable Adults	Core
Policy	CED	Peter Oakford	Partnership arrangements with District Councils	Cease Early Intervention Payments to District Councils	-82.5	-82.5	0.0	0.0	0.0	Other	Core
Policy	CED	Peter Oakford	Member Services	End Select Committees and Short Focused Inquiries	-20.0	-20.0	0.0	0.0	0.0	Other	Core
Policy	CHB	Peter Oakford	Corporately Held saving (to be allocated before County Council in February)	Part year impact of further discretionary policy decisions and deep dive into contract renewals with consideration of reducing service specifications	0.0	-2,300.0	-2,300.0	0.0	0.0	Other	Core
Policy	CYPE	Rory Love	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	-1,200.0	-1,200.0	0.0	-250.0	0.0	Other	Core
Policy	CYPE	Sue Chandler	Youth Services	Review of youth services offer: cease commissioned youth services contracts	0.0	-913.0	-913.0	0.0	0.0	Integrated Children's Services	Core
Policy	CYPE	Rory Love	SEN Transport	Introduction of charging for post 16 SEN transport and reductions to the Post 19 transport offer	-781.0	-781.0	0.0	-541.0	-300.0	Transport	Core
Policy	CYPE	Sue Chandler	Review of Open Access - Youth Services & Children's Centres	Review of open access services in light of implementing the Family Hub model	-1,500.0	-400.0	1,100.0	-1,600.0	0.0	Integrated Children's Services	Core
Policy	CYPE	Sue Chandler	Children's Residential Care	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	200.0	-600.0	Integrated Children's Services	Core
Policy	CYPE	Rory Love	Kent 16+ Travel Saver	Removal of undeliverable 2023-24 saving and review the Kent 16+ Travel Saver scheme	250.0	250.0	0.0	0.0	-478.6	Transport	Core
Policy	DCED	Peter Oakford	Corporate Landlord	Review of Office Assets	-763.9	-763.9	0.0	-310.6	-1,238.0	Other	Core
Policy	DCED	Peter Oakford	Corporate Landlord	Review of Community Delivery including Assets	-101.0	-101.0	0.0	-604.5	-576.3	Other	Core
Policy	GET	Clair Bell	Review of Community Wardens	Review of Community Warden Service to deliver a £1m saving which is likely to result in an overall reduction in wardens	-500.0	-433.0	67.0	-67.0	0.0	Other	Core
Policy	GET	Neil Baker	Road Safety activity	Review of level of campaigns and related activity within Road Safety	0.0	-200.0	-200.0	0.0	0.0	Highways	Core
Policy	GET	Clair Bell	Trading Standards staffing	Review of staffing levels within Trading Standards service. Mix of one-off and permanent savings.	0.0	-60.8	-60.8	48.0	0.0	Other	Core
Policy	GET	Clair Bell	Reduction of Trading Standards Budget	Adjustment of Trading Standards legal costs as Courts recover post-Covid	-55.0	-55.0	0.0	0.0	0.0	Other	Core
Policy	GET	Roger Gough	Planning Applications	Savings from delayed recruitment	-50.0	-50.0	0.0	0.0	0.0	Other	Core
Policy	GET	Roger Gough	Waste - Household Waste & Recycling Centres (HWRCs)	Review of the number and operation of HWRC sites	-616.0	0.0	616.0	-988.0	0.0	Waste	Core
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Further review of contracts and grants for discretionary services including investment from other strategic partners - Older People	0.0	0.0	0.0	-7,413.5	0.0	Older People	Core
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Further review of contracts and grants for discretionary services including investment from other strategic partners - Vulnerable Adults	0.0	0.0	0.0	-1,086.5	0.0	Vulnerable Adults	Core
Policy	ASCH	Dan Watkins	Adult Social Care	Review of in-house services	0.0	0.0	0.0	-1,000.0	0.0	Older People	Core
Policy	ASCH	Dan Watkins	Community Based Preventative Services	Explore alternative sources of funding for the Kent Support & Assistance Service	0.0	0.0	0.0	-567.2	0.0	Other	Core
Policy	CYPE	Sue Chandler	Looked After Children	Review contract with Health for fast tracking mental health assessments for Looked After Children	0.0	0.0	0.0	-1,000.0	0.0	Integrated Children's Services	Core
Policy	CYPE	Rory Love/ Neil Baker	SEN Home to School Transport (HTST)	Implementation of new statutory guidance for Home to School Transport (published June 23) including making use of a new system for transport planning to explore route optimisation and the use of standard pick up points, where appropriate.	0.0	0.0	0.0	500.0	-1,000.0	Transport	Core
Policy	CYPE	Rory Love	Post 19 Transport	Review of ongoing discretionary offer for post 19 education transport	0.0	0.0	0.0	0.0	-2,000.0	Transport	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Policy	CYPE	Rory Love/ Neil Baker/ Sue Chandler	Kent Travel Saver	Review of Kent Travel Saver Scheme, including a review of the ongoing discretionary offer for free transport for Looked After Children, Care Leavers and Young Carers	0.0	0.0	0.0	0.0	1,890.0	Transport	Core
Policy	GET	Roger Gough	Waste Savings - impact of new Govt legislation	Savings from reduced incentivisation payments to districts following the introduction of Extended Producer Responsibility (EPR) legislation and where DEFRA will incentivise districts directly.	0.0	0.0	0.0	-1,300.0	-1,000.0	Waste	Core
Policy	GET	Neil Baker	Review of on-street parking	Review of on-street parking, which may involve insourcing and the need to invoke a 24 month notice period, or current arrangement to be reviewed to see if synergies may exist and cost savings to be shared by KCC and its partners	0.0	0.0	0.0	0.0	-100.0	Highways	Core
Policy	CHB	Peter Oakford	Unidentified	Further policy savings to be developed to replace the one-off solutions for closing the 2024-25 budget gap. This will need to include further savings over and above those already included in the MTFP including but not solely from the following examples: - Libraries, Registration and Archives - Kent Travel Saver - Supported Buses - Household Waste Recycling Centres - 16+ Home to School Transport - Waste Collection Partnerships - Regeneration & Economic Development - Services for Schools - Schools maintenance - Other Community Services	0.0	0.0	0.0	-23,945.8	0.0	Other	Core
TOTAL POLICY SAVINGS					-6,569.4	-10,610.2	-4,040.8	-39,726.1	-5,402.9		Core
Income	ASCH	Dan Watkins	Annual uplift in line with benefits and income uplift for social care client contributions	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	-4,773.1	-6,400.0	-1,626.9	-2,900.0	-2,100.0	Older People	Core
Income	ASCH	Dan Watkins	Annual uplift in line with benefits and income uplift for social care client contributions	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	-1,529.1	-1,600.0	-70.9	-800.0	-400.0	Vulnerable Adults	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual inflationary increase in Better Care Fund - Older People	-2,188.0	-2,188.0	0.0	-2,311.8	-2,442.6	Older People	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual inflationary increase in Better Care Fund - Vulnerable Adults	-179.5	-179.5	0.0	-189.7	-200.4	Vulnerable Adults	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual inflationary increase in Better Care Fund - Adult Social Care Staffing	-99.8	-99.8	0.0	-105.4	-111.4	Adult Social Care staffing	Core
Income	ASCH	Dan Watkins	Adult Social Care	Estimated annual inflationary increase in Better Care Fund - Integrated Community Equipment Service and Assistive Technology	-4.4	-4.4	0.0	-4.6	-4.9	Other	Core
Income	CHB	Peter Oakford	Review of fees & charges	Removal of corporately held saving from a review of all fees and charges as these savings are reflected within the individual directorate proposals	500.0	500.0	0.0	0.0	0.0	Other	Core
Income	CYPE	Sue Chandler	Adoption Service	Adoption Service	-200.0	-200.0	0.0	0.0	0.0	Integrated Children's Services	Core
Income	CYPE	Sue Chandler	Annual uplift in line with benefits and income uplift for social care client contributions	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	-123.7	-120.0	3.7	-60.0	-30.0	Vulnerable Adults	Core
Income	CYPE	Rory Love	Kent 16+ Travel Saver	Kent 16+ Travel Saver price realignment to offset bus operator inflationary fare increases	-94.0	-100.0	-6.0	-104.0	0.0	Transport	Core
Income	GET	Neil Baker	Kent Travel Saver	Kent Travel Saver price realignment to offset bus operator inflationary fare increases	-463.5	-463.5	0.0	-479.7	0.0	Transport	Core
Income	GET	Neil Baker	Highways income	Review of Highways income based on current/projected activity levels	-100.0	-400.0	-300.0	0.0	0.0	Highways	Core
Income	GET	Clair Bell	Review of Charges for Service Users - existing service income streams & inflationary increases	A review of fees and charges across all KCC services, in relation to existing service income streams	-50.0	-200.0	-150.0	-50.0	0.0	Other	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Income	GET	Neil Baker	Highways	Income from traffic management penalties including contravening traffic restrictions, box junctions and bus lanes	-100.0	-100.0	0.0	0.0	0.0	Highways	Core
Income	GET	Neil Baker	Public transport grant funding	Use of grant funding to support project & scheme costs	0.0	-100.0	-100.0	100.0	0.0	Transport	Core
Income	GET	Clair Bell	Public Protection	Increased income within Kent Scientific Services for toxicology analysis for the Coroners Service	-60.0	-56.0	4.0	-3.7	-4.1	Other	Core
Income	GET	Neil Baker	funding	Grant funding to support Electric Vehicle Strategy	0.0	-50.0	-50.0	0.0	0.0	Highways	Core
Income	GET	Derek Murphy	Increased income from Regeneration projects	One-off increase in profit share from East Kent Opportunities LLP	0.0	-50.0	-50.0	50.0	300.0	Other	Core
Income	GET	Clair Bell	Review of Charges for Service Users - existing service income streams & inflationary increases	Increased contribution from Medway Council under SLA relating to increasing costs for provision of Coroner service in Medway	-49.0	-49.0	0.0	-42.7	-16.0	Other	Core
Income	GET	Clair Bell	Public Protection	Inflationary increase in income levels and pricing policy for Kent Scientific Services	-45.0	-45.0	0.0	-33.3	-33.9	Other	Core
Income	GET	Clair Bell	Trading Standards	Inflationary increase in fees and charges	-1.4	-1.4	0.0	-0.6	-0.7	Other	Core
Income	NAC	Peter Oakford	Income return from our companies	Estimated increase in the income contribution from our limited companies, including a one-off increase in 2024-25.	-500.0	-3,500.0	-3,000.0	3,000.0	0.0	Other	Core
TOTAL INCOME					-10,060.5	-15,406.6	-5,346.1	-3,935.5	-5,044.0		Core
Transformation & Efficiency	ASCH	Dan Watkins	Adult Social Care service redesign	Review and reshape ASCH as set out in the sustainability plan to deliver new models of social care, which will address increases in demand and costs associated with care and support. This will include increasing take-up of direct payments for use on micro-enterprises and personal assistants, greater use of technology enabled living, and further development of digital self service. This will also include the use of self assessment, financial assessment tools, and regular reviews of both new and existing care packages to ensure that the best outcomes are being achieved. Older People.	-12,292.8	-17,436.1	-8,579.4	-17,042.1	-16,460.7	Older People	Core
Transformation & Efficiency	ASCH	Dan Watkins	Adult Social Care service redesign	Review and reshape ASCH as set out in the sustainability plan to deliver new models of social care, which will address increases in demand and costs associated with care and support. This will include increasing take-up of direct payments for use on micro-enterprises and personal assistants, greater use of technology enabled living, and further development of digital self service. This will also include the use of self assessment, financial assessment tools, and regular reviews of both new and existing care packages to ensure that the best outcomes are being achieved. Vulnerable Adults.	-18,464.0	-12,718.7	3,026.6	-12,037.1	-11,770.0	Vulnerable Adults	Core
Transformation & Efficiency	ASCH	Dan Watkins	Older People's Residential & Nursing Care	Efficiency Savings in relation to the purchasing of residential care	-8,000.0	-8,000.0	0.0	0.0	0.0	Older People	Core
Transformation & Efficiency	ASCH	Dan Watkins	Care & Support in the Home	Efficiency Savings in relation to the purchasing of care and support in the home	-3,400.0	-3,400.0	0.0	0.0	0.0	Older People	Core
Transformation & Efficiency	ASCH	Dan Watkins	Adult Social Care Equipment contract	Efficiencies from new contract for the supply of equipment for adult social care clients	-900.0	-900.0	0.0	0.0	0.0	Older People	Core
Transformation & Efficiency	ASCH	Dan Watkins	Adult Social Care service redesign	Rephasing of 2023-24 service redesign saving - Older People.	1,356.6	1,356.6	0.0	0.0	0.0	Older People	Core
Transformation & Efficiency	ASCH	Dan Watkins	Adult Social Care service redesign	Rephasing of 2023-24 service redesign saving - Vulnerable Adults	1,942.1	1,942.1	0.0	0.0	0.0	Vulnerable Adults	Core
Transformation & Efficiency	CED	Peter Oakford	Historic Pension Costs	Reduction in the number of Historic Pension Arrangements within CED Directorate	-250.0	-250.0	0.0	0.0	0.0	Other	Core
Transformation & Efficiency	CHB	Peter Oakford	Reduced spend on agency staff	The reduction of the volume and duration of agency staff.	0.0	-750.0	-750.0	-250.0	0.0	Other	Core
Transformation & Efficiency	CYPE	Rory Love	Home to School transport - SEN	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	-10,600.0	-10,300.0	Transport	Core
Transformation & Efficiency	CYPE	Sue Chandler	Looked After Children	Implement strategies to reduce the cost of packages for looked after children, including working with Health	-1,000.0	-1,000.0	0.0	0.0	0.0	Integrated Children's Services	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Transformation & Efficiency	CYPE	Sue Chandler	Adult Social Care	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	-650.0	-650.0	0.0	-650.0	0.0	Vulnerable Adults	Core
Transformation & Efficiency	CYPE	Sue Chandler	Early Help & Preventative Services	Expanding the reach of caseholding Early Help services	-560.0	-560.0	0.0	0.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	CYPE	Sue Chandler	Disabled Children's Placement and Support	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	-550.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	CYPE	Sue Chandler	Children's Social Care	Explore strategies, including statutory guidance, to reduce dependency on social work agency staff	-300.0	-300.0	0.0	0.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	CYPE	Rory Love	Initiatives to increase use of Personal Transport Budgets	Initiatives to increase use of Personal Transport Budgets to reduce demand for Hired Transport	-300.0	-300.0	0.0	-400.0	-400.0	Transport	Core
Transformation & Efficiency	CYPE	Rory Love	Historic Pension Costs	Reduction in the number of Historic Pension Arrangements - CYPE Directorate	-180.0	-206.0	-26.0	-110.0	-54.0	Other	Core
Transformation & Efficiency	CYPE	Sue Chandler	Open Access - Youth & Children's Centres	Removal of one-off saving in 2023-24 from vacancy management and avoiding all non-essential spend across open access	600.0	600.0	0.0	0.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	DCED	Peter Oakford	Corporate Landlord	Property savings from a review of specialist assets	-45.0	-45.0	0.0	-68.5	-68.5	Other	Core
Transformation & Efficiency	GET	Roger Gough	Review of green/organic waste contracts	Re-tender of green waste contract, with market analysis indicating a reduction in gate fee	0.0	-621.0	-621.0	-444.0	0.0	Waste	Core
Transformation & Efficiency	GET	Derek Murphy	Review of the level of spend/service with the 3 Brand Kent commissions (Visit Kent, Locate in Kent, Produced in Kent)	Review of the services and as aspiration for all three to be amalgamated to ensure synergies achieved in systems/back office functions and to limit any reduction in service levels	0.0	-150.0	-150.0	-42.0	0.0	Other	Core
Transformation & Efficiency	GET	Roger Gough	Waste - Household Waste & Recycling Centres (HWRCs)	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	0.0	Waste	Core
Transformation & Efficiency	GET	Neil Baker	Highways	Review of all Highways & Transportation fees and charges, that are to be increased annually in line with inflation	-50.0	-50.0	0.0	-50.0	0.0	Highways	Core
Transformation & Efficiency	GET	Roger Gough	Windmills	Temporary reduction in spend on weatherproofing windmills	-50.0	-50.0	0.0	0.0	50.0	Other	Core
Transformation & Efficiency	GET	Clair Bell	Kent Sport	Withdraw the remaining contribution to the KCC hosted Active Kent and Medway.	-28.0	-28.0	0.0	0.0	0.0	Other	Core
Transformation & Efficiency	GET	Clair Bell	Reduction in grant fund	Reduction to the Arts Investment Fund, which provides grants to Kent-based arts organisations	0.0	-25.0	-25.0	0.0	0.0	Other	Core
Transformation & Efficiency	GET	Roger Gough	Environment	Removal of one-off saving in 2023-24 from planned delay in recruiting to the new structure in the Environment Team Closing the gap adjustment - deferred to 25/26.	300.0	0.0	-300.0	300.0	0.0	Other	Core
Transformation & Efficiency	GET	Clair Bell	Libraries, Registration & Archives (LRA)	Removal of one-off reduction in 2023-24 in the Libraries Materials Fund and one year contribution holiday for the Mobile Libraries renewals reserve	-1.0	0.0	1.0	207.0	0.0	Other	Core
Transformation & Efficiency	GET	Roger Gough	Improved Food Waste Recycling Rates through collaboration with Districts	Work with Kent District Councils to deliver savings from improving kerbside food waste recycling rates	-160.0	232.0	392.0	-388.3	0.0	Waste	Core
Transformation & Efficiency	CED	Peter Oakford	Efficiencies within Member support administration	Efficiencies within the Member support administration	0.0	-5.0	-5.0	0.0	0.0	Other	Core
Transformation & Efficiency	CED	Roger Gough	Strategic Commissioning	Explore alternative sources of funding for the administration of the Kent Support & Assistance Service	0.0	0.0	0.0	-262.0	0.0	Other	Core
Transformation & Efficiency	CHB	Peter Oakford	Review of embedded staff	Review of embedded teams in Directorates, to establish opportunities for consolidation and/or centralisation of practice	0.0	0.0	0.0	-1,300.0	0.0	Other	Core

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Transformation & Efficiency	CHB	Peter Oakford	Spans and layers	Review of structures across the Council to ensure adherence to the Council's organisation design policy	0.0	0.0	0.0	-500.0	-1,500.0	Other	Core
Transformation & Efficiency	CYPE	Sue Chandler	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	-1,500.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	CYPE	Sue Chandler	Children's Social Care	Review of Legal Services Spend through cost efficiencies by Invicta Law and review of the use of legal services by social workers	0.0	0.0	0.0	-850.0	0.0	Integrated Children's Services	Core
Transformation & Efficiency	DCED	Dylan Jeffrey	Contact Centre	Review of service levels when the contract for the provision of the Contact Centre is renewed	0.0	0.0	0.0	-72.5	-217.5	Other	Core
Transformation & Efficiency	GET	Roger Gough	Increased food waste recycling due to new legislation	Reduced cost of food waste disposal following Govt legislation regarding consistent collections.	0.0	0.0	0.0	-331.0	-331.0	Waste	Core
Transformation & Efficiency	CHB	Peter Oakford	Corporately Held saving (to be allocated before County Council in February)	Further actions from Securing Kent's Future to reduce costs including from: - Cost drivers in demand led services, largely in Adult Social Care, Children in Care and Home to School Transport - Contract Reviews including their scope - Scope of Council ambitions - Transforming the operating model of The Council	0.0	0.0	0.0	-10,603.6	0.0	Other	Core
TOTAL TRANSFORMATION & EFFICIENCY SAVINGS					-49,387.1	-50,269.1	-7,036.8	-57,544.1	-41,051.7		Core
Financing	NAC	Peter Oakford	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	0.0	-8,000.0	-8,000.0	8,000.0	0.0	Other	Core
Financing	NAC	Peter Oakford	Investment Income	Increase in investment income largely due to the increase in base rate	-2,279.6	-2,279.6	0.0	1,222.4	718.2	Other	Core
Financing	NAC	Peter Oakford	Debt repayment	Review amounts set aside for debt repayment (MRP) based on review of asset life	-1,000.0	-1,000.0	0.0	-1,000.0	-1,000.0	Other	Core
TOTAL FINANCING SAVINGS					-3,279.6	-11,279.6	-8,000.0	8,222.4	-281.8		Core
Policy	Public Health	Dan Watkins	Public Health	Review of Public Health Services principally related to Healthy Lifestyles to ensure spending is contained within ringfenced grant	-9.2	-9.2	0.0	0.0	0.0	Other	External
TOTAL POLICY SAVINGS					-9.2	-9.2	0.0	0.0	0.0		External
Income	Public Health	Dan Watkins	Additional income linked to HIV prevention	Additional income from NHSE to fund increased costs linked to HIV prevention	-275.2	-275.2	0.0	0.0	0.0	Other	External
Income	Public Health	Dan Watkins	Public Health	Estimated additional income for externally funded posts	-6.1	-6.1	0.0	0.0	0.0	Other	External
TOTAL INCOME					-281.3	-281.3	0.0	0.0	0.0		External
Transformation & Efficiency	Public Health	Dan Watkins	Reduction in expenditure relating to one-off drawdown from reserve to support 24/25 budget	Reduction in expenditure relating to one-off drawdown from reserve to support 24/25 budget	0.0	0.0	0.0	-13.9	0.0	Other	External
TOTAL TRANSFORMATION & EFFICIENCY SAVINGS					0.0	0.0	0.0	-13.9	0.0		External
Increases in Grants and Contributions	ASCH	Dan Watkins	Domestic Abuse	Increase in Domestic Abuse Duty grant to fund new burdens in providing domestic abuse support in safe accommodation	-59.9	-59.9	0.0	0.0	0.0	Other	External
Increases in Grants and Contributions	CHB	Roger Gough	Household Support Fund	Removal of the extension of the Government funded Household Support Fund into 2023-24 as announced in the Chancellor's Autumn Statement on 17th November 2022	22,130.8	22,130.8	0.0	0.0	0.0	Other	External
Increases in Grants and Contributions	CYPE	Sue Chandler	Family Hubs	Estimated reduction in our share of the DfE/DHSC Family Hubs and Start for Life grant	777.0	777.0	0.0	3,332.0	0.0	Integrated Children's Services	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Supplemental Substance Misuse Treatment and Recovery grant from Office for Health Improvement & Disparities	-1,412.9	-1,412.9	0.0	3,615.4	0.0	Other	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health Grant	Estimated increase in Public Health Grant pending announcement from Department of Health and Social Care	-975.5	-975.5	0.0	0.0	0.0	Other	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Drug Strategy Housing Support Grant from Office for Health Improvement & Disparities	-23.1	-23.1	0.0	932.1	0.0	Other	External
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Individual Placement and Support in Community Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	-7.5	-7.5	0.0	256.5	0.0	Other	External

APPENDIX G: 2024-27 DRAFT BUDGET - SAVINGS PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of saving/income	Brief description of saving/income	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area (Big 6) does the Saving/ Income Template relate to?	Is this Externally or Core Funded?
Increases in Grants and Contributions	Public Health	Dan Watkins	Public Health - Substance Misuse	Remove one-off Rough Sleeping Drug and Alcohol Treatment Grant from Office for Health Improvement & Disparities	520.2	520.2	0.0	0.0	0.0	Other	External
TOTAL INCREASES IN GRANTS & CONTRIBUTIONS					20,949.1	20,949.1	0.0	8,136.0	0.0		External

APPENDIX G: 2024-27 DRAFT BUDGET - RESERVES PROPOSALS

					19,910.3	5,548.0	-14,362.3	8,752.3	-14,350.0		
MTFP Category	Directorate	Cabinet Member	Headline description of reserve template	Brief description of reserve template	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area does the Reserve Template relate to?	Is this Externally or Core Funded?
Contributions to reserves	DCED	Peter Oakford	Facilities Management	Contribution to reserves to smooth the impact of the mobilisation costs of the Facilities Management contracts over the life of the contracts (2022-23 to 2026-27)	160.0	160.0	0.0	160.0	160.0	Other	Core
Contributions to reserves	NAC	Peter Oakford	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	15,100.0	15,100.0	0.0	14,600.0	11,100.0	Other	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves repayment	Repay the General Reserve over two years (2024-25 & 2025-26) for the drawdown required in 2022-23 to fund the overspend	11,050.0	11,050.0	0.0	11,050.0	0.0	Other	Core
Contributions to reserves	NAC	Peter Oakford	General Reserves	Contribution to reserves in order to maintain general reserve at 5% of net revenue budget	5,100.0	5,100.0	0.0	3,100.0	3,300.0	Other	Core
Contributions to reserves	NAC	Peter Oakford	Corporate Reserves	Contribution to reserves to repay the drawdown required to balance the budget in 2023-24 in order to maintain financial resilience	4,289.7	4,289.7	0.0	0.0	0.0	Other	Core
Contributions to reserves	NAC	Peter Oakford	Emergency capital events reserve	Annual contribution to a new reserve for emergency capital works and revenue costs related to capital spend such as temporary accommodation, and condition surveys which don't result in capital works	1,000.0	1,000.0	0.0	1,000.0	1,000.0	Other	Core
TOTAL CONTRIBUTIONS TO RESERVES					36,699.7	36,699.7	0.0	29,910.0	15,560.0		Core
Drawdowns from reserves	ASCH	Dan Watkins	Drawdown corporate reserves	Fund the Kent Support and Assistance Service from Corporate Reserves for two years 2023-24 and 2024-25 - ASCH Directorate	-567.2	-567.2	0.0	0.0	0.0	Other	Core
Drawdowns from reserves	CED	Roger Gough	Drawdown corporate reserves	Fund the Kent Support and Assistance Service from Corporate Reserves for two years 2023-24 and 2024-25 - CED Directorate	-262.0	-262.0	0.0	0.0	0.0	Other	Core
Drawdowns from reserves	GET	Neil Baker	ICT Reserve	Drawdown of ICT reserve to fund the upgrade of the streetlighting Control Management System from 3G connectivity (subject to approval of a business case via Strategic Technology Board)	0.0	-475.0	-475.0	0.0	0.0	Highways	Core
Drawdowns from reserves	NAC	Peter Oakford	Drawdown Corporate Reserves	One-off use of corporate reserves in 2024-25 - yet to be decided which reserves this will come from or whether it is from a mix of drawdowns and/or reduced contributions to reserves.	0.0	-12,887.3	-12,887.3	0.0	0.0	Other	Core
TOTAL DRAWDOWNS FROM RESERVES					-829.2	-14,191.5	-13,362.3	0.0	0.0		Core
Removal of prior year Contributions	DCED	Peter Oakford	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 (2022-23 to 2026-27)	-160.0	-160.0	0.0	-160.0	-160.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	Risk Reserve	Removal of prior year one-off contribution to risk reserve (2023-24 increase in annual contribution)	-7,000.0	-7,000.0	0.0	0.0	0.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves	Removal of prior year one-off contribution to general reserve	-5,800.0	-5,800.0	0.0	-5,100.0	-3,100.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	Risk Reserve	Removal of prior year one-off contribution to risk reserve (original contribution)	-5,000.0	-5,000.0	0.0	0.0	0.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	Local Taxation Equalisation - Council Tax Collection Fund	Removal of prior year contribution to Local Taxation Equalisation smoothing reserve of Council Tax Collection Fund surplus above £7m assumed	-4,488.7	-4,488.7	0.0	0.0	0.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	Removal of contribution related to repayment of previous "borrowing" from reserves	Reduction & full removal of the annual repayment of the "borrowing" from reserves to support the budget in 2011-12, reflecting when the reserves will be fully repaid	-1,223.3	-1,223.3	0.0	0.0	0.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	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	-1,067.6	-1,067.6	0.0	0.0	0.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	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	0.0	0.0	0.0	-15,100.0	-14,600.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	General Reserves repayment	Removal of prior year repayment of General Reserve for the drawdown in 2022-23 to fund the overspend	0.0	0.0	0.0	-11,050.0	-11,050.0	Other	Core
Removal of prior year Contributions	NAC	Peter Oakford	Corporate Reserves	Removal of one-off repayment of reserves in 2024-25	0.0	0.0	0.0	-4,289.7	0.0	Other	Core

APPENDIX G: 2024-27 DRAFT BUDGET - RESERVES PROPOSALS

MTFP Category	Directorate	Cabinet Member	Headline description of reserve template	Brief description of reserve template	Initial Draft Budget 2024-25 Amount £000's	Revised Draft Budget 2024-25 Amount £000's	2024-25 Change in value £000's	2025-26 Amount £000's	2026-27 Amount £000's	What priority service area does the Reserve Template relate to?	Is this Externally or Core Funded?
Removal of prior year Contributions	NAC	Peter Oakford	Emergency capital events reserve	Removal of prior year contribution to the emergency capital events reserve	0.0	0.0	0.0	-1,000.0	-1,000.0	Other	Core
TOTAL REMOVAL OF PRIOR YEAR CONTRIBUTIONS					-24,739.6	-24,739.6	0.0	-36,699.7	-29,910.0		Core
Removal of prior year Drawdowns	ASCH	Dan Watkins	Drawdown corporate reserves	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - ASCH Directorate	567.2	567.2	0.0	567.2		Other	Core
Removal of prior year Drawdowns	CED	Roger Gough	Remove prior year drawdown from Covid reserve	Removal of use of corporate reserves in prior year to fund the Kent Support and Assistance Service - CED Directorate	262.0	262.0	0.0	262.0		Other	Core
Removal of prior year Drawdowns	GET	Neil Baker	ICT Reserve	Removal of the drawdown in 2024-25 from the ICT reserve to fund the one-off cost of the streetlighting Control Management System upgrade from 3G connectivity	0.0	0.0	0.0	475.0		Highways	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown corporate reserves	Removal of one-off use of reserves in 2023-24	4,289.7	4,289.7	0.0	0.0	0.0	Other	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown corporate reserves	Removal of one-off drawdown from No Use Empty reserve in 2023-24	200.0	200.0	0.0	0.0	0.0	Other	Core
Removal of prior year Drawdowns	NAC	Peter Oakford	Drawdown Corporate Reserves	Removal of one-off use of corporate reserves in 2024-25	0.0	0.0	0.0	12,887.3		Other	Core
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					5,318.9	5,318.9	0.0	14,191.5	0.0		Core
Drawdowns from reserves	Public Health	Dan Watkins	Public Health Reserves	One-off funding for Live Well Kent Mental Health contract	0.0	-1,000.0	-1,000.0	0.0	0.0	Vulnerable Adults	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health Reserves	Use of Public Health reserves to fund one-off costs and invest to save initiatives in 2024-25	-336.6	-336.6	0.0	0.0	0.0	Other	External
Drawdowns from reserves	Public Health	Dan Watkins	Public Health Reserves	Use of Public Health reserves to balance 2024-25 budget plans	-13.9	-13.9	0.0	0.0	0.0	Other	External
TOTAL DRAWDOWNS FROM RESERVES					-350.5	-1,350.5	-1,000.0	0.0	0.0		External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Removal of use of Public Health reserves to fund one-off costs in previous year	2,440.3	2,440.3	0.0	0.0	0.0	Other	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Removal of use of Public Health (Kent Community Health NHS Foundation Trust) reserves to fund one-off costs in previous year	1,313.9	1,313.9	0.0	0.0	0.0	Other	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Removal of use of Public Health (Maidstone & Tunbridge Wells NHS Trust) reserves to fund one-off costs in previous year	56.8	56.8	0.0	0.0	0.0	Other	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Replace one-off drawdown from Public Health Reserve 24/25	0.0	0.0	0.0	13.9	0.0	Other	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Replace 24/25 drawdown of Public Health Reserves	0.0	0.0	0.0	336.6	0.0	Other	External
Removal of prior year Drawdowns	Public Health	Dan Watkins	Public Health Reserves	Removal of one-off funding for Live Well Kent Mental Health contract	0.0	0.0	0.0	1,000.0	0.0	Vulnerable Adults	External
TOTAL REMOVAL OF PRIOR YEAR DRAWDOWNS					3,811.0	3,811.0	0.0	1,350.5	0.0		External

Key
ASCH Adult Social Care & Health
CED Chief Executive's Department
CHB Corporately Held Budgets
CYPE Children, Young People & Education
DCED Deputy Chief Executive's Department
GET Growth, Environment & Transport
NAC Non Attributable Costs

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Reserves Policy

1. Background and Context

- 1.1 Sections 32 and 43 of the Local Government Finance Act 1992 require councils to consider the level of reserves when setting a budget requirement. Section 25 of the Local Government Act 2003 requires the Chief Financial Officer (Section 151 Officer) to report formally on the adequacy of proposed reserves when setting a budget requirement. The accounting treatment for reserves is set out in the Code of Practice on Local Authority Accounting.
- 1.2 The Chartered Institute of Public Finance and Accountancy (CIPFA) issued Local Authority Accounting Panel (LAAP) Bulletin No.99, Guidance Note on Local Authority Reserves and Balances in July 2014, which updated previous Bulletins to reflect the new requirements of the International Financial Reporting Standards (IFRS) Code of Practice. In addition, during the period of financial austerity for the public sector, the LAAP considered it necessary to update the guidance on local authority reserves and balances. Compliance with the guidance is recommended in CIPFA's Statement on the Role of the Chief Financial Officer in Local Government. In response to the above requirements, this policy sets out the Council's approach for compliance with the statutory regime and relevant non-statutory guidance for the Council's cash backed usable reserves.
- 1.3 All reserves are categorised as per the LAAP guidance, into the following groups:
- **Smoothing** – These are reserves which are used to manage large fluctuations in spend or income across years e.g., Private Finance Initiative (PFI) equalisation reserves. These reserves recognise the differences over time between the unitary charge and PFI credits received.
 - **Trading** – this reserve relates to the non-company trading entities of Laser and Commercial Services to cover potential trading losses and investment in business development.
 - **Renewals for Vehicles Plant & Equipment** – these reserves should be supported by an asset management plan, showing projected replacement profile and cost. These reserves help to reduce fluctuations in spend.
 - **Major projects** – set aside for future spending on projects.
 - **Insurance** - To fund the potential cost of insurance claims in excess of the amount provided for in the Insurance Fund provision, (potential or contingent liabilities)
 - **Unspent grant/external funding** – these are for unspent grants which the Council is not required to repay, but which have restrictions on what they may be used for e.g., the Public Health grant must be used on public health services. This category also consists of time limited projects funded from ringfenced external sources.
 - **Special Funds** – these are mainly held for economic development, tourism and regeneration initiatives.
 - **Partnerships** – these are reserves resulting from Council partnerships and are usually ringfenced for the benefit of the partnership or are held for investing in shared priorities.
 - **Departmental underspends** – these reserves relate to re-phasing of projects/initiatives and bids for use of year end underspending which are requested to roll forward into the following year.
- 1.4 Within the Statement of Accounts, reserves are summarised by the headings above. By categorising the reserves into the headings above, this is limited to the nine groups, plus Public

Health, Schools and General. Operationally, each will be divided into the relevant sub reserves to ensure that ownership and effective management is maintained.

- 1.5 Reserves are an important part of the Council's financial strategy and are held to create long term budgetary stability. They enable the Council to manage change without undue impact on the Council Tax and are a key element of ensuring the Council's strong financial standing and resilience. The Council's key sources of funding face an uncertain future and the Council therefore holds earmarked reserves and a working balance in order to mitigate future financial risks.
- 1.6 Earmarked reserves are reviewed regularly as part of the monitoring process and annually as part of the budget process, to determine whether the original purpose for the creation of the reserve still exists and whether or not the reserves should be released in full or in part or require topping up based on known/expected calls upon them. Particular attention is paid in the annual review to those reserves whose balances have not moved over a three-year period.

2. Overview

- 2.1 The Council's overall approach to reserves will be defined by the system of internal control.
- 2.2 The system of internal control is set out, and its effectiveness reviewed, in the Annual Governance Statement (AGS). Key elements of the internal control environment are objective setting and monitoring, policy and decision-making, compliance with statute and procedure rules, risk management, achieving value for money, financial management and performance management. The AGS includes an overview of the general financial climate which the Council is operating within and significant funding risks.
- 2.3 The Council will maintain:
 - a general reserve; and
 - a number of earmarked reserves.
- 2.4 The level of the general reserve is a matter for the Council to determine having had regard to the advice of the S151 Officer. The level of the reserve will be a matter of judgement which will take account of the specific risks identified through the various corporate processes. It will also take account of the extent to which specific risks are supported through earmarked reserves. The level will be expressed as a cash sum over the period of the general fund medium-term financial strategy. The level will also be expressed as a percentage of the general funding requirement (to provide an indication of financial context). The Council's aim is to hold general reserves of 5% of the net revenue budget to recognise the heightened financial risk the Council is facing.

3. Strategic context

- 3.1. The Council continues to face a shortfall in funding compared to spending demands and must annually review its priorities in order to address the shortfall.
- 3.2 The Council also relies on interest earned through investments of our cash balances to support its general spending plans.

3.3 Reserves are one-off money. The Council aims to avoid using reserves to meet ongoing financial commitments other than as part of a sustainable budget plan and one of the Council's financial principles is to stop the use of one-off funding to support the base budget. The Council has to balance the opportunity cost of holding reserves in terms of Council Tax against the importance of interest earning and long-term future planning.

4. Management and governance

4.1 Each reserve must be supported by a protocol. All protocols should have an end date and at that point any balance should be transferred to the general reserve. If there is a genuine reason for slippage then the protocol will need to be updated.

A questionnaire is completed by the relevant budget holder and reviewed by Finance to ensure all reserves comply with legislative and accounting requirements. A de-minimis limit has been set to avoid small funds being set up which could be managed within existing budgets or declared as an overspend and then managed collectively. This has been set at £250k.

4.2 Reserves protocols and questionnaires must be sent to the Chief Accountant's Team within Finance for review and will be approved by the Corporate Director of Finance, Corporate Management Team and then by the Deputy Leader and Cabinet Member for Finance, Corporate and Traded Services. Protocols should clearly identify contributions to and drawdowns from reserves, and these will be built into the Medium Term Financial Plan (MTFP) and monitored on a quarterly basis.

Accessing reserves will only be for significant unusual spend, more minor fluctuations will be managed or declared as budget variances. In-year drawdowns from reserves will be subject to the governance process set out in the revised financial regulations. Ongoing recurring costs should not be funded from reserves. Any request contrary to this will only be considered during the budget setting process. The short term use of reserves may be agreed to provide time to plan for a sustainable funding solution in the following financial year.

Decisions on the use of reserves may be delayed until financial year end and will be dependent on the overall financial position of the council rather than the position of just one budget area.

The current Financial Regulations state:

Maintenance of reserves & provisions

A.24 The Corporate Director of Finance is responsible for:

- i. proposing the Council's Reserves Policy.
- ii. advising the Leader and the Council on prudent levels of reserves for the Authority when the annual budget is being considered having regard to assessment of the financial risks facing the Authority.
- iii. ensuring that reserves are not only adequate but also necessary.
- iv. ensuring that there are clear protocols for the establishment and use of each earmarked reserve. Reserves should not be held without a clear purpose or without a planned profile of spend and contributions, procedures for the reserves managements and control, and a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

- v. ensuring that all renewals reserves are supported by a plan of budgeted contributions, based on an asset renewal plan that links to the fixed asset register.
- vi. ensuring that no money is transferred into reserves each financial year without prior agreement with him/herself.
- vii. ensuring compliance with the reserves policy and governance procedures relating to requests from the strategic priority and general corporate reserves.

4.3 All reserves are reviewed as part of the monitoring process, the budget preparation, financial management and closing of accounts processes. Cabinet is presented with the monitoring of reserves on a regular basis and in the outturn report and the Council will consider a report from the S151 Officer on the adequacy of the level of reserves in the annual budget setting process. The report will contain estimates of reserves where necessary. The Governance and Audit Committee will consider actual reserves when approving the statement of accounts each year.

4.4 The following rules apply:

- Any in year use of the General Reserve will need to be approved by Cabinet and any planned use will be part of the budget setting process.
- In considering the use of reserves, there will be no or minimal impairment to the Council's financial resilience unless there is no alternative.

4.5 The Council will review the Reserves Policy on an annual basis.

Budget Risks and Adequacy of Reserves

The assessment of budget risks and the adequacy of reserves is even more important for the 2024-25 revised draft budget and the medium-term financial plan due to the priority to restore the council's financial resilience as set out in "Securing Kent's Future – Budget Recovery Strategy" and the announcement of the Provisional Local Government Finance Settlement (PLGFS) for 2024-25. The administration's revised draft budget for 2024-25 includes a package of £23.9m of one-off measures to balance the budget together with the expectation that these will be replaced by recurring savings in 2025-26/2026-27. As well as these one-off measures, the balanced position includes completely removing the 1% risk contingency, a one-off increased dividend from the trading companies, and reduced debt charges as a result of capital programme rephasing and lower levels of borrowing. The remainder of the gap has been closed through sustainable measures on spending growth and further savings and income. The PLGFS includes an unexpected reduction in Services Grant which has increased the budget saving requirement by £5.4m. Putting all this together means the revised draft is only marginally less risky than the initial draft and still requires the Council to agree and deliver significant savings both in 2024-25 and over the medium term. The package of one-off measures includes the following:

- £2.1m for the announcement of a further one-year payment of New Homes Bonus Grant
- £8.0m flexible use of capital receipts
- £13.8m use of corporate and public health reserves

The 2023-24 budget monitoring shows a significant forecast overspend largely on adult social care and children's services. Management action (the majority of which is one-off) has been identified and is expected to balance the position by year end. If this management action does not bring 2023-24 into balance by year end the only option would be a greater drawdown from reserves further weakening financial resilience going into 2024-25.

This section includes a new and separate assessment of the current position of the council against the key symptoms of financial stress identified by CIPFA in its report entitled "Building Financial Resilience".

There are a number of significant risks that could affect either the cost of providing key services and/or the level of service demand or its main sources of funding. In addition, there are general economic factors, such as the level of inflation and interest rates that can impact on the net cost of services going forward. Pressures from the main cost drivers and in some cases from service demand are evident in children's and adults social care, waste volumes, and home to school and special educational needs transport.

The main risks are summarised below.

Risks

Cost of Living

- Extraordinary increases in the costs of goods and services procured by the Council
- Market instability due to workforce capacity as a result of recruitment and retention difficulties leading to exit of suppliers, increased costs, and supply chain shortages
- Increased demand for Council Services over and above demographic demands, including crisis and welfare support
- Reductions in income from fees and charges
- Under collection of local taxation leading to collection losses and reductions in tax base
- Increased Claimant eligible for of Local Council Tax Reduction Scheme discounts

International Factors

- Impact of war in Ukraine and other conflicts
- Impact of the decision to leave the European Union
- Legacy impact of Covid-19
- Ongoing supply chain disruption including energy supplies
- Breakdown of hosting arrangements under Homes for Ukraine scheme

Regulatory Risk

- **High Court ruling on Unaccompanied Asylum Seeking (UAS) Children** – the judgement that the council is responsible for supporting all UAS children arriving in the county until they are transferred under the National Transfer Scheme impacts on the availability and therefore cost of carers for local children as well as risks of shortfalls in funding refugee schemes (see below)
- **Replacement Legislation and Regulation following Brexit** – including additional council responsibilities, impact on businesses and supply chains, and economic instability
- **Statutory overrides** – currently there are a number of statutory overrides in place which reduce short term risks e.g., high needs deficit, investment losses, etc. These are time limited and require a long-term solution
- **Funding settlements** - adequacy of the overall settlement and reliance on council tax over the medium term, and uncertainty over future settlements (especially beyond 2024-25)
- **Delayed Reforms to Social Care Charging** - uncertainty over future plans and funding, and providers' fee expectations
- **Other delayed legislative reforms** – impact on council costs and ability to deliver savings/spending reductions e.g. Extended Producer Responsibilities
- **Departmental Specific Grants** - Unanticipated changes in specific departmental grants and the ability to adjust spending in line with changes

- **Asylum and Refugee Support** – increase in numbers of refugees (adults and families) accommodated within the community impacting on council services. Inadequate medium-term government funding for asylum and refugee schemes
- **New Burdens** – Adequacy of funding commensurate with new or additional responsibilities
- **Further delay of the Local Government Funding Review** - The government has committed to updating and reforming the way local authority funding is distributed to individual authorities. However, this has now been even further delayed until 2025-26 at the earliest. The Fair Funding Review of the distribution methodology for the core grants was first announced as part of the final local government settlement for 2016-17. The majority of data used to assess funding distributions has not been updated for over 10 years, dating from 2013-14 to a large degree, and even as far back as 2000.

General Economic & Fiscal Factors

- Levels of national debt and borrowing
- Inflation continues to be well above the government target for a sustained period with consequential impacts on contracted services (see below) and household incomes (including incomes of KCC staff)
- Poor economic growth
- Rise in unemployment
- A general reduction in debt recovery levels
- Reductions in grant and third-party funding
- Increase in fraud

Increases in Service Costs and Demand

- Long term impact of Covid-19 pandemic on clients and suppliers
- Higher cost for new clients coming into care than existing clients especially but not exclusively older persons' residential and nursing care and children in care
- Adult Social Care cost and demand increases from increased complexity
- Children's Social Care including sufficiency of Foster Carers and numbers of UAS children or those with no recourse to public funds
- Significantly higher than the national average Education and Health Care Plans with consequential impact on both Dedicated Schools Grant (DSG) High Needs placements/services and General Fund services for assessment and home to school transport
- Waste tonnage
- High demand for mandated Public Health services
- General demographic trends (including a rising and ageing population and growth in the number of vulnerable persons)

Contractual Price Increases

- Index linked contracts rise above budgeted amounts
- Containing locally negotiated contracts within the amounts provided in the budget
- Financial sustainability of contracted providers

Efficiencies and Savings Programme

- Slippage in the expected delivery of the savings programme
- Non-delivery of planned savings
- Shortfalls in income from fees and charges

The main opportunities are summarised below.

Opportunities

- Growth in local taxbase for both housing and businesses
- Service transformation and redesign including digital services
- Invest to save approach to reduce revenue costs
- Service remodelling
- Extension of the power to use capital receipts to fund revenue spending on transformation activity and other spending that reduce future costs until March 2030
- Further flexibilities due to be announced in January over the use of ring-fenced grants

Adequacy of Reserves

Reviewing the level of reserves the Council holds is an important part of the budget setting process. The review must be balanced and reasonable, factoring in the current financial standing of the Council, the funding outlook into the medium term and beyond, and most importantly, the financial risk environment the Council is operating in. The assessment of reserves is based on factors recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) as set out below together with an indication of the direction of travel (up arrow represents an improved position i.e., the risk is less than it was last year).

Assumptions for inflation



The direction of travel for this indicator was showing as deteriorating in last year's budget due to the historically high levels of inflation that arose during 2022. The annual rate of inflation (using CPIH) peaked at 9.6% in October 2022 and has been on a downward trajectory in the subsequent months (CPI peaked at 11.1% and RPI at 14.2% in October 2022).

The November 2023 Office for Budget Responsibility forecasts are for the rate of inflation to peak in quarter 4 of 2022 (CPI 10.7% in quarter 4 2022), before the rate of prices growth falls back as follows:

- 10.2% in quarter 1 2023
- 8.4% quarter 2
- 6.7% quarter 3
- 4.8% quarter 4
- 4.6% in quarter 1 2024
- 3.7% quarter 2
- 3.3% quarter 3
- 2.8% quarter 4
- 2.3% in quarter 1 2025

Thereafter inflation is forecast to be below the 2% target.

The latest inflation release for November 2023 showed the annual rate of increases in CPI at 3.9% (compared to 4.6% in October). CPIH was 4.2% in November 2023 (compared to 4.7% in October). If these trends continue then the rate of inflation would be reducing compared to forecasts on which the revised draft budget is based although it is too early to confirm this at this stage.

The higher than forecast inflation is the reason why this measure is still showing as constant for 2024-25 and not improving. Inflation is still volatile and subject to external shocks such as a return to higher oil prices.

Estimates of the level and timing of capital receipts



The Council uses receipts as part of the funding for the capital programme. The Administration's revised draft budget for 2024-25 assumes £8m of receipts will be used to fund revenue spending using the direction powers under the Local Government Act 2003. This flexibility has now been extended to March 2030. Delivery of receipts against the target has continued to fall behind in recent years necessitating additional short-term borrowing/use of reserves. However performance is forecast to be above target in 2023-24, which together with the previous unapplied balance allows scope to use the flexibility powers.

Performance in the current year has been mixed with the rise in interest rates dampening large new-build housing developments. Although there is a reasonable pipeline of assets for disposal, the risk profile for potential delays remains high therefore leading to a continued deterioration in this measure.

Capacity to manage in-year budget pressures and strategy for dealing with demand and service delivery in the longer term



2022-23 ended with a revenue budget overspend for the first time in 23 years. The net overspend in 2022-23 was £47.1m after roll forwards (3.9% of net revenue). Overspends before roll forwards were reported in Adult Social Care & Health (ASCH) of £24.4m, Children, Young People and Education (CYPE) of £32.7m, Growth Environment and Transport (GET) of £0.9m, Deputy Chief Executive Department (DCED) of £1.6m. These were partly offset by underspends in Chief Executive Department (CED) of £3.5m and Non-Attributable Costs and Corporately held budgets (NAC) of £11.8m

The most significant overspends were:

- £30.5m older persons' residential and nursing care in ASCH
- £16.1m home to school transport in CYPE
- £9.9m children in care in CYPE

The most recent 2023-24 revenue budget monitoring reported to Cabinet on 4th January 2024 shows a forecast overspend of £35.6m before management action. This is a slight reduction on previous months following the introduction of spending controls. The latest monitoring report identifies the management action that needs to be delivered to bring the 2023-24 outturn into balance by the year end. More stringent spending controls are being considered to ensure sufficient progress is made in the remaining months of the year. The overspend is largely driven by higher spending growth than the £182.3m (excluding spending on externally funded activities) provided for in the

budget. The largest overspends are in the same main areas as 2022-23 (adult social care, children in care and home to school transport). This is despite including additional spending in the budget for the full year effect of recurring spend from 2022-23 and forecasts for future price uplifts, increases in demand and cost increases unrelated to price uplifts.

Cabinet on 5th October 2023 and County Council on 16th November 2023 agreed “Securing Kent’s Future – Budget Recovery Strategy” setting out the broad strategic approach to providing reassurance on the necessary action to bring the 2023-24 budget back into balance and the opportunity areas for further savings and avoidance of future cost increases over the medium term 2024-27.

However, until this strategic plan has been converted into detailed plans and these have been delivered, managing in-year spending and spending growth over the medium term presents the most significant risk to the Council’s financial resilience and sustainability and therefore the highest rating of deterioration.

Strength of financial reporting and ability to activate contingency plans if planned savings cannot be achieved



There continues to be a reasonable degree of confidence in the validity of financial reporting despite the uncertainties and volatility as a result of overspends. However, the ability to activate contingency plans if planned savings cannot be achieved has to date been severely restricted as a result of these overspends. although every effort is being made to reduce the forecast overspend in 2023-24.

Reporting has been enhanced to include separate analysis of delivery of savings plans, treasury management and council tax collection. Further improvements have been made in terms of the timeliness of financial monitoring and reporting to ensure corrective action is taken as early as possible.

Some areas of spending can still be changed at short notice if required as a contingency response if planned savings cannot be achieved (or there are unexpected changes in spending). A significant plank of the 2023-24 recovery strategy is to reduce non committed spending for the remainder of the year. At this stage it is expected that managers across the whole organisation will exercise this restraint to reduce forecast spending for the remainder of the year. However, if this does not result in sufficient reductions

to bring in-year spending back into balance, further more stringent spending controls will need to be introduced for the remainder of the year. These spending reductions are largely anticipated to be one-off and will not flow through into 2024-25 or later years unless the spending controls remain in place into 2024-25.

The increased focus on savings monitoring and delivery has had some impact and the majority of the overspend in 2023-24 and forecast for 2024-25 is due to unbudgeted spend rather than savings delivery, although savings delivery is still a contributory factor and remains a risk, this is no greater a risk than in previous years, hence this measure has not been rated as deteriorating.

However, if the further savings necessary to bring 2023-24 back into balance are not expected to be achieved this measure would need to be reassessed.

Risks inherent in any new partnerships, major outsourcing arrangements, and major capital developments



Partnership working with NHS and districts has improved. However, further sustained improvements are still needed to change the direction of travel.

Trading conditions for Council owned companies continue to be challenging although a higher one-off dividend is included in the administration's revised draft budget 2024-25.

A number of outsourced contracts are due for retender and the Council is still vulnerable to price changes due to market conditions.

The ability to sustain the capital programme remains a significant challenge. It is essential that capital programmes do not rely on unsustainable levels of borrowing and additional borrowing should only be considered where absolutely essential to meet statutory obligations. This will impact on the condition of non-essential assets possibly resulting in the closure of facilities although the planned spending to limit modernisation programmes to essential measures to ensure buildings are safe warm and dry has proved to be inadequate and the draft capital programme includes additional spending in 2024-25 and 2025-26 to reflect a more realistic level of spend on the assets the Council needs to sustain necessary functions. Despite the action taken to limit additional borrowing, just under ¼ of the draft capital programme (£376m) is still funded by borrowing. Slippage within individual projects remains

an issue leading to lower than planned spending in the short-term but potentially higher medium to long term costs due to inflation. This slippage defers borrowing rather than reducing it.

The quarter 2 capital monitoring report showed a forecast net underspend of £106.4m, comprising £5.7m real overspend on projects and programmes, and £112.2m reduction due to slippage. £4.3m of the real variance is due to spending on grant and externally funded projects where funding was announced after the capital programme was approved.

Financial standing of the Authority (level of borrowing, debt outstanding, use of reserves, etc.)



The financial standing of the Council has weakened significantly as a result of the overspend in 2022-23 that was balanced by the drawdown of £47.1m from general and risk reserves (39% of general reserve and all of the £25m risk reserve). Usable reserves were also reduced through the transfer of £17m from earmarked reserves to the Dedicated Schools Grant (DSG) reserve as part of the Council's contribution to the Safety Valve agreement with the Department for Education (DfE) in March 2023 (with a further transfer of £14.4m planned for 2023-24). Overall, the council's usable revenue reserves have reduced from £408.1m at 31/03/22 (40% of net revenue) to £355.1m at 31/03/23 (29.8% of net revenue) with a further reduction to £316.3m (24% of net revenue) forecast for 31/03/24. This forecast assumes the 2023-24 revenue spend is brought back to a balanced budget position by year end with no further draw down from reserves.

The reduction in usable reserves has significantly reduced the Council's ability to withstand unexpected circumstances and costs and reduced the scope to smooth timing differences between spending and savings plans. The levels of reserves now pose a more significant risk to the Council's financial resilience than levels of debt. Levels of reserves are now considered to be the second most significant financial risk after capacity to deal with in-year budget pressures. Reserves will need to be replenished at the earliest opportunity and will need to be factored into future revenue budget plans.

The Council has an ongoing borrowing requirement of £1.1bn arising from its historic and ongoing capital expenditure which is expected to remain broadly stable over the medium term. Most of this requirement is covered by existing external debt, which is forecast to decline gradually over the medium term (from around

72% in 2023-24 to 66% in 2026-27. The remaining portion is met via internal borrowing (namely the temporary use of internal cash balances in lieu of investing those balances with external counterparties).

Although the Council has been protected to a significant extent from the material increase in interest rates over the past two years (given that most of its borrowing requirement is already met by fixed rate debt) the higher rate environment has increased the expected cost of internal borrowing as well as costs associated with any new external borrowing over the near and medium term.

A small portion of the borrowing requirement (8.4% in 2023-24) is met via “LOBO” (Lender Option Borrower Option) loans. These instruments provide lower cost financing in exchange for giving the lender the periodic opportunity to reset the loan’s interest rate. The Council manages the risks around these loans being “called” by restricting their use to only a minor portion of the borrowing portfolio and by avoiding any concentration in the loans’ associated option dates.

In managing the structure of its borrowing (the balance between internal and external borrowing, and the portion of the latter that is made up of fixed-rate as opposed to variable-rate loans), the Council is chiefly concerned with risks arising from uncertainty around interest rates as well as ensuring it has adequate liquidity over the medium term. The Council reviews its borrowing strategy formally on an annual basis to ensure it remains appropriate. The revised draft budget report includes an updated Treasury Management Strategy.

The Authority’s record of budget and financial management including robustness of medium-term plans



The direction of travel for this factor was shown as deteriorating in the final budget presented to County Council on 9th February 2023 due to the quarter 3 monitoring for 2022-23 showing a significant £53.7m forecast revenue overspend. The overspend reduced a little by year-end to £44.4m before roll forwards (£47.1m after roll forwards). However, this was not sufficient to change the direction of travel bearing in mind the scale of the forecast overspends for 2023-24.

The most significant cause of the overspends is higher than budgeted spending growth despite significant increases already factored into the budget. The need to include the full year effect of current year overspends as a variance to the published medium-term plan

means that the capacity to manage in-year budget pressures (highest rated risk assessment) is the most significant factor in MTFP variances rather than the robustness of MTFP forecasts. This is the only reason that this particular assessment has not been shown as a significant deterioration with a double arrow. Nonetheless, the robustness of forecasts included in the MTFP does need improvement (hence this assessment is still showing a deterioration until these are improved).

The revised draft budget for 2024-25 and MTFP for 2024-27 is balanced albeit through a significant amount of one-offs for 2024-25 which are shown as being replaced in the balanced position for 2025-26 and 2026-27. However, this replacement does increase the savings requirement for these years. As yet details of these savings have not been confirmed and will only be confirmed over the coming months. Consequently, until these savings have been confirmed and are delivered, this measure is still showing as deteriorating.

Virement and year-end procedures in relation to under and overspends



The direction of travel for this factor was shown as deteriorating in last year's budget due to the 2022-23 forecast overspend and ongoing issues with Whole Government Accounts. The forecast for 2023-24 is a further forecast overspend and issues remain with Whole of Government Accounts meaning there has not been sufficient progress to date to change the direction of travel on this assessment.

The Council continues to adhere to its virement and year end procedures as set out in its financial regulations. The Council's ability to close the year-end accounts early or even on time is becoming increasingly difficult. The audit certificate for 2020-21 was issued on 4th September 2023, following confirmation that no further work was required on the Whole Government Accounts. The audit certificate for 2021-22 has not been issued due to the audit of the 2021-22 Whole of Government Accounts being outstanding as the external auditors have prioritised the audit of the 2022-23 accounts.

The draft outturn for 2022-23 was reported to Cabinet on 29th June 2023 outlining the main overspends and underspends together with roll-forward requests. This was presented alongside an update of the medium-term financial outlook. The net overspend of £47.1m was reported after roll forwards of £2.7m. The overspend was funded from a drawdown from earmarked and general reserves. The draft accounts

for 2022-23 were published on 1st July 2023 and are due to be signed off following the February Governance and Audit Committee.

The availability of reserves and government grants/other funds to deal with major unforeseen events



As identified in the assessment of the financial standing of the Council, the levels of usable reserves have reduced at the end of 2022-23 and are forecast to reduce further by the end of 2023-34. A number of significant risks remain unresolved (including at this stage balancing the 2023-24 revenue budget) which could impact on reserves and the assessment of their adequacy if the management action to reduce spending in the current year does not result in a balanced outturn.

The most significant risk to reserves in previous years has been identified from the accumulated and growing deficit on the Dedicated Schools Grant (DSG) reserve largely from the overspending high needs support within the DSG. This has now been addressed over a number of years through the Safety Valve agreement with the Department for Education (DfE). However, at this stage the Safety Valve agreement is a recovery plan that will be delivered over a number of years with spending on high needs support gradually brought back into balance with the available grant funding and the historic accumulated deficit cleared with contributions from the DfE and the Council. However, this does not fully mitigate the risk as should the plan not be fully delivered there is a risk that the DfE could withhold contributions and a residue deficit would remain.

The reserves forecast includes the transfer to the DSG reserve of the Council's contribution for 2022-23 and a further forecast transfer for the Council's contribution in 2023-24. Provision is included in the 2024-25 revised draft budget and 2024-27 MTFP for the remaining Council contributions. The DSG reserve forecast also includes the DfE contributions for 2022-23 to 2027-28. These contributions together with the recovery plan to reduce the in-year deficit on high needs spending would see the accumulated deficit cleared by 2027-28. However, resolving this aspect of risk to reserves results in £82.3m over the term of the agreement of the Council's resources which would otherwise have been available to mitigate other risks.

Although this DSG risk has been addressed the risk of the requirement for further drawdowns if the 2023-24 current year spend and the one-offs including use of reserves in 2024-25 revised draft budget and 2024-27 MTFP and the overall forecast level of reserves means

the assessment of this risk cannot yet show an improvement and could be a further deterioration.

A new risk has arisen during 2023-24 following the high court judgment that the Council must take all possible steps to care for all Unaccompanied Asylum Seeking (UAS) children arriving in the county under the Children Act 1989, unless and until they are transferred to other local authorities under the National Transfer Scheme. The council is currently in negotiations with the Department for Levelling Up Housing and Communities (DLUHC), Home Office and Department for Education (DfE) to ensure the Council's costs are fully covered by Government to enable compliance with the judgment. Whilst circa £9m has been offered by the Home Office for revenue costs in 2023-24, negotiations continue on an updated offer for 2023-24, 2024-25 and on-going basis as this is insufficient to cover the actual and estimated one-off and recurring costs. A capital grant has been agreed with DfE for £10.39m to cover capital costs to upgrade existing property assets to provide compliant facilities and additional capacity, and negotiations are ongoing with the Home Office for sufficient capital grant to upgrade existing facilities and to secure further additional properties. Until negotiations are complete and the Council has been made whole for all costs to support UAS children arriving in the county until they are transferred to other local authorities under National Transfer Scheme this remains a major threat to the Council's financial sustainability.

A register of the most significant risks is published as part of the revised draft 2024-25 revenue budget, 2024-27 medium term plan, 2024-34 capital programme and Treasury Management Strategy.

The general financial climate including future expected levels of funding



The Autumn Statement 2022 included departmental spending plans up to 2024-25 and high-level spending plans up to 2027-28. The plans for 2023-24 and 2024-25 included additional support for local government including additional grants and increased assumptions for council tax. These plans were updated in the 2023 Autumn budget on 22nd November 2023 but are still only high-level overall forecasts beyond 2024-25 with no individual departmental details.

The Autumn Budget 2023 identified that while day to day spending on public services will continue to grow above inflation in future years (1% in real terms), public spending will continue to face many pressures and the

government remains committed to boost public sector productivity and focus spending on government priorities. This combination is likely to impact on the distribution of spending between departments and priorities. Forecasts suggest that unprotected areas of spending, including local government, could be facing a real terms reduction in funding of around 1.8% implied by the overall plans for 2024-25 to 2028-29. If these forecasts are correct this could result in another sustained period of flat cash settlements for local government.

The Provisional Local Government Finance Settlement (PLGFS) only included individual grant allocations and core spending power calculations for 2024-25. The settlement did not include indicative council tax referendum levels beyond 2024-25. Other departmental specific grants are not included in the settlement.

The planned reforms to social care charging have been delayed until 2025 at the earliest. It is this delay that has enabled Government to redirect the funding allocated for social care reform as a short term increase in funding for current pressures in adult social care. A further tranche of funding for the Market Sustainability and Improvement Fund for workforce reform for 2023-24 and 2024-25 was announced in July 2023 and included in the PLGFS.

However, the inadequacy of medium to long term sustainable funding for adult social care remains, and the lack of certainty that the additional funding available in 2023-24 and 2024-25 will be baselined for subsequent years.

The lack of detailed government departmental plans beyond 2024-25, the unexpected reduction in Service Grant for 2024-25 and the forecast that the planned growth in public spending is unlikely to be distributed evenly means that the assessment of this risk has deteriorated from the initial draft budget and is now assessed as deteriorating over the medium term.

The long-awaited update and reform to the funding arrangements for local government have also been delayed again until 2025 at the earliest.

Despite increased certainty of funding for 2023-24 and 2024-25, medium term financial planning remains uncertain, particularly future spending and income forecasts. The plans for 2025-26 include a higher level

of uncertainty. Plans can only be prepared based on prudent assumptions and forecasts for later years remain highly speculative.

The adequacy of insurance arrangements



The Council's insurance policies were reviewed for January 2022. A hardening market along with changing levels of risk has resulted in a rise in premiums, with some deductibles being increased to mitigate this. The implications of limiting capital borrowing to absolutely essential statutory services increases the risk of insurance claims where assets have not been adequately maintained. A fund audit confirms the levels of insurance reserve are adequate, however as the corporate contribution to the fund is remaining unchanged, more reliance will be placed on the reserve to balance insurance claims.

Of the eleven factors used to assess risk and the adequacy of reserves, only one has improved since the initial draft in November (prospects for inflation) and one has deteriorated (expected levels of funding). The strength of financial reporting and ability to activate contingency plans remains the only other factor not deteriorating, and even this is conditional on delivering the plans to bring 2023-24 spending back into balance. The capacity to manage in-year budget pressures and strategy for dealing with demand and service delivery in the longer term, and financial standing of the Council (level of borrowing, debt outstanding, use of reserves, etc.) continue to be assessed as the most significant deterioration and therefore the biggest risks to the Council's financial sustainability and remain a cause for serious concern. There are aspects of these deteriorations as well as a number of the others that are largely due to external factors but these still need to be managed and mitigated as much as possible. No weighting has been applied to the individual factors, but the general financial risk to the Council should now be regarded as substantially and severely increased compared with a year ago, which in turn, was increased from the year before and has hardly improved since the initial draft budget.

The amounts and purposes for existing reserves have been reviewed to ensure the Council achieves compliance with Local Authority Accounting Panel (LAAP) Bulletin 99. This bulletin sets out the recommendations on the purposes for holding reserves. Reserves are split between general reserves (working balance to help cushion the impact of uneven cashflows/avoiding unnecessary temporary borrowing and contingency to cushion the impact of unexpected events/emergencies) and earmarked reserves to build up funds for known/predicted specific events.

The administration's updated draft 2024-25 budget includes a £3.1m net increase from changes in contributions and draw down from reserves in 2024-25. This includes additional contributions to replenish the draw down from general reserves in 2022-23 over two years 2024-25 and 2025-26 and provision for the Council's contribution to the DSG reserve under the safety valve agreement, as well as a further £13.8m of drawdowns from/reduced contribution to corporate reserves and use of public health reserves as part of the one-off measures to balancing 2024-25 budget. A full

reconciliation of all the changes to contributions and draw down from reserves for 2024-25 is available through the detailed dashboard of budget variations.

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
Significant Risks (over £10m)						
CYPE	High Needs Spending	The Dedicated Schools Grant (DSG) High Needs Block does not meet the cost of demand for placements in schools, academies, colleges and independent providers.	The Safety Valve programme does not deliver the reduction to the in-year deficit on spending to support children with high needs as planned leading to a higher deficit	The Department for Education withholds its contribution towards the accumulated deficit and/or the increased overspend leaves a residue deficit. The government requires that the total deficit on the schools budget to be carried forward and does not allow authorities to offset from general funds anything above the amounts included in the Safety Valve agreement without express approval from Secretary of State. This approach does not resolve how the deficit will be eliminated and therefore still poses a significant risk to the council	4	150.0
Page 105	Non delivery of Savings and income and inability to replace one-off measures	Changes in circumstances, resulting in delays in the delivery of agreed savings or income and inability to replace one-off measures with sustainable permanent alternatives	Inability to progress with plans to generate savings or additional income as planned, due to changing circumstances	Overspend on the revenue budget, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	111.5
CYPE	Unaccompanied Asylum Seeking (UAS) Children	The High Court has ruled that the Council is responsible for the care of all Unaccompanied Asylum Seeking children arriving in the county until such time as they are transferred to other councils under National Transfer Scheme	Failure to reach agreement with government departments (Home Office and Department for Education) to cover all costs incurred by the council in supporting UAS children	Overspend on the revenue and or capital budgets, requiring alternative compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	60.0
GET	Waste capital infrastructure life expired and insufficient to cope with increased housing and population levels	A number of KCC's Household Waste Recycling Centres (HWRC) and Waste Transfer Stations (WTS) are life expired (35-40 years old) and require significant repair or replacement/reconfiguration. In addition to this, District Local Plan targets mean additional houses, and increasing population, presents a capacity issue for the service. Council Tax allows price inflation, additional tonnes (demography) and legislative changes to be taken into account, but does not allow for renewing or adding new infrastructure. The service started securing s106 from 2023 onwards, but unless other (Government) funding can be secured, the Council will need to invest in both of these areas	Unless grant or other funding (s106, CIL) can be secured, the Council will need to fund replacing and reconfiguring (due to Government legislative unfunded changes) the existing sites, as well as building new sites. Outside of the capital programme, which includes building one new WTS, there is up to £40m investment required and noted in the 10-year capital programme. Funding has not been identified for these schemes, which include two new WTS and renewing existing sites, but is an indication of the level of investment required over the medium to long term and for which there is no currently identified funding source (one WTS/HWRC could be partner funded).	The consequence is that the Council has to put forward match funding, or the entirety of funding, for the new sites and/or reconfigured sites which means additional borrowing and the financing/borrowing costs that go along with this. £40m is the maximum financial impact figure, or accept the consequential reduction in capacity.	4	40.0

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
ALL	2023-24 potential overspend impact on reserves	Under delivery of recovery plan to bring 2023-24 revenue budget into a balanced position by 31-3-24.	Overspend against the revenue budget in 2023-24 required to be met from reserves leading to a reduction in our financial resilience	Insufficient reserves available to manage risks in 2023-24 and future years	3	36.0
GET/DCED	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (capital spend)	Government has previously provided 100% funding for certain Net Zero/green projects e.g. Public Sector Decarbonisation Scheme (PSDS) Funding towards the Bowerhouse and Kings Hill Solar Farms (£20m in total on community/HQ buildings, and £2m on schools), as well as LED installation, heat network or heat source pumps (gas, water). The PSDS grant is now moving focus from LED/Solar - despite the Council requiring 2 more Solar Parks as part of its Net Zero ambitions - and towards Heat Networks. Not only this, but whereas some projects were previously match funded, Government is now looking at >50% match funding requirements. The latest PSDS funding secured only funded 18% of the project. The cost of one large and one small Solar Park is in the region of £22.5m, plus a need for gas boilers on the corporate and schools estate to be replaced by heat source pumps (and/or hydrogen in the future).	The risk is that the Council has to find much higher match funding for future Net Zero projects, or review its expectations with regards to Net Zero 2030 and 2050 ambitions.	The consequence is that the Council has to put forward match funding for capital projects which can only come from borrowing or reserves. Borrowing then has a revenue implication and adds to the financing cost budget which is currently unaffordable, or accept that we will have to meet the target in other ways.	4	30.0
ALL	Full year effect of current overspends	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Increases in forecast current year overspends on recurring activities resulting in higher full year impact on following year's budget (converse would apply to underspends)	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	20.0

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
ASCH / CYPE	Market Sustainability	The long term impact of Covid-19 is still impacting on the social care market, and there continue to be concerns about the sustainability of the sector. At the moment all areas of the social care sector are under pressure in particular around workforce capacity including both recruitment and retention of staff especially for providers of services in the community, meaning that sourcing appropriate packages for all those who need it is becoming difficult. This is likely to worsen over the next few months with the pressures of winter, and increased activity in hospitals. Throughout this year we have continued to see increases in the costs of care packages and placements far greater than what would be expected and budgeted for, due to a combination of pressures in the market but also due to the increased needs and complexities of people requiring social care support.	If staffing levels remain low, vacancies unfilled and retention poor, then repeated pressure to increase pay of care staff employed in the voluntary/private sector in order to be able to compete in recruitment market. At the moment vacancy level said to be 1 in 10. The increases to the National Minimum and National Living Wage will create more challenges for the market to recruit and retain when other sectors may be paying more, so it may be that they will need to increase their wages accordingly.	Care Homes closures are not an infrequent occurrence and whilst some homes that close are either too small or poor quality others are making informed business decisions to exit the market. The more homes that exit in this unplanned manner further depletes choice and volume of beds which can create pressures in the system regarding throughput and discharge from hospital thus potentially increasing price.	4	20.0
Page 107	Capital - Developer Contributions	Developer contributions built into funding assumptions for capital projects are not all banked.	Developer contributions are delayed or insufficient to fund projects at the assumed budget level.	Additional unbudgeted forward funding requirement and potential unfunded gaps in the capital programme	4	15.0
ALL	Revenue Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Price pressures rise above the current MTFP assumptions and we are unsuccessful at suppressing these increases. Each 1% is estimated to cost £14m.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	14.0
CYPE	Market Sustainability	Availability of suitable placements for looked after children. Availability in the market for home to school transport, due to reducing supplier base and increasing demand.	Continued use of more expensive and unregulated placements, where it is difficult to find suitable regulated placements as no suitable alternative is available. The cost of transport contracts continues to increase above inflation.	Unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4	10.0
ALL	Demand & Cost Drivers	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending pressures.	Non inflationary cost increases (cost drivers) continue on recent upward trends particularly but not exclusively in adult social care, children in care and home to school transport above the current MTFP assumptions and the Council is not able to suppress these	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	10.0

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
Other Risks (under £10m - individual amounts not included)						70.0
GET	Capital – asset management and rolling programmes including: Highways, Country Parks, PROW	The asset management/rolling programmes for KCC Highways are annual budgets and are not increased for inflation each year, meaning that the purchasing power reduces year on year as inflation is compounded yet the budget remains fixed.	Inflation pressures are incurred annually on these budget areas but the funding sources (Council borrowing, DfT grant) remain fixed and therefore this contributes to the ‘managed decline’ notion in that these budgets do not even maintain steady state as often the level of investment is significantly below (risk accepted by the Executive) the required level of spend - steady state asset management principles recommend £150m pa is spent. Plus year-on-year inflation is not budgeted for so the level of works commissioned reduces year-on-year also, which was exacerbated in 2023 with BCIS reaching 29% and RPIX 12%+.	A funding gap exists annually, so steady state cannot be achieved, so unless budget provision is made, the level of capital/asset management preventative works commissioned each year will reduce. This will present a revenue pressure, as more reactive works are likely to be required, plus the respective backlogs for Highways Asset Management (c£700m) will increase exponentially. The risk represents the level of annual inflation required to mitigate this risk or accept that the asset will deteriorate.	4	
GET Page 108	Capital - highways grant allocation	DfT capital grant funding has reduced by £9m resulting in insufficient capital funding available to continue at previous budgeted and approved service/investment levels, leading to an accelerated managed decline in the state of our highways network. Kent Highways invest c£70m of capital each year (£25m Council, £40-£45m pa DfT) and this is less than half of what is recommended under best practice asset management principles.	The requirement to manage safety concerns may lead to increased unbudgeted revenue spend on reactive works or an increase in the level of Category 1 & 2 works required on key strategic routes. The Council was already operating a managed decline in the state of the network due to increasing traffic volumes, increasing inflation without compensating increases in funding etc so this will further exacerbate that position.	An overspend on the capital/revenue budget, requiring alternative offsetting savings or temporary funding from reserves/other sources. A re-prioritisation of the Council's capital programme would be required or service levels would need to be reduced. Asset management backlog (currently in excess of £700m) would continue to grow at an even quicker rate.	4	
ALL	Capital	Capital project costs are subject to higher than budgeted inflation.	Increase in building inflation above that built into business cases.	Capital projects cost more than budgeted, resulting in an overspend on the capital programme, or having to re-prioritise projects to keep within the overall budget. For rolling programmes (on which there is no annual inflationary increase), the level of asset management preventative works will reduce, leading to increased revenue pressures and maintenance backlogs.	4	
ALL	Contract retender	Contracts coming up for retender are more expensive due to prevailing market conditions and recruitment difficulties	This risk could result in a shortage of potential suppliers and/or increases in tender prices over and above inflation	Higher than budgeted capital/revenue costs resulting in overspends unless that can be offset by specification changes	4	

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
GET	Investment in the Public Rights of Way (PROW) network	Insufficient funding to adequately maintain the PROW network	Condition of the PROW network suffering from under-investment. A £150k allocation was included in the 2021-22 but additional one-off and base funding is likely to be needed for a service that is already operating at funding levels below best practice recommended asset management levels. This has been further exacerbated by the increased usage several years ago arising from the covid related restrictions and national lockdown	The potential for claims against the Council due to injury and from landowners and the need to undertake urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves.	4	
GET	Revenue - drainage and adverse weather	Persistent heavy rainfall and more frequent storm events mean insufficient revenue and capital budget to cope with the reactive and proactive demands on the service	An additional £1m was put into the drainage budget in 2021-22 but this was below the level of overspends in the two prior years and the risk is therefore the budget is not being funded at the level of demand/activity. More erratic weather patterns also cause financial pressures on the winter service and many other budgets. The risk is that this weather pattern continues and additional unbudgeted funding is required. A £1m saving was put into the budget in 2023-24 with a view to reducing the service standards/intervention levels in this area but due to the climate/persistent rainfall, damage to the network meant that additional works were required. Despite provisionally including £1m back into the 2024-25 budget, there is still a view that the budget is £1m light due to the changing weather climate/events and that the budget could see activity/demand require an additional £1m-£1.5m being required to reduce potential for flooding on the road network and the level of defects that then arise.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves	4	
GET	Changing Government focus on funding to support the Net Zero/Carbon Reduction green agenda (revenue spend)	The Sustainable Business and Communities team with Net Zero within its remit has received significant EU/Interreg funding which has helped plan and deliver the plan for Net Zero by 2030/2050. This funding ceased in 2023-24 and the Council has invested £0.7m (2023-24) into the base budget to create a permanent team, with £0.3m deferred until 2025-26 (budgetary constraints) to deliver this strategy/Framing Kent's Future priority. If such funding is unaffordable to the Council then Net Zero requirements won't be met.	The risk is that the Council has to fund any reduction or cessation of funding.	The consequence is an overspend against the revenue budget, requiring compensating savings or funding from reserves, as simply not delivering Net Zero by 2050 is not an option due to Government legislation being implemented.	4	

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
CYPE	Recruitment, retention & cover for social workers	Higher use of agency staff to meet demand and ensure caseloads remain at a safe level in children's social work. The Service has relied on recruitment of newly qualified staff however this is being expanded to include a more focused campaign on attracting experienced social workers. There are higher levels of sickness and maternity leave across children's social work	Inability to recruit and retain sufficient newly qualified and experienced social workers resulting in continued reliance on agency staff, at additional cost. Higher levels of sickness and maternity leave resulting in need for further use of agency staff.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	4	
DCED	Cyber Security	Malicious attacks on KCC systems.	Confidentiality, integrity and availability of data or systems is negatively impacted or compromised leading to loss of service, data breaches and other significant business interruptions.	Financial loss from damages and potential capital/revenue costs as a result of lost/damaged data and need to restore systems	3	
DCED	Strategic Headquarters	Sub optimal solution for the Council's strategic headquarters following the decision to market Sessions House as an entire site (with options on individual blocks)	Capital programme includes a capped £20m allocation for strategic assets project that limits the available options	Inability to address all backlog issues increases the risk of cost overruns and potential need for higher future maintenance, running and holding costs	3	
ALL	IFRS9	Removal of statutory override that allows unrealised gains/losses resulting from changes in the fair value of pooled investment funds to be transferred to an unusable reserve until the gain/loss is realised once the financial asset has matured.	Any unrealised gain or loss as a result of stock market performance will impact on the General Fund.	A significant loss would reduce our General Fund and the council's financial resilience. There are two uncertainties: (1) the Statutory Override could be extended, and (2) the ultimate value of any impact	3	
ALL	Capital - Capital Receipts	Capital receipts not yet banked are built into the budget to fund projects.	Capital receipts are not achieved as expected in terms of timing and/or quantum.	Funding gap on capital projects requiring additional forward funding.	3	
ALL	BREXIT and EU Transition	The Council requires full reimbursement from Central Government for the additional ongoing costs of BREXIT and transition.	Full cost reimbursement not received from government. The grants received to date have not been sufficient to cover the Council's additional spending on BREXIT and transition costs.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves	3	
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates.	Income is less than that assumed in the MTFP.	Loss of income or reduced collection of income that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
GET	Waste income, tonnage and gate fee prices	The current market has seen a considerable volatility in the income received for certain waste streams (potentially due to other supply shortages), as well as increased gate fees due to the double digit inflation seen in 2023 (majority of Waste contracts are RPI which was 12% during the year). The budget for 2024-25 includes not only significant price pressures for contract inflation, gate fees and HWRC management costs, but also realignment of budgets from 2023-24 where the actual inflation levels at the point the contracts are uplifted being higher than budgeted. Inflation is reducing, but November OBR showed a slowing rate of reduction than March OBR.	Projected levels of income fall, or gate fees/contractual price uplifts are above budgeted levels which leave an unfunded pressure.	This will result in an unfunded pressure that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	
GET	English National Concessionary Travel Scheme (ENCTS) and Kent Travel Saver (KTS) journey levels	ENCTS journeys have reduced over time, more so during the pandemic, so a £3.4m reduction was reflected in 2022-23 budget with a further £1.9m reduction in the 2023-24 budget. Should custom/patronage return to pre-covid levels, this would lead to a £5.3m budget shortfall. This is a national scheme and the Council has to reimburse the operators for running this on the Council's behalf. There was initially a ringfenced grant for this service, it then became part of the Revenue Support Grant and now no specific grant exists so the taxpayers of Kent fund this scheme and would need to fund any update.	Activity levels return to a level of journeys in excess of the revised budget, therefore causing a financial pressure.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years if current activity levels are not indicative of the new normal.	3	
Non Attributable Costs	Insecure funding	The 2024-25 core budget includes £14.6m from insecure funding (company dividends, business rate pool and new homes bonus).	Previously it was recognised that core spending should not be funded from insecure/volatile sources and such funding should be held in reserve and used for one-off purposes	Funding is not secured at the planned level resulting in overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
Non Attributable Costs	Volatility on Investment Income	Income returns have increased in 2023-24 in line with rising interest rates. The 2023-24 budget included an assumed £2.9m additional income on financial investments under the Treasury Management Strategy and the latest budget monitoring assumes this will be overachieved. The 2024-25 budget assumes a further £2.3m of investment income.	Performance of our investments falls below predicted levels as a result of volatility in the economy	Reduction in investment income leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	3	
CYPE	Home to School Transport	Lack of suitable local education placements for children with Special Education Needs	Parents seek alternative placements outside of their locality requiring additional transport support	Additional transport costs incurred resulting in an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves and potential recurring budget pressure for future years; or seek to demonstrate that the available local placements are suitable for the child's needs	3	
CYPE Page 112	Changes to OFSTED regulation for 16 & 17 year olds	The Department of Education has introduced quality standards, registration and inspection requirements for providers of supported accommodation for 16 & 17 year olds looked after children. Local Authorities are no longer permitted to place or arrange accommodation in unregulated accommodation for any child under 18 from October 2023. Future commissioning must reflect the new OFSTED regulations.	The cost of regulated accommodation is more expensive and could add a further pressure on placement costs in future. Additional Government funding may not be sufficient to fully compensate.	Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years. Further discussions with Home Office if the additional costs relating to UAS Children cannot be managed within existing grant rates.	3	
CYPE / DCED	Reduction in DFE grants for central services for schools and review of school services provided by the Local Authority	The government has reaffirmed its intention for all schools to become part of a multi-academy Trust. Local Authority grant funding to support schools continues to be reduced, equating to a cumulative total reduction of nearly £4m for the Council since 2019-20. Consequently the Council needs to review its relationship with schools and the services it provides free of charge.	Long term solutions cannot be implemented within timescales and may require schools agreement (which may not be achieved). There is also a risk that passing greater responsibilities to schools could have a possible negative impact on other areas of Local Authority responsibility if schools do not comply (for example: school maintenance). There is also the risk of further cuts to the Local Authority Central Services for School Grants in the future.	If this remains unresolved there is a risk that this will also have to either be met from reserves in future years or result in an overspend until a longer term solution is identified	3	
ASCH (PH)	Uplift in Public Health Grant	The anticipated 'real' increase in the Public Health grant is insufficient to meet additional costs due to i) price increases and/or increased demand; and/or ii) costs of new responsibilities.	The increase in the Public Health grant is less than the increases in costs to Public Health.	(i) Additional unfunded cost that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. (ii) Public Health Reserves could be exhausted	3	

Appendix J: Budget Risks Register 2024-25

TOTAL £m	586.5
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Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Estimated Maximum Financial Exposure £m
DCED	Highways unadopted land	Maintenance costs for residual pieces of land bought by Highways for schemes and subsequently tiny pieces not required or adopted.	Work becomes necessary on these pieces of land and neither Highways or Corporate Landlord have budget to pay for it.	Work needs to be completed whilst estates work to return the land to the original landowner	2	
DCED	Enterprise Business Capabilities (EBC)	Cost and/or timescale overruns on implementation phase for Oracle replacement	Unforeseen or higher than budgeted costs	Additional unfunded costs over and above the reserve set aside for the project	2	
DCED	Capital Investment in Modernisation of Assets	Unless the Council estate asset base is reduced sufficiently, there is risk of insufficient funding to adequately address the backlog maintenance of the Corporate Landlord estate and address statutory responsibilities such as Health & Safety requirements	Condition of the Corporate Landlord estate suffering from under-investment. Recent conditions surveys estimate an annual spend requirement of £12.7m per annum required for each of the next 10 years. Statutory Health & Safety responsibilities not met.	The estate will continue to deteriorate; buildings may have to close due to becoming unsafe; the future value of any capital receipts will be diminished. Potential for increased revenue costs for patch up repairs. Risk of legal challenge.	2	
Page 113	VAT Partial Exemption	The Council VAT Partial Exemption Limit is almost exceeded.	Additional capital schemes which are hosted by the Council result in partial exemption limit being exceeded.	Loss of ability to recovery VAT that leads to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	2	
ALL	Capital - Climate Change	Additional costs are incurred to comply with climate change policy	Project costs increase beyond budget	Overspend on the capital programme resulting in additional borrowing	2	
CYPE	Capital - Basic Need Allocations	Estimates of future basic need allocations are included in the capital programme.	Basic need allocations are less than expected.	Funding gap for basic need projects which will need to be funded either by reprioritising the capital programme or by descoping.	2	
DCED	Backlog of maintenance for properties transferring to Corporate Landlord	Maintenance backlog historically funded by services from reserves or time limited resources which have been exhausted. Properties that have been transferred to the corporate landlord require investment.	Urgent repairs required which cannot be met from the Modernisation of Assets planned programme within the capital budget	Unavoidable urgent works that lead to an overspend on the revenue budget, requiring compensating in year savings or temporary unbudgeted funding from reserves. Potential recurring budget pressure for future years.	2	

Likelihood Rating

Very Likely	5
Likely	4
Possible	3
Unlikely	2
Very Unlikely	1

The estimated maximum financial exposure shown in the table relates to 2024-25 for the revenue risks and for the rolling programmes within capital, whereas the capital risks for specific schemes reflect the financial exposure over the life of the project

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Details of Core Grants within the 2024-25 Provisional Local Government Finance Settlement

The Council is in receipt of a mix of general un-ringfenced grants which can be used in any way the Council decides to discharge its functions (core grants) and specific grants which must be spent according to government priorities. Given the uncertainty of future settlements beyond 2024-25 assumptions will have to be included in the Medium Term Financial Plan for future years. There are risks associated with this approach as the government may decide to change its priorities and reduce or cease funding through a grant or reallocate service specific grants into more general funding with a changed distribution.

A) Revenue Support Grant

Revenue Support Grant (RSG) is a central government grant given to local authorities from the centrally retained share of business rates which can be used to finance revenue expenditure on any service. The amount of Revenue Support Grant to be provided to authorities is established through the Local Government Finance Settlement using the relevant funding formulae; the revision of these formulae (along with the redistribution of the locally retained share of business rates) is the focus of the (deferred) Fair Funding review process.

The Council's RSG has decreased from circa £161m in 2015-16 to circa £9.6m in 2020-21 with only small inflationary uplifts since then. The inflationary uplift for 2024-25 is based on September 2023 CPI (6.62%). For planning purposes we have assumed that a similar CPI inflationary uplift will be applied in subsequent years (based on OBR forecast) although there has been no confirmation of this beyond 2024-25.

B) New Homes Bonus

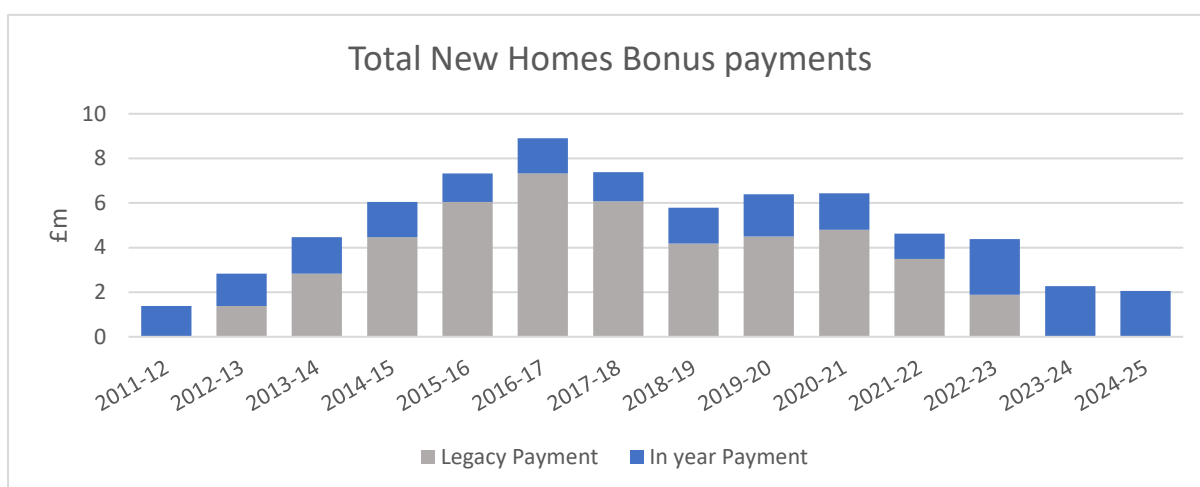
The New Homes Bonus (NHB) scheme was introduced in 2011-12 to help tackle the national housing shortage. The scheme was designed to reward those authorities that increased their housing stock either through new build or by bringing empty properties back into use. The grant is un-ringfenced.

Initially the NHB grant increased each year as the grant provided an incentive for six years by adding an additional in year growth to the previous year's legacy amount. This saw the grant peak in value in 2016-17. From 2017-18 the grant was reformed with the incentive reduced to four years in stages over two years by removing the earliest two year's legacy payments and adding in year additional growth.

A further reform was introduced in 2020-21 which saw the additional in year growth added as a one-off (i.e. not included in the subsequent year's legacy) with oldest year's legacy removed. This meant three years' worth of legacy payments in that year and one in year's growth. The same system was used in 2021-22 with one-off allocation

of in year growth and two years' worth of legacy payment. In 2022-23 the grant included the one year's remaining legacy and one further year of additional in year growth. For 2023-24 the legacy payment has expired, and the grant represented one year of growth. The provisional local government finance settlement for 2024-25 has confirmed the continuation of NHB payments for one final year, and like 2023-24 these will not attract legacy payments. The provisional settlement for 2024-25 is based on the same methodology as 2023-24 using updated data from Council Tax Base (CTB) returns and DLUHC data on affordable housing supply. Councils can make representations about the data on which allocations are based by 15th January 2024.

The graph below depicts the legacy and growth elements over the lifetime of NHB.



C) Improved Better Care Fund

The Better Care Fund (BCF) was introduced in the 2013-14 spending review. The fund is a pooled budget, bringing together local authority and NHS funding to create a national pot designed to integrate care and health services.

In addition to this, an Improved Better Care Fund (IBCF) was announced in the 2016-17 budget to support local authorities to deal with the growing health and social care pressures during the period 2017-20. The grant is allocated according to relative needs formula for social care with an equalisation adjustment to reflect the adult social care council tax precept. The allocations increased each year between 2017-18 to 2020-21. The subsequent spending reviews and local government settlements have seen the grant rolled forward at the same value in cash terms as 2020-21 (£48.5m). The grant for 2022-23 included a 3% inflationary uplift as part of the additional resources for adult social care within the settlement. The grant for 2024-25 is the same value in cash terms as 2023-24 and 2022-23 (£50m). For planning purposes we have assumed that this grant will continue at the same value in cash terms for the medium term in subsequent years although there has been no confirmation of this.

D) Social Care Grant

The social care support grant was first introduced in 2019-20 following the announcement in the Chancellor's 2019-20 budget of an additional £410m for adult and children's social services. The Council's allocation for 2019-20 was £10.5m based on a formula using the Adult Social Care (ASC) Relative Needs Formula (RNF) with an equalisation adjustment to reflect the adult social care council tax precept.

An additional £1bn was added to the 2020-21 settlement taking the total for social care grant to £1.41bn. The same formula as 2019-20 was used based on using the ASC RNF with an equalisation adjustment to reflect the adult social care council tax precept. The Council's allocation was £34.4m. The government believes there is not a single bespoke needs formula that can be used to model relative needs for both adult and children's social care, therefore the existing ASC RNF was used to distribute this Social Care Grant funding.

The 2021-22 settlement included a further £300m taking the total social care grant to £1.71bn. The same formula was used again providing the Council with an additional £4.7m, increasing the total grant value for 2021-22 to £ 39.1m.

The 2022-23 settlement included an additional £636.4m, £556.4m of this was allocated via the existing ASC RNF and the remaining £80m was allocated to reflect the 1% adult social care council tax precept. This took the total grant to £2.346bn. Combined with the rollover from 2021-22, the Council's total social care grant for 2022-23 was £54.5m, an increase of £15.4m on 2021-22.

The 2023-24 settlement included an additional £1.345bn from the additional funding for adult social care announced in Autumn Budget 2022 which was added to the £2.346bn rolled forward from 2022-23. £160m of this increase was allocated to reflect the 2% adult social care council tax precept, with the remaining £1.185bn allocated using the existing ASC RNF. In addition, the Independent Living Fund (ILF) was rolled into the Social Care Grant (accounting for £161m of the total grant figure) and will no longer be received as a separate specific grant. This took the total Social Care grant to £3.852bn in 2023-24. The Council's total Social Care Grant for 2023-24 was £88.771m including £1.920m from rolled in ILF.

The provisional settlement proposes increasing allocations of the Social Care Grant by £0.692bn, of which £0.612bn was previously announced (and expected) as part of the additional funding for social care announced in Autumn Budget 2022, and £80m was unexpectedly transferred from Services Grant. These increases have been added to the rolled forward grant from 2023-24 of £3.852bn taking the total grant for 2024-25 to £4.544bn. £0.532bn of the increase was allocated according to ASC RNF (as we had been expecting) and £160m of the increase allocated to reflect the 2% adult social care council tax precept (we had been expecting £80m via ASC council tax before the transfer of the further £80m from Services Grant). The Council's total Social Care Grant in the provisional settlement for 2024-25 is £104.2m, an increase of £15.4m on 2023-24.

The Social Care Grant is ringfenced for adults' and children's social care.

E) Services Grant

This was a new one-off, un-ringfenced grant for 2022-23. The Services Grant was £822m in 2022-23. This grant was distributed through the existing formula for assessed relative need across the sector, using 2013-14 shares of Settlement Funding Assessment (SFA). The new grant was to provide funding to all tiers of local government in recognition of the vital services, including social care, delivered at every level of local government. It also included funding for local government costs for the increase in employer National Insurance Contributions. The Council's share of this grant for 2022-23 was £13.0m.

The Services grant reduced to £483m in the 2023-24 settlement, £188m of this reduction was related to the cancellation of the increase in employer's National Insurance Contributions. The 2023-24 settlement confirmed the Council's allocation had reduced to £7.6m.

The provisional settlement for 2024-25 proposes a further significant reduction in the Services Grant to £77m, a reduction of £406m. This was an unexpected reduction although £266m has been recycled into increases in other grants (RSG, 3% funding guarantee and £80m into Social Care Grant). It is not clear at this stage what the remaining £140m balance will be used for. The Council's share reduced by £6.4m to £1.2m (an 84% reduction) which equates to net unexpected reduction in the overall provisional settlement of £5.4m after taking into the additional social care grant.

For planning purposes we have assumed that Services Grant will continue at the same value in cash terms for the medium term although there has been no confirmation of this.

F) Market Sustainability and Fair Cost of Care Fund

This was a new grant for 2022-23. In total £162m out of the £3.6bn over 3 years was made available in 2022-23. The grant was allocated using the existing the Adults RNF. The Council's share of this grant was £4.2m. The charging reforms have now been delayed so the 2023-24 allocations of this grant have now been used to fund the increases to the social care grant as explained in paragraph section D of this appendix. The £162m from 2022-23 has now been rolled into the Adult Social Care Market Sustainability and Improvement Funding as explained in Section G below.

G) Adult Social Care Market Sustainability and Improvement Funding (MSIF)

The 2023-24 settlement maintained the current levels of Fair Cost of Care funding for local authorities for 2023-24 at £162 million.

The Autumn Budget 2022 announced that there will be an additional £400m for adult social care to increase MSIF to £562m for 2023-24. This additional funding was

intended to make tangible improvements to adult social care and, in particular, to address discharge delays, social care waiting times, low fee rates, workforce pressures, and to promote technological innovation in the sector. The additional grant was allocated on the same basis as 2022/23 using the ASC RNF. The Council's allocation of the additional £400m was £10.3m taking the total grant for 2023-24 to £14.4m. The grant was included in the Council's 2023-24 budget plans.

A further £600m funding for adult social care over 2023-24 and 2024-25 was announced on 28th July 2023. £570m was added to MSIF (£365m in 2023-24 and £205m in 2024-25). This additional funding was intended to fund workforce improvements.

The provisional local government finance settlement for 2024-25 has provided confirmation of an Autumn Statement 2022 announcement that this grant has increased nationally by £283m in 2024-25 and by a further £205m for the 2024-25 increase in the workforce element. The additional funding is allocated by the same mechanism as 2023-24 (ASC RNF). The Council's total allocation for 2024-25 is £26.969m, an increase of £12.5m (as expected). For planning purposes we have assumed that the grant will continue at the same value in cash terms for 2025-26 although there has been no confirmation of this.

H) Adult Social Care Discharge Fund

The Autumn Statement 2022 announced £600m of new grant funding for 2023-24 to ensure those people who need to draw on social care when they are discharged from hospital can leave as soon as possible, freeing up hospital beds for those who most need them. Local authorities received £300m of this funding. This funding is required to be pooled as part of the Better Care Fund (BCF). 50% is to be made available to local authorities in the local government finance settlement and the remaining 50% held by Health within the BCF.

In 2023-24 this grant has been distributed using the existing Improved Better Fund allocations, the Council's share was £7.0m. There are conditions attached to this grant.

The 2024-25 provisional local government finance settlement has confirmed the previous announcement in Autumn Budget 2022 that the local authority 50% share of the ASC Discharge Fund increases to £500m in 2024-25. The Council's allocation of £11.7m was confirmed in the provisional local government finance settlement for 2024-25 (as expected). For planning purposes we have assumed that this grant will continue at the same value in cash terms in 2025-26 although there has been no confirmation of this.

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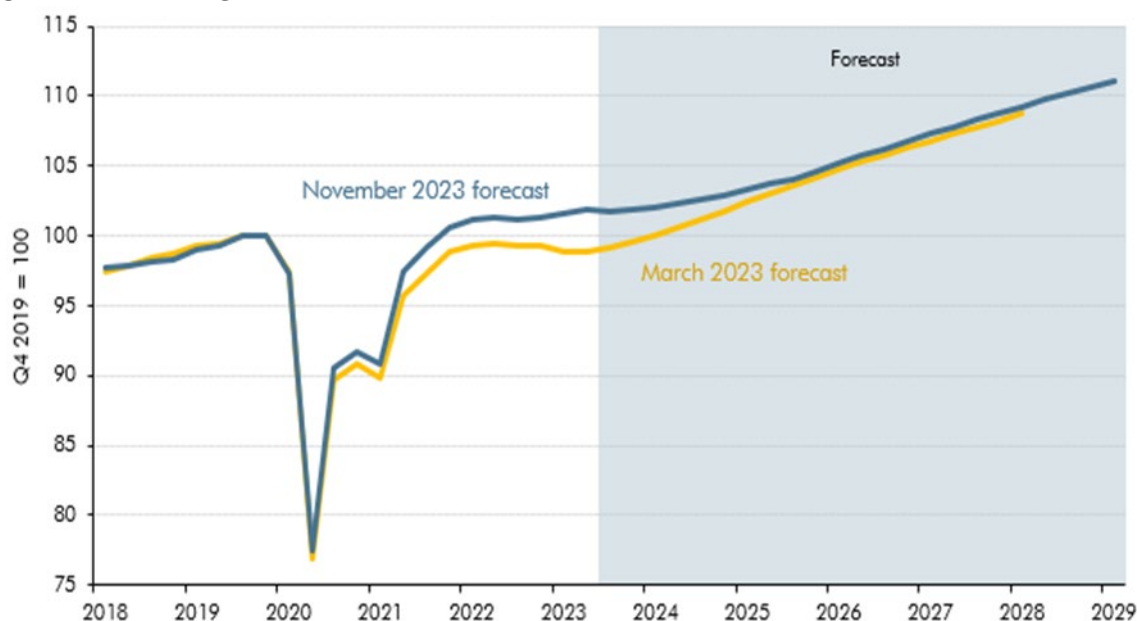
Economic & Fiscal Context

The national fiscal and economic context is an important consideration for the Council in setting the budget. This context not only determines the amount received through central government grants, but it also sets out how local government spending fits in within the totality of public spending and the wider economy. The Autumn Statement and Local Government Finance Settlement LGFS set the government's expectations of how much local authorities can raise through local taxation as well as departmental spending from which central government grants to local government are funded. The Office for Budget Responsibility (OBR) produces an Economic and Fiscal Outlook (EFO) report to provide the Chancellor of the Exchequer with an independent and up to date fiscal and economic forecast including impact of government policy decisions. This section of the report highlights the key elements for economic growth, inflation, and public sector spending/borrowing.

Economic Outlook - Growth

The November OBR report identified that the overall economy has recovered more fully from the Covid-19 pandemic and weathered the energy price shock better than previously anticipated. Gross domestic product (GDP) recovered to its pre-pandemic level by the end of 2021 and was 1.8% above it by mid 2023. This compares to the March 2023 forecast that GDP would be 1.1% below pre-pandemic levels at the same point in time. The EFO report indicates that survey data suggests that much of the improved economic strength can be attributed to a modest degree of excess demand. However, although GDP is starting nearly 3% higher than previous forecast, future growth is forecast to be more sluggish and GDP is only to be 0.6% higher by 2027 than the previous forecast as GDP growth is squeezed in the short-term forecasts by a combination of real wages, higher interest rates and unwinding of temporary government support. The comparison between previous and latest forecast for GDP is shown in the following chart 1 from the EFO report.

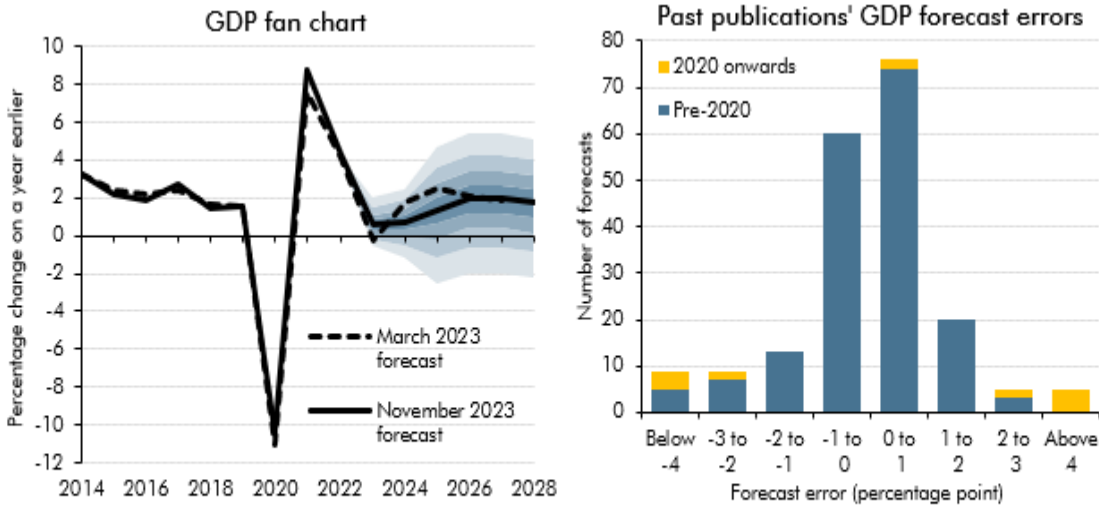
Chart 1 – Real GDP



Source: ONS, OBR

The OBR recognises there is significant uncertainty around GDP growth forecast. This is illustrated through a fan graph showing the central case (as per chart 1 above) and other potential scenarios (shaded according to probability) and the scale of errors in previous forecasts. These comparisons are shown in the following chart 2 from the EFO report.

Chart 2 – GDP Growth Fan Chart and Past GDP Forecast Errors

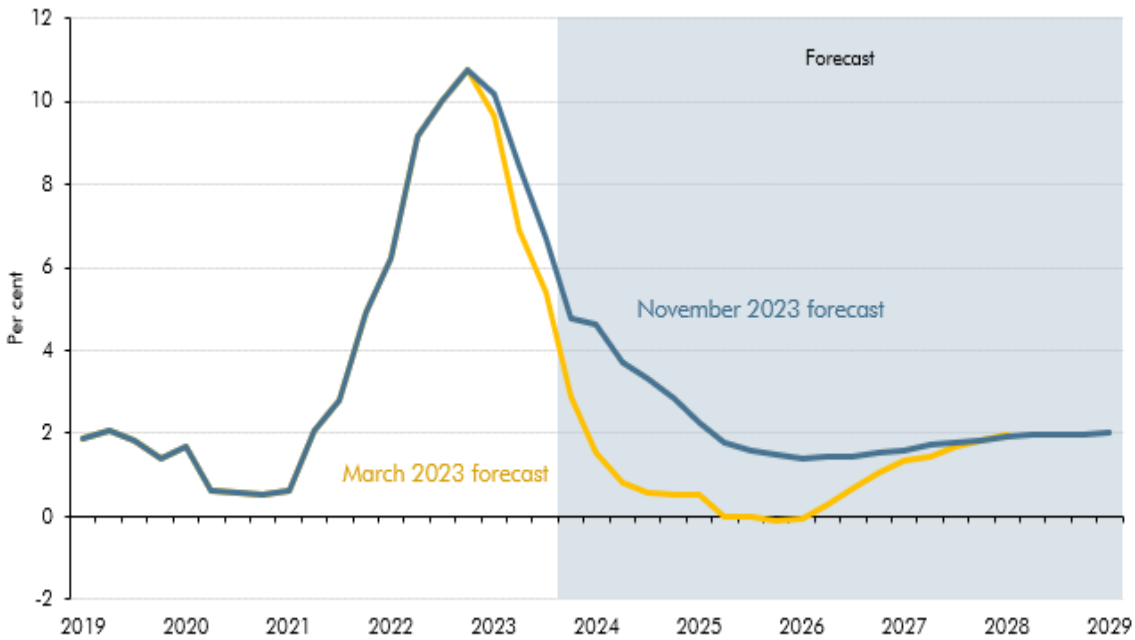


Note: On the left-hand chart, successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands. The right-hand chart shows the distribution of forecast errors for every Autumn forecast since 1987. Source: ONS, OBR

Economic Outlook - Inflation

The OBR is forecasting that inflation will remain higher for longer, taking until the second quarter of 2025 to return to around the 2% target, this is more than a year later than in the March 2023 forecast. The OBR has concluded that this slower decline in the rate growth in inflation from previous forecast is due to domestic factors including the higher demand (and subsequent gap between demand and supply within the economy) and stronger wage growth more than offsetting the faster than expected decline in gas prices. From a peak of 10.7% in the last quarter of 2022, CPI is forecast to fall to 4.8% in the final quarter of 2023 (noting that since the OBR forecast was published CPI rate of inflation in the year to November 2023 fell to 3.9% compared to 4.6% for the year to October, and if this trend continues the quarter 4 2023 forecast would be overestimated). The OBR forecasts that as rate of GDP slows and a modest amount of spare capacity opens up and gas prices fall further that inflation is forecast dip slightly below the 2% target between 2025 to 2027, before returning to the target level in the longer-range forecast. The comparison between previous and current inflation is shown in the following chart 3 from EFO report.

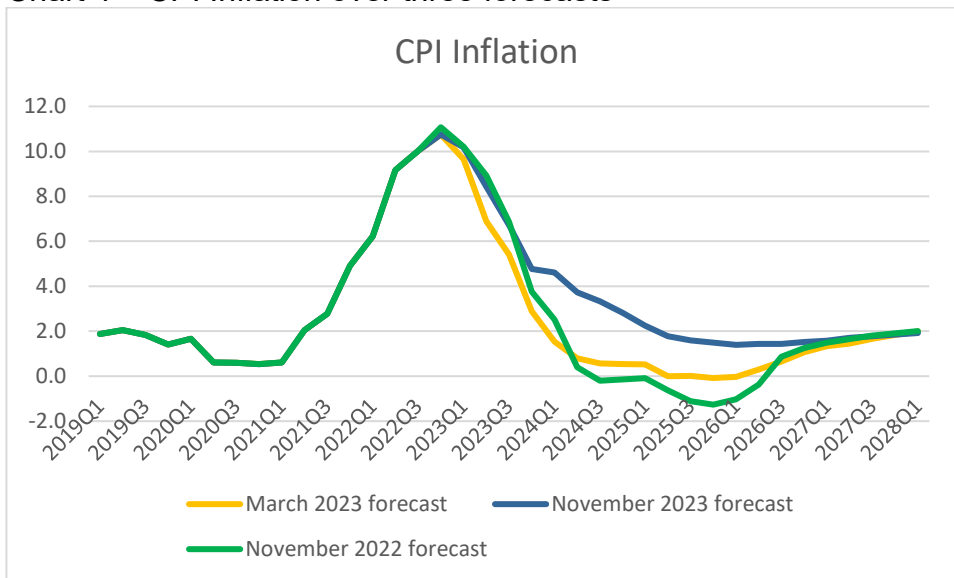
Chart 3 – CPI Inflation



Source: ONS, OBR

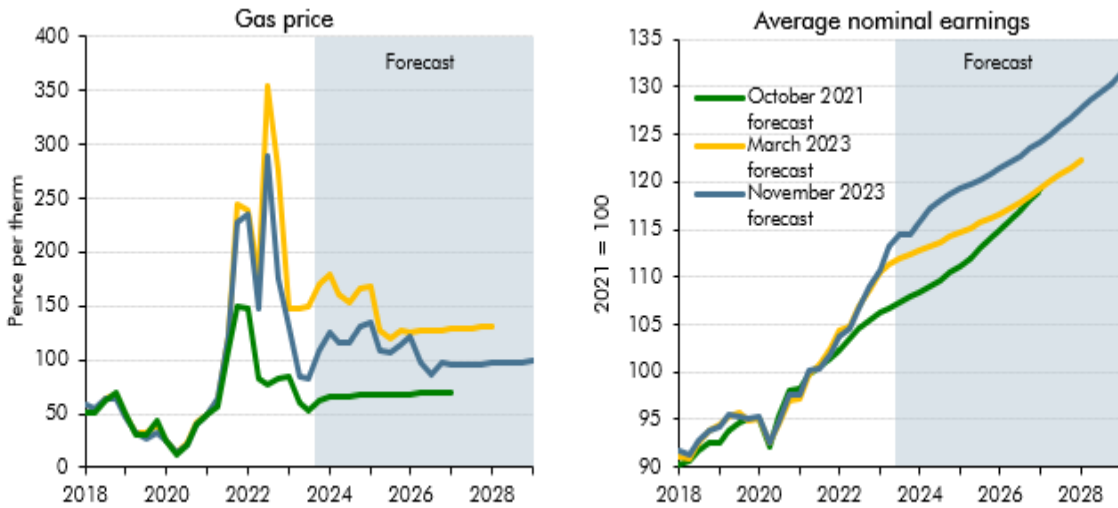
We have also compiled a comparison with previous November 2022 forecast where at one stage inflation was forecast to be negative in Chart 4 below.

Chart 4 – CPI Inflation over three forecasts



The impact of gas prices and wages on inflation were demonstrated in the EFO report as per chart 5 below.

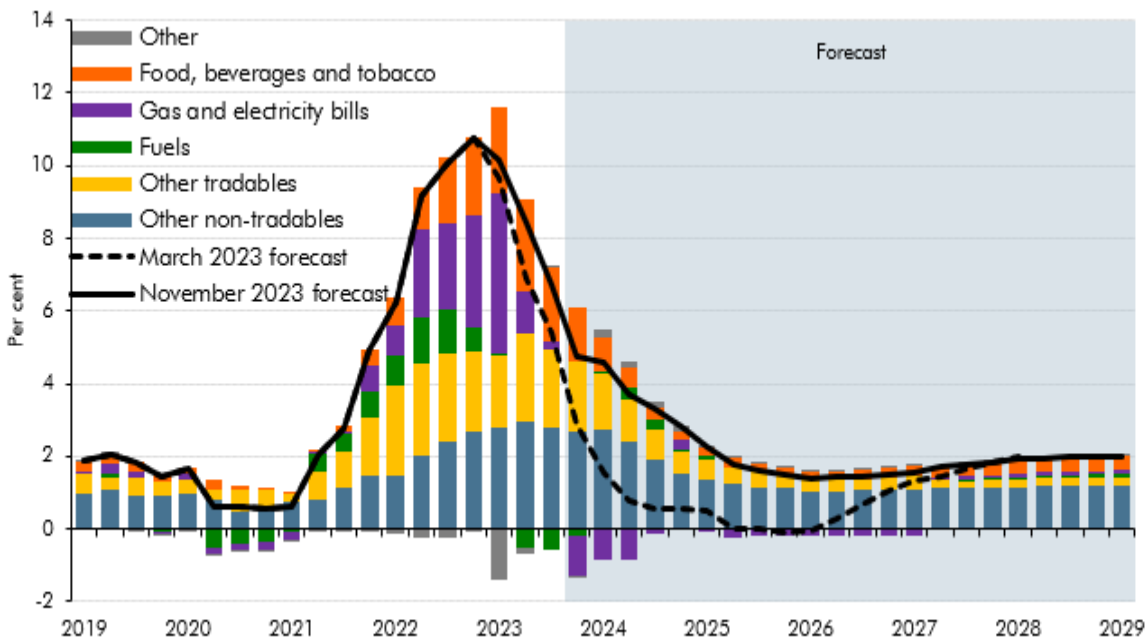
Chart 5 – Impact of Gas Prices and Average Earnings



Source: Datastream, ONS, OFGEM, Eikon, OBR

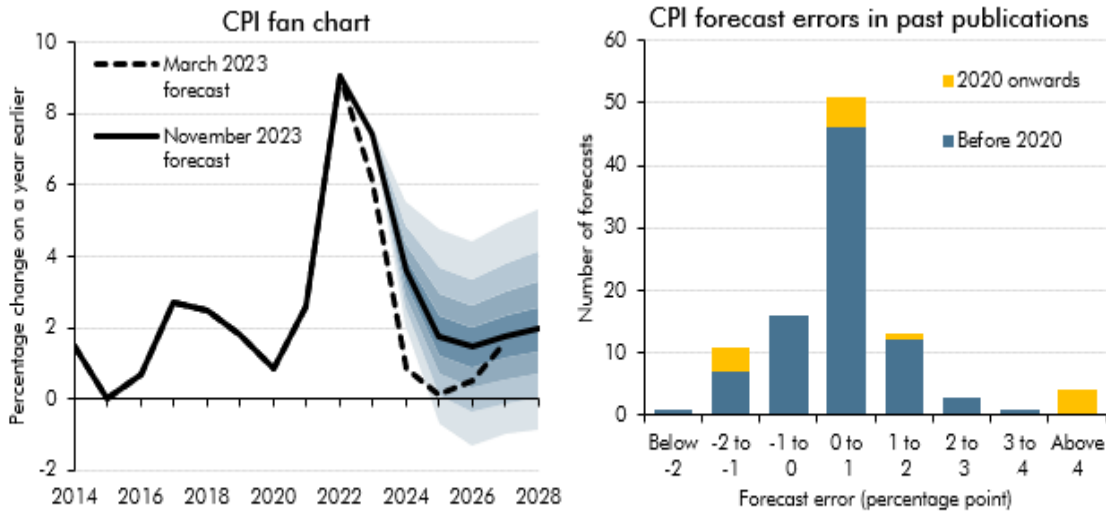
The EFO report confirms that the risks around inflation outlook remain high given both domestic and international uncertainty. The EFO report includes an analysis of the main contributors to inflation (chart 6) as well as an analysis of the more significant variations in inflation forecasts since 2020 (chart 7) similar to chart 2 for GDP uncertainty.

Chart 6 – Contributions to CPI Inflation



Source: ONS, OBR

Chart 7 – CPI Inflation Fan Chart and Forecast Errors in Previous Publications

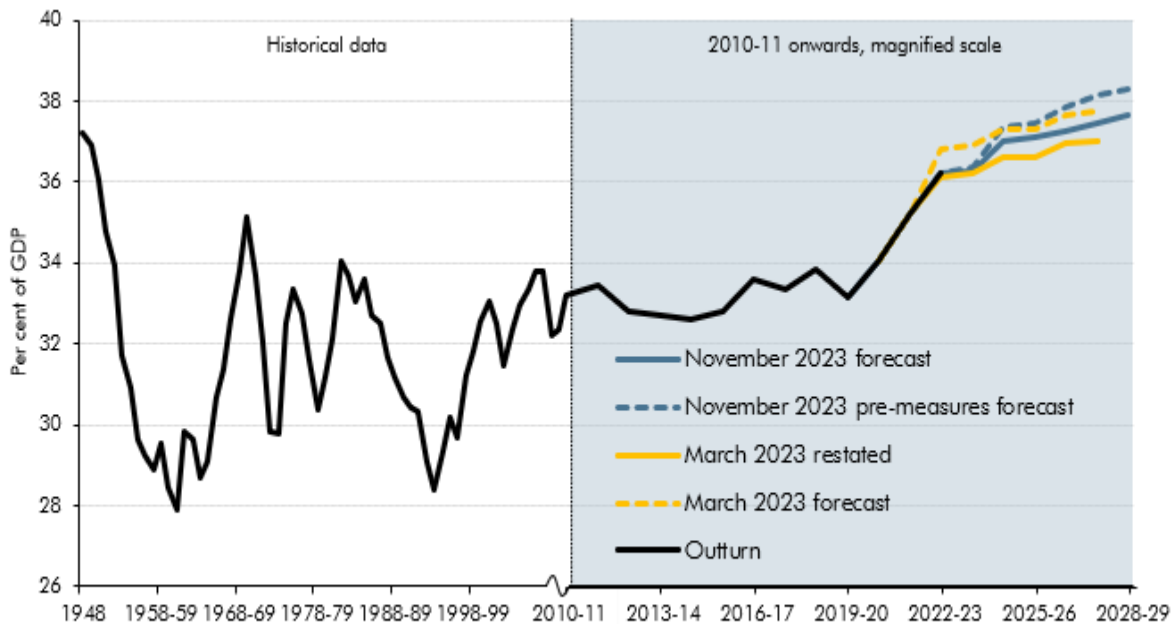


Note: On the left-hand chart, successive pairs of lighter-shaded areas around our forecast represent 20 per cent probability bands. The right-hand chart shows the distribution of forecast errors for every Autumn forecast since 2003. Source: ONS, OBR

Fiscal Outlook – Public Sector Receipts

Total public sector receipts in 2022-23 as a share of GDP reached 40.1%, a 3.2% increase on pre pandemic level of 36.8% in 2019-20. Public sector receipts are forecast to continue grow faster than GDP reaching 41.6% by 2028-29. National account taxes¹ equate to 36.2% of GDP in 2022-23 (an increase of 1% on 2021-22), and marginally higher than the restated forecast for 2022-23 in March 2023. The share of national account taxes is forecast to reach a post-war high of 37.7% of GDP in 2028-29, 4.5% above the pre pandemic level in 2019-20 of 33.1%. The share of national account taxes as % of GDP is shown in the following chart 8 from EFO report.

Chart 8 – National Account Taxes as a share of GDP



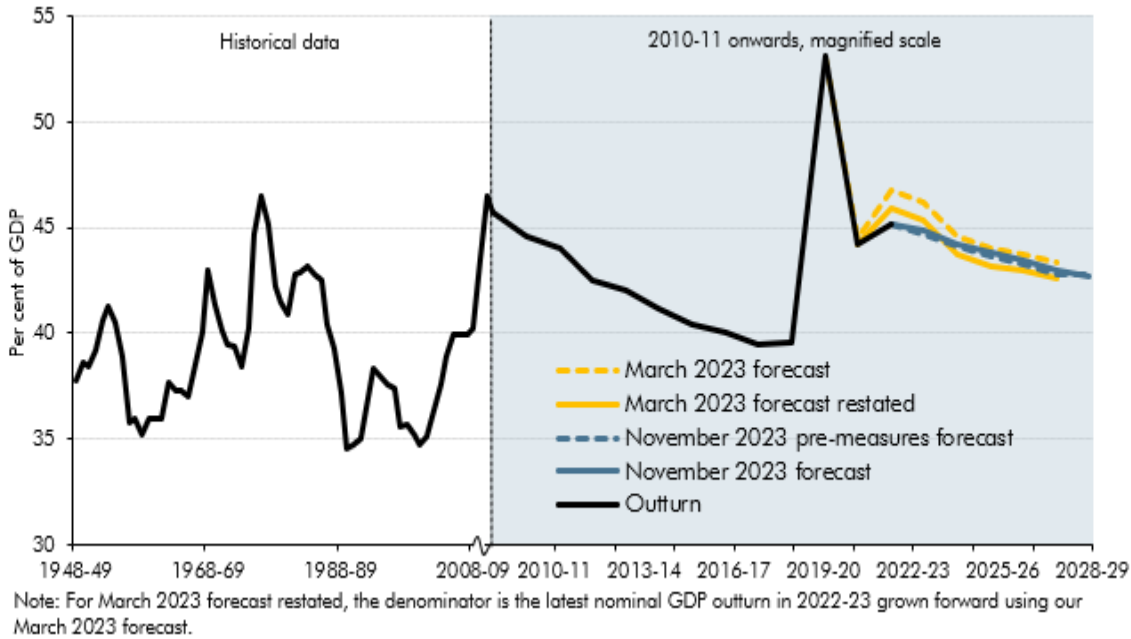
Note: For March 2023 forecast restated, the denominator is the latest nominal GDP outturn in 2022-23 grown forward using our March 2023 forecast. Source: ONS, OBR

¹ National account taxes are a slightly narrower measure of public sector receipts and are more comparable over longer historical periods as they exclude public sector gross operation surplus, interest and dividend receipts and other non-tax receipts.

Fiscal Outlook – Public Sector Expenditure

Total public spending in 2022-23 as share of GDP reached 45.1%, an increase of 0.9% on 2021-22, and 0.8% lower than the restated forecast for 2022-23 in March 2023. Total public sector spending is forecast to fall marginally to 44.8% of GDP in 2023-24 as the unwinding of energy support measures is largely offset by higher welfare costs. Public sector spending as a share of GDP is forecast to fall further each year over the forecast period as a share of GDP from 44.2% in 2024-25 to 42.7% in 2028-29. The share of public sector spending as % of GDP is shown in following chart 9 from the EFO report.

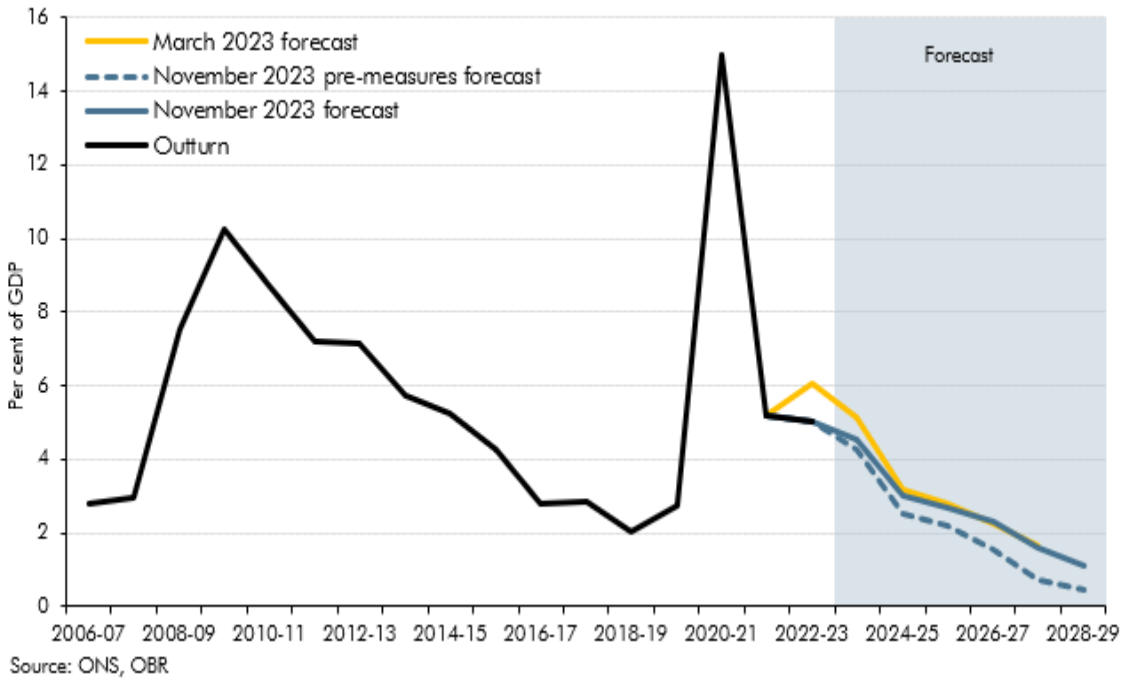
Chart 9 – Public Sector Expenditure as share of GDP



Fiscal Context – Public Sector Borrowing and Total Debt

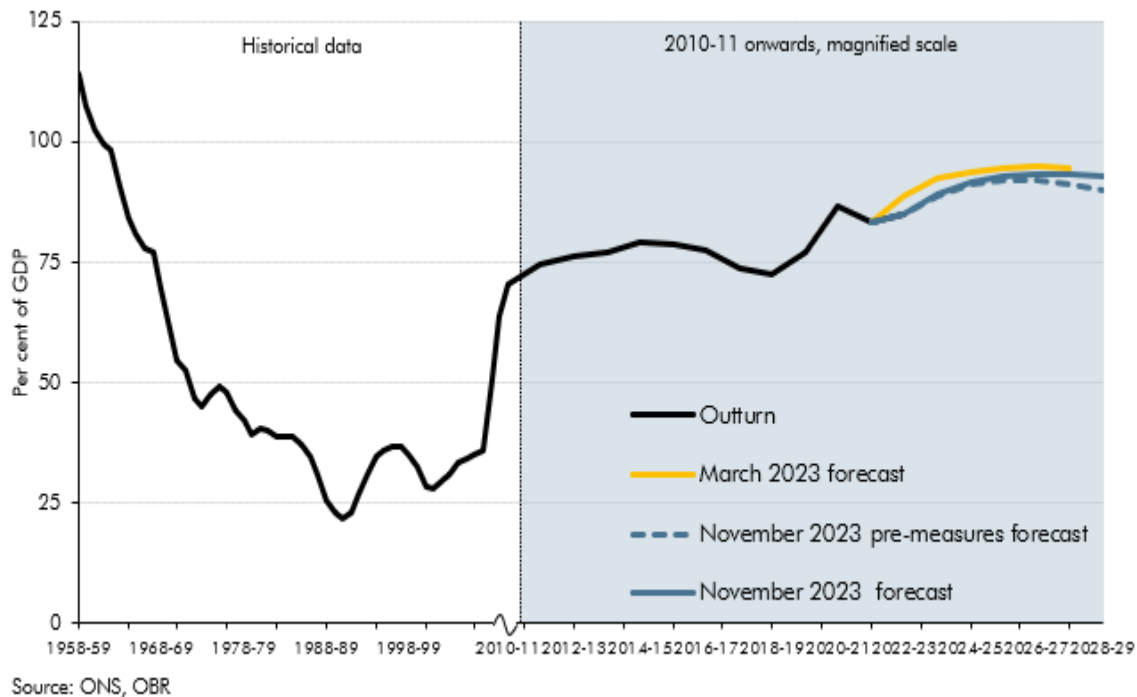
Public sector net borrowing in 2022-23 was £128.3bn (5.0% of GDP), this is a reduction from 5.2% in 2021-22. Net borrowing is forecast to fall to £123.9bn in 2023-24 (4.5% of GDP), this is 0.6% lower than the March 2023 forecast for 2023-24 of 5.1%. Net borrowing is forecast to fall further over the forecast period to £35bn by 2028-29 (1.1% of GDP). Public sector borrowing as % of GDP is shown in following chart 10 from the EFO report.

Chart 10 – Public Sector Net Borrowing



Public sector net accumulated debt was £2,251bn in 2022-23 (84.9% of GDP), an increase from 83.2% in 2021-22 but less than the March 2023 forecast for 2022-23 of 88.9%. Total debt is forecast to increase through the period to £2,458bn in 2023-24 (89.0% of GDP) to £2,845bn in 2026-27 (93.2% of GDP) and to £3,039bn by 2029-29 (92.8% of GDP). The improvement in 2023-24 is due to higher than forecast GDP and compared to the March 2023 forecast total debt as % of GDP is forecast lower in every year. Public sector net debt (excluding Bank of England) as a % of GDP is shown in the following chart 11 from the EFO report.

Chart 11 – Public Sector Net Debt (excluding Bank of England)



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Treasury Management Strategy

Introduction

1. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.
2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.
3. Investments held for service purposes or for commercial profit are considered in the separate Appendix O - Investment Strategy.

External Context

Economic background

4. The following economic commentary is provided by the Council's treasury advisors, Link Group.
5. *The first half of 2023/24 saw:*
 - *Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.*
 - *Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.*
 - *CPI inflation falling from 8.7% in April to 6.7% in September, its lowest rate since February 2022, but still the highest in the G7.*
 - *Core CPI inflation declining to 6.1% in September from 7.1% in April and May, a then 31 years high.*
 - *A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose by 7.8% for the period June to August, excluding bonuses).*
6. *The registering of 0% GDP for Q3 suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.*

7. *The fall in the composite Purchasing Managers Index from 48.6 in August to 46.7 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0% q/q rise in real GDP in the period July to September, being followed by a contraction in the next couple of quarters.*
8. *The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.*
9. *As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.*
10. *The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.*
11. *But the cooling in labour market conditions still has not fed through to an easing in wage growth. The headline 3myy rate rose 7.8% for the period June to August, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular annual average total pay growth for the private sector was 7.1% in June to August 2023, for the public sector this was 12.5% and is the highest total pay annual growth rate since comparable records began in 2001. However, this is affected by the NHS and civil service one-off non-consolidated payments made in June, July and August 2023. The Bank of England's prediction was for private sector wage growth to fall to 6.9% in September.*
12. *CPI inflation declined from 6.8% in July to 6.7% in August and September, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.1%. That reverses all the rise since March.*
13. *In its latest monetary policy meeting on 02 November, the Bank of England left interest rates unchanged at 5.25%. The vote to keep rates on hold was a split vote, 6-3. It is clear that some members of the MPC are still concerned about the stickiness of inflation.*

14. Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. In terms of messaging, the Bank once again said that “further tightening in monetary policy would be required if there were evidence of more persistent inflationary pressures”, citing the rise in global bond yields and the upside risks to inflation from “energy prices given events in the Middle East”. So, like the Fed, the Bank is keeping the door open to the possibility of further rate hikes. However, it also repeated the phrase that policy will be “sufficiently restrictive for sufficiently long” and that the “MPC’s projections indicate that monetary policy is likely to need to be restrictive for an extended period of time”. Indeed, Governor Bailey was at pains in his press conference to drum home to markets that the Bank means business in squeezing inflation out of the economy.
15. This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates in the future.
16. Currently, the Fed has pushed up US rates to a range of 5.25% to 5.5%, whilst the MPC followed by raising Bank Rate to 5.25%. EZ rates have also increased to 4% with further tightening a possibility.
17. Ultimately, however, from a UK perspective it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

Interest rate forecast

18. The Council has appointed Link Group as its treasury advisor and part of their service is to assist the formulation of a view on interest rates. Link provided the following forecasts on 07 November 2023. These are forecasts for Bank Rate and PWLB certainty rates (gilt yields plus 80 bps).

Link Group Interest Rate View 07.11.23	Dec -23	Mar -24	Jun -24	Sep -24	Dec -24	Mar -25	Jun -25	Sep -25	Dec -25	Mar -26	Jun -26	Sep -26	Dec -26
Bank Rate	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.25	3.00	3.00	3.00	3.00	3.00
5yr PWLB	5.00	4.90	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.60	3.50	3.50	3.50
10yr PWLB	5.10	5.00	4.80	4.70	4.40	4.20	4.00	3.80	3.70	3.70	3.60	3.60	3.50
25yr PWLB	5.50	5.30	5.10	4.90	4.70	4.50	4.30	4.20	4.10	4.10	4.00	4.00	4.00
50yr PWLB	5.30	5.10	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.80	3.80	3.80

19. Link forecast that the MPC will keep Bank Rate at 5.25% for the remainder of 2023 and the first half of 2024 to combat on-going inflationary and wage pressures. Link Group do not think that the MPC will increase Bank Rate above 5.25%, but it is possible.
20. The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of Link Group forecasts, as inflation starts to fall through the remainder of 2023 and into 2024.

21. These interest rate forecasts are a central estimate, not a prediction, and there are upside and downside risks, which could alter the eventual path of interest rates.

Local Context

22. The following table summarises the Council's balance sheet for the current (2023/24) and previous financial year and provides a forecast for the medium term.

Balance sheet summary and forecast

	31.3.23	31.3.24	31.3.25	31.3.26	31.3.27
	Actual	Estimate	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m
Total CFR	1,292.4	1,271.6	1,314.6	1,300.4	1,264.0
Other long-term liabilities and adjustments	-164.6	-157.3	-149.2	-140.0	-130.8
Loans CFR	1,127.8	1,114.3	1,165.4	1,160.4	1,133.2
External borrowing	-802.4	-771.9	-742.6	-710.3	-685.1
Internal borrowing	325.4	342.4	422.8	450.1	448.1
Less balance sheet resources	-821.6	-769.8	-777.6	-792.8	-824.0
Treasury investments	496.2	427.4	354.8	342.7	376.0

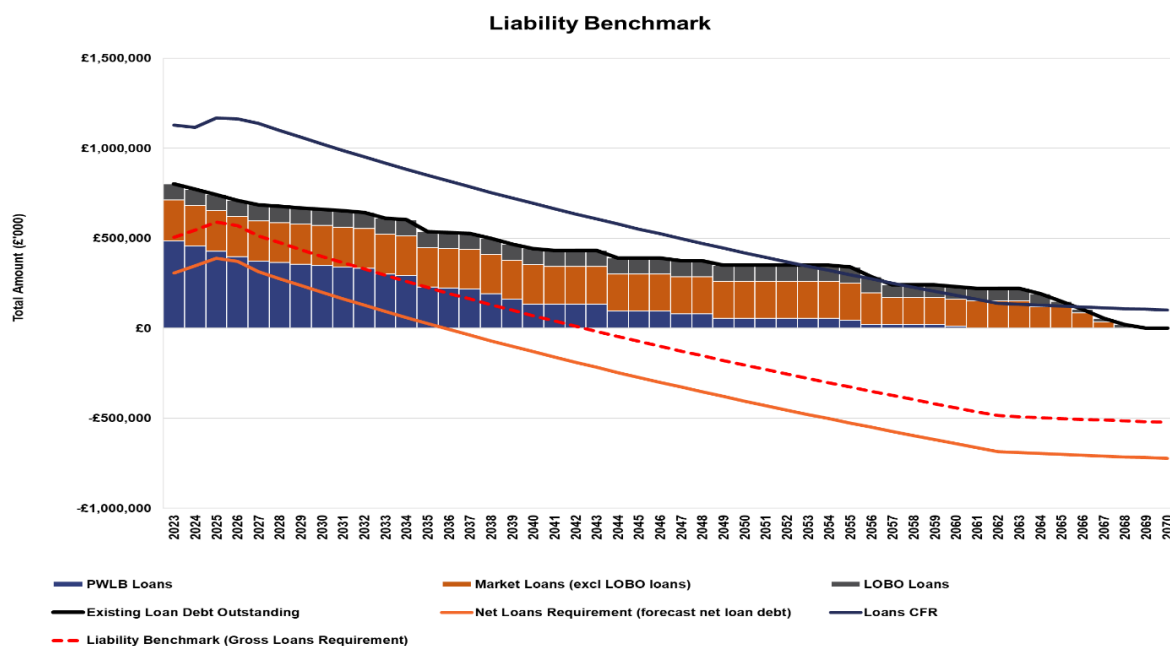
23. The Council's capital expenditure plans are the key driver of treasury management activity and the starting point for the treasury management strategy is the Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. The Council's current capital expenditure and financing plans are set out in the Capital Strategy at appendix M.
24. The CFR does not increase indefinitely, due the requirement to make a minimum revenue provision, a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used. The MRP charge is not shown separately here but is factored into the CFR.
25. The Total CFR includes any other long-term liabilities (e.g., PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Authority's borrowing requirement, these types of schemes include a borrowing facility by the PFI, PPP lease provider and so the Authority is not required to separately borrow for these schemes. For the purposes of determining the treasury management strategy, other long-term liabilities are removed to arrive at the Loans CFR.
26. The Council has externally borrowed £802.4m (as at 31 March 2023) to meet most of the borrowing requirement implied by the Loans CFR, and this figure will decline gradually over the medium term as external loans mature and are repaid (assuming no additional external borrowing is undertaken).

27. The balance of the Loans CFR borrowing requirement is met through internal borrowing, namely the temporary use of the Council's balance sheet resources on lieu of investment. The Council's internal borrowing is forecast to rise over the medium term, compensating for the change in external borrowing noted above.
28. Balance sheet resources represent the Council's underlying capacity for investment (mostly reserves, provisions and working capital). Balance sheet resources exceed internal borrowing and therefore the Council is forecast to continue to have positive external investment balances for the foreseeable future.
29. The current borrowing and investment balances, as at 30 November 2023, when the Council held £776.0m of external borrowing and £508.5m of treasury investments, are set out in further detail in Annex A.

Liability benchmark

30. To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £200m at each year-end to maintain sufficient liquidity but minimise credit risk.
31. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the minimum cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.
32. The liability benchmark is shown in the below chart. The chart illustrates the maturity profile of the Council's existing borrowing and assumes no new capital expenditure funded by borrowing beyond 2026/27.

Figure 1: Liability Benchmark Chart



33. The chart shows the overall borrowing requirement (the Loans CFR), which is projected to increase moderately over the medium term in line with the authority's plans, before declining over the long term as the annual minimum revenue provision (MRP) charge gradually reduces the Council's borrowing requirement. The borrowing requirement is currently met by a combination of fixed rate loans, LOBO loans and internal borrowing.
34. The Council could theoretically reduce its investment balances to zero and maximise the use of internal borrowing before acquiring any external borrowing. The net loans requirement (orange solid line) represents the minimum amount of external borrowing required under this strategy. However, such an approach would naturally involve an intolerable level of liquidity risk, and therefore a minimum liquidity requirement (assessed at £200m) is added to the net loans requirement to arrive at the liability benchmark itself. In effect, the liability benchmark represents the minimum amount of debt that the Council requires to meet its borrowing requirement and to provide sufficient liquidity for day-to-day cash flow.
35. The chart demonstrates that the Council's existing stock of external debt, exceeds the minimum amount required based on current financial plans, and therefore the authority does not have a need to enter into new external borrowing. The liability benchmark is forecast to rise over the medium term due to a combined increase in capital expenditure and reduction in available balance sheet resources (usable reserves, mainly) before declining over the long term. At the same time external debt is forecast to decline as individual loans expire.
36. Although not shown in figure 1, both the Loans CFR and the liability benchmark are likely to increase in later years as new capital expenditure cycles are approved.

Borrowing Strategy

37. On 30 November 2023, the Council had £776.0m external debt, including £28.1m attributable to Medway Council, as part of its strategy for funding previous years' capital programmes. This represents a decrease of £26.5m on 31 March 2023 and reflects the Council's strategy of maintaining borrowing below the underlying levels.
38. The balance sheet forecast in table 1 shows that the Council does not expect to need to undertake additional borrowing in 2024-25. The Council may borrow to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing set out in the Capital Strategy (Appendix M).

Objective

39. The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy

40. Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio.
41. The Council is currently maintaining an under-borrowed position. This means that the underlying borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy. That is, Bank Rate remains elevated through to the second half of 2024.
42. By doing so, the Council is able to reduce net borrowing costs and reduce investment counterparty exposure. Internal borrowing is not cost free as it is at the expense of investment returns foregone and neither does it remove the need for Minimum Revenue Provision (MRP) to be made.
43. Given borrowing rates are forecast to decline over the medium term, consideration will also be given to short term rather than long term external borrowing should liquidity considerations necessitate any additional external borrowing (although it is not the Council's central expectation that borrowing will be required for liquidity reasons).
44. Against this background and the risks within the economic forecast, caution will be adopted with the 2024/25 treasury operations. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years. The Corporate Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
 - *if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then borrowing will be postponed.*
 - *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
45. The Council also retains the option to arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.
46. Any decisions will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Sources of borrowing

47. The Council has previously raised the majority of its long-term borrowing from the PWLB and is likely to continue with this practice but will consider long-term loans from other sources including banks, pension funds and local authorities, and will investigate the

possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

48. The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except the Kent Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues
- UK Infrastructure Bank

49. PWLB lending arrangements have changed, and loans are no longer available to local authorities planning to buy investment assets primarily for yield. The Council does not intend to borrow to invest primarily for financial return and will retain its access to PWLB loans.

Other sources of debt finance

50. In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- leasing
- hire-purchase
- Private Finance Initiative
- sale and leaseback

LOBO (Lender's Option Borrower's Option) loans

51. The Council holds £90m of LOBO loans (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. LOBOs totalling £40m have option dates during 2024/25, and with interest rates having risen recently, there is a reasonable chance that lenders will exercise their options. If they do, the Council will likely take the option to repay LOBO loans to reduce refinancing risk in later years.

Debt rescheduling

52. The PWLB allows councils to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk. The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

53. Any decisions involving the repayment of LOBO loans or debt rescheduling will be reported to the Treasury Management Group and the Governance and Audit Committee at the next available opportunity.

Policy on Borrowing in Advance of Need

54. The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Treasury Investment Strategy

55. The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Since the beginning of April 2023, the Council's cash balance has ranged between £470.5m and £640.5m; investment balances are forecast to be around £427.4m at the end of 2023/24 and approximately £354.8m at the end of 2024/25.

56. **Objectives:** The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, the liquidity of investments and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested. The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) risks when investing.

57. **Strategy:** As demonstrated by the liability benchmark above, the Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and to mitigate the negative impact of inflation on the value of the Council's long-term resources.

58. **ESG policy:** The Council is committed to responsible treasury management and to being a good steward of the assets in which it invests. As stated in paragraph 1 above, the successful identification, monitoring and control of financial risk are central to the Council's prudent financial management, and this includes the identification and management of environment, social and governance (ESG) risks that arise in the course of carrying out treasury management activities. Therefore, the Council integrates ESG considerations into its treasury management decision-making process.

59. The framework for evaluating investment opportunities is still developing. When investing in banks and funds, and after satisfying security, liquidity and yield considerations, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code

60. Assets within the strategic pooled funds portfolio are managed by third-party investment managers responsible for the day-to-day investment decisions, including undertaking voting and engagement activities on behalf of the Council. The Council incorporates analysis of ESG integration and active ownership capabilities when selecting and monitoring investment managers.
61. The Council requires its investment managers to engage with companies to monitor and develop their management of ESG issues in order to enhance the value of the Council's investments. The Council also requires feedback from the investment managers on the activities they undertake and regularly reviews this feedback through meetings and reporting.
62. **Business models:** Under IFRS 9, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties

63. The Council may invest its surplus funds with any of the counterparty types in the table below, subject to the limits shown.

	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	unlimited	
UK Local Authorities	10 years	£25m	
Kent local authorities for cashflow purposes only	1 year		£70m
Other Government entities	25 years	£20m	£30m
UK banks and building societies (unsecured) *	13 months	£20m	Unlimited
Council's banking services provider *	Overnight	£20m	
Overseas banks (unsecured) *	13 months	£20m	£30m country limit
Money Market Funds *	n/a	£20m per fund or 0.5% of the fund size if lower	
Cash plus / short term bond funds		£20m per fund	
Secured investments *	25 years	£20m	£150m
Corporates (non-financials)	5 years	£2m per issuer	£20m
Registered Providers (unsecured) *	5 years	£10m	£50m
Loans incl. to developers in the No Use Empty programme			£40m
Strategic pooled funds and real estate investment trusts	n/a		£250m
- Absolute Return funds		£25m per fund	
- Multi Asset Income funds		£25m per fund	

- Property funds		£75m or 5% of total fund value if greater	
- Bond funds		£25m per fund	
- Equity Income Funds		£25m per fund	
- Real Estate Investment Trusts		£25m per fund	

64. This table should be read in conjunction with the notes below.

* Minimum credit rating: Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

65. **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

66. **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used.

67. **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investments with banks rated below the agreed minimum rating of A- are restricted to overnight deposits with the Council's current banking services provider.

68. **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed.

69. **Money Market Funds:** Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to Money Market Funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

70. **Pooled investment funds:** Bond, equity, multi-asset and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
71. **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.
72. **Other investment:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.
73. **Operational bank accounts:** The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings

74. Credit ratings are obtained and monitored by the Council's treasury advisors, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - any existing investments that can be recalled or sold at no cost will be, and
 - full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
75. Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that entity until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments

76. The Council understands that credit ratings are good but not perfect predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the entities in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from Link Group, the Council's treasury

management advisor. No investments will be made with an entity if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

77. When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2020, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government or with other local authorities. This may cause investment returns to fall but will protect the principal sum invested.

Investment limits

78. The Council may invest its surplus funds with any of the counterparty types listed above subject to the cash limits per counterparty and the durations shown in the table at paragraph 63.

Liquidity management

79. The Council forecasts its cash flow requirements to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

80. The Council will spread its liquid cash over several bank accounts and money market funds to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

Treasury Management Prudential Indicators

81. The Council measures and manages its exposures to treasury management risks using the following indicators.

82. **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its internally managed investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Minimum Level
Portfolio average credit rating	AA-

83. **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Minimum Level
Total cash available within 3 months	£75m

84. **Interest rate exposure:** The 2021 CIPFA Prudential Code removes the requirement to set treasury indicators for fixed and variable interest rate exposure. Instead, the Council is required to set out how it intends to manage interest rate exposure.

This organisation will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements and management information arrangements.

It will achieve this by the prudent use of its approved instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.

85. **Maturity structure of borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and within 20 years	50%	0%
20 years and within 40 years	50%	0%
40 years and longer	50%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

86. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2024-25	2025-26	2026-27	No fixed date
Limit on principal invested beyond year end	£150m	£100m	£50m	£250m

Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

87. **Liability indicator:** see paragraph 32 above.

Related Matters

88. The CIPFA Code requires the Council to include the following in its Treasury Management Strategy.
89. **Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over councils' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).
90. The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.
91. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
92. In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.
93. **Markets in Financial Instruments Directive:** The Council has opted up to professional client status with its providers of financial services, including advisors, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Corporate Director of Finance believes this to be the most appropriate status.
94. **IFRS 9 Statutory Override:** Under the accounting standard IFRS 9, entities are required to recognise the revenue impact arising from the movement in value of investments held at fair value. The MHCLG (DLUHC) initially enacted a statutory over-ride from 1 April 2018 for a five-year period until 31 March 2023 following the introduction of IFRS 9 in respect of the requirement for any unrealised capital gains or losses on marketable pooled funds to be chargeable in year. This was subsequently extended to 31 March 2025 and has the effect of allowing any unrealised capital gains or losses arising from qualifying investments to be held on the balance sheet until 31 March 2025. The Council currently holds investment assets which fall under the statutory override (the strategic pooled funds) and it manages the risk arising from expiry of the statutory override on a corporate basis.

Financial Implications

95. The budget for net investment income in 2024-25 is £13.0m, based on an average investment portfolio of £426m at an average interest rate of 4.88%.¹ The budget for debt interest payable in 2024-25 is £32.5m, based on an average debt portfolio of £748.3m at an average interest rate of 4.35%. If actual levels of investments and borrowing, or actual interest rates, differ from forecast, performance against budget will be correspondingly different.

Other Options Considered

96. The CIPFA Code does not prescribe any particular Treasury Management Strategy for councils to adopt. The Corporate Director of Finance, having consulted the Treasury Management Group, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income in the long term	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income in the long term though potentially not in the short term	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

¹ Gross investment income for 2024-25 is estimated to be £20.8m including £7.8m attributable to other bodies.

Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management.

Training was most recently undertaken by members on 23 November 2023 and further training will be arranged as required.

Annex A – Existing Investment & Debt Portfolio Position

	30-Nov-23	30-Nov-23
	Actual Portfolio	Average Rate
	£m	%
External borrowing		
Public Works Loan Board	460.12	4.40
LOBO loans from banks	90.00	4.15
Banks and other lenders (Fixed term)	216.10	4.54
Streetlighting Project	9.79	2.55
Total external borrowing	776.01	4.39
Treasury investments		
Bank Call Accounts	1.00	1.92
Covered bonds (secured)	97.25	4.80
Government (incl. local authorities)	88.80	5.25
Money Market Funds	134.76	5.33
Equity	1.30	
No Use Empty Loans	16.55	4.50
Total internally managed investments	339.66	5.14
Pooled investments funds		
- Property	55.19	5.05
- Multi Asset	53.52	5.00
- Absolute Return	5.19	2.26
- Equity UK	30.21	6.24
- Equity Global	24.74	4.17
Total pooled investments	168.85	5.09
Total treasury investments	508.51	5.12
Net debt	267.50	

GLOSSARY

Local Authority Treasury Management Terms

Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets
Borrowing	Usually refers to the stock of outstanding loans owed and bonds issued.
CFR	Capital Financing Requirement. A council's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparty	The other party to a loan, investment or other contract.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds. Covered bonds are exempt from bail-in.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee.
Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity and property in order to minimise price risk, and also focuses on investments that pay income.
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling councils to deposit cash at very low credit risk. Not available in Northern Ireland.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
Equity	An investment which usually confers ownership and voting rights
Floating rate note (FRN)	Bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR or SONIA
FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two

GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
GILT	Bond issued by the UK Government, taking its name from the gilt-edged paper they were originally printed on.
Income return	Return on investment from dividends, interest and rent but excluding capital gains and losses.
IFRS	International Financial Reporting Standards, the set of accounting rules in use by UK local authorities since 2010
IMF	International Monetary Fund
LIBID	London interbank bid rate - the benchmark interest rate at which banks bid to borrow cash from other banks, traditionally 0.125% lower than LIBOR.
LIBOR	London interbank offer rate - the benchmark interest rate at which banks offer to lend cash to other banks. Published every London working day at 11am for various currencies and terms. Due to be phased out by 2022.
LOBO	Lender's Option Borrower's option
MMF	Money Market Funds. A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity. Usually refers to Constant Net Asset Value (CNAV) and Low Volatility Net Asset Value (LVNAV) funds with a Weighted Average Maturity (WAM) under 60 days which offer instant access, but the European Union definition extends to include cash plus funds
Monetary Policy	Measures taken by central banks to boost or slow the economy, usually via changes in interest rates. Monetary easing refers to cuts in interest rates, making it cheaper for households and businesses to borrow and hence spend more, boosting the economy, while monetary tightening refers to the opposite. See also fiscal policy and quantitative easing.
MPC	Monetary Policy Committee. Committee of the Bank of England responsible for implementing monetary policy in the UK by changing Bank Rate and quantitative easing with the aim of keeping CPI inflation at around 2%.
MRP	Minimum Revenue Provision – an annual amount that local authorities are required to set aside and charge to revenue for the repayment of debt associated with capital expenditure. Local authorities are required by law to have regard to government guidance on MRP. Not applicable in Scotland, but see Loans Fund
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Prudential Code	Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice. Local authorities are required by law to have regard to the Prudential Code. The Code was update din December 2021
PWLB	Public Works Loan Board – a statutory body operating within the Debt Management Office (DMO) that lends money from the National Loans Fund to councils and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy in order to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money.

REIT	Real estate investment trust – a company whose main activity is owning investment property and is therefore similar to a property fund in many ways
Share	An equity investment, which usually also confers ownership and voting rights
Short-term	Usually means less than one year
SONIA	Based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses.
Weighted average life (WAL)	The weighted average time for principal repayment, that is, the average time it takes for every dollar of principal to be repaid. The time weights are based on the principal payments,
Weighted average maturity (WAM)	The weighted average maturity or WAM is the weighted average amount of time until the securities in a portfolio mature.

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From: Derek Murphy, Cabinet Member for Economic Development
Clair Bell, Cabinet Member for Community and Regulatory Services
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 18 January 2024

Subject: Performance Dashboard

Classification: Unrestricted

Summary:

The Growth, Economic Development and Communities Performance Dashboard shows the performance of Key Performance Indicators (KPIs) and activity indicators for Quarter 2 of 2023/24.

15 of the 22 KPIs achieved target and are RAG rated Green. Six KPIs were below target but did achieve floor standard and are RAG rated Amber, and one KPI is below floor standard and RAG rated Red.

Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 2 of 2023/24.

1. Introduction

- 1.1. Part of the role of Cabinet Committees is to review the performance of those functions of the Council that fall within its remit. To support this role, Performance Dashboards are regularly reported to each Cabinet Committee throughout the year, and this is the first report for the 2023/24 financial year.

2. Performance Dashboard

- 2.1. The current Growth, Economic Development and Communities Performance dashboard provides results up to the end of September 2023 and is attached in Appendix 1.
- 2.2. The Dashboard provides a progress report on performance for the Key Performance Indicators (KPIs) for 2023/24. The Dashboard also includes a range of activity indicators which help give context to the KPIs.
- 2.3. KPIs are presented with RAG (Red/Amber/Green) alerts to show performance in the Quarter. Details of how the alerts are generated are outlined in the Guidance Notes, included with the Dashboard in Appendix 1.

3. Growth & Communities - Economy

- 3.1. The number of properties brought back to use through No Use Empty (NUE) over the 12 months to September was 395, which is below the target of 400. Projects have been identified which are due for completion by the year-end which once confirmed by our district colleagues will contribute to achieving the rolling target.
- 3.2. The target for the number of businesses assisted via the Kent and Medway Growth Hub was exceeded for those provided with both light/medium and intensive support.

4. Growth & Communities - Libraries, Registration and Archives (LRA)

- 4.1. The Summer months see high demand across LRA services. This summer libraries welcomed just under 831,000 visitors in Quarter 2, an increase of 11% on the same period last year, with physical issues increasing by 2% and children's issues increasing by 3%. Over 20,000 children took part in Ready Set Read, this year's games-themed Summer Reading Challenge by either joining online or in a library, representing an increase of 9.5% on last year. Over 9,500 children completed the Challenge, reading six books and collecting incentives along the way to win their certificate and medal. In addition, children enjoyed over 160 events and activities across the 99 libraries during the summer.
- 4.2. Parallel to the increased physical use of libraries, digital usage also continues to grow, and e-issues have risen by 18% from Quarter 2, 2022/23, now forming 39% of total issues, with e-audiobooks increasing by 33%, e-magazines by 31%, e-newspapers by 16% and e-books by 9%.
- 4.3. At their busiest time of the year, the Ceremonies Teams across the county delivered 2,898 ceremonies, with figures for August and September surpassing those of last year. This includes 64 citizenship ceremonies where 831 new citizens were welcomed to the United Kingdom.
- 4.4. Birth registrations remain steady with 4,220 appointments delivered during Quarter 2. Where death registrations during Quarter 2 last year were significantly higher than pandemic levels, they have now fallen by 8% on the same period last year with 3,712 appointments delivered.
- 4.5. Over 800 researchers visited the Archive Search Room during the summer, making Quarter 2 the busiest since the pandemic, and representing growth of 17% on the same period last year. Parallel to this significant boost in physical usage, remote enquiries have also increased by 4% against the same period last year with the team responding to an average of 530 remote enquiries per month.
- 4.6. In September, the Assessor for the annual Customer Service Excellence Award visited 10 libraries, a mobile library, Kent Archives, Sevenoaks Museum, and Oakwood House. He spoke with front of house staff, managers, the Service Development and Information Services Teams, prison library staff and former Cabinet Member Mike Hill, as well as speaking with partners within and external to Kent County Council. LRA was again successful in achieving the award, being fully compliant in all criteria and retaining 27 Compliance Plus points which are a recognition of best practice in customer service.

5. Growth & Communities – Strategic Development and Place

- 5.1 The total amount secured for developer contributions in Quarter 2 was £47.9m (99.6% of the amount sought), meaning this KPI was above target.
- 5.2 Most indicators for other services in Growth & Communities have met or exceeded target and are RAG rated Green. Four KPIs failed to meet target but did achieve floor standard, so are RAG rated Amber. One did not meet floor standard, so is RAG rated red.
- 5.3 The percentage of Public Rights of Way (PRoW) faults reported online remains slightly below target. It is thought this was due to more people reporting for the first-time which tends to be by phone. The second PRoW KPI, which is the median number of days to resolve priority PRoW faults improved, but remained just below floor standard and so is RAG rated red. This continues to be due to a number of priority faults having been made safe, but then requiring a longer-term repair which has impacted on the median number of days figure.
- 5.4 The percentage of cases progressed for initial coronial decision within two working days of notification of a death remains Amber, with delays continuing to be due to the time taken to receive information from the NHS.
- 5.5 The percentage of schools with the highest numbers of children eligible for free school meals engaging with the Kent School Games remains below target. This is likely due to budget pressures leading to a reduction in the number of Teaching Assistants who are key in enabling pupils to attend off-site events.

7. Recommendation(s):

The Growth, Economic Development and Communities Cabinet Committee is asked to NOTE the performance report for Quarter 2 of 2023/24.

Contact details:

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Growth, Economic Development and Communities Performance Dashboard

Financial Year 2023/24

Results up to end of September 2023

Produced by Kent Analytics

Guidance Notes

RAG RATINGS

Results in this report show either quarterly data or Year to Date (YTD) values.

GREEN	Target has been achieved
AMBER	Floor Standard* achieved but Target has not been met
RED	Floor Standard* has not been achieved

*Floor Standards are the minimum performance expected and if not achieved must result in management action

Activity Indicators

Activity Indicators representing demand levels are also included in the report. They are not given a RAG rating; instead, they are compared with previous year or tracked within an expected range represented by Upper and Lower Thresholds. The Alert provided for Activity Indicators is whether they are in expected range or not. Results can either be in expected range (**In Line**) or they could be **Above** or **Below**.

Key Performance Indicators Summary

Economy	RAG
ED05: Number of homes brought back to market through No Use Empty	AMBER
ED10: Businesses assisted via Kent and Medway Growth Hub contract	GREEN
ED11: Businesses assisted through intensive support provided via the Growth Hub contract	GREEN

Libraries, Registrations and Archives (LRA)	RAG
LRA06: Customer satisfaction with Registration Services	AMBER
LRA15: Total number of customers attending events in Libraries and Archives	GREEN
LRA12: Customer satisfaction with libraries	GREEN
LRA13: Customer satisfaction with archives	GREEN

Strategic Development and Place	RAG
ED08: Developer contributions secured against total contributions sought	GREEN
DT14: Percentage of Public Rights of Way (PRoW) faults reported online	AMBER

Strategic Development and Place (continued)	RAG
EPE16: Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	RED
CST01: Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.	GREEN
CST02: % of Lessons Learnt Domestic Homicide Review attendees rating the event as very good or excellent	AMBER
CST03: Percentage of service users who report feeling safer due to warden support	GREEN
COR01: Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death	AMBER
KCP01 : Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook	GREEN
KSS01: Number of work experience hours of science, technology, engineering, and mathematics (STEM)	GREEN
PAG01: Percentage of planning applications determined to meet DLUHC performance standards	GREEN
PP01: Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection	GREEN
PP02: Percentage of trader applications to Public Protection’s ‘Trading Standards Checked’ scheme processed within 10 working days	GREEN
AKM01: % of schools with highest numbers of children eligible for free school meals engaging with the Kent School Games	AMBER
AKM02: Number of people attending and engaging with training and learning opportunities facilitated by Active Kent & Medway	GREEN
TS04: Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent	GREEN

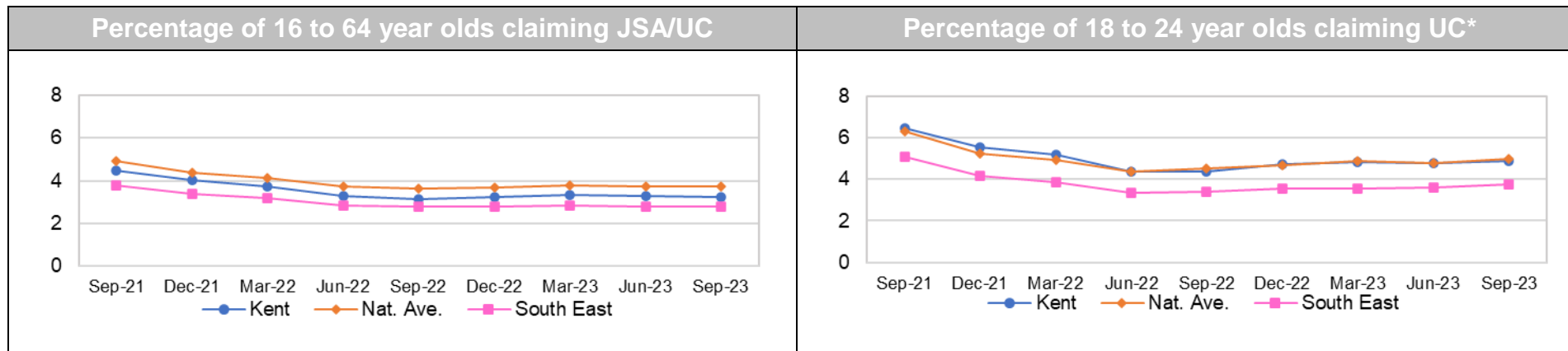
Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Derek Murphy

Ref	Performance Indicators - Economy	Sep-22 (Q2)	Dec-22 (Q3)	Mar-23 (Q4)	Jun-23 (Q1)	Sep-23 (Q2)	RAG	Target	Floor
ED05	Number of homes brought back to market through No Use Empty (rolling 12 months)	445	420	418	388	395	AMBER	400	350
ED10	Businesses assisted via Kent and Medway Growth Hub contract (Year to Date)	884	1,326	1,722	261	556	GREEN	342	308
ED11	Businesses assisted through intensive support provided via the Growth Hub contract (Year to Date)	36	86	140	30	87	GREEN	34	30

ED05 – Projects have been identified which are due for completion by the year-end which once confirmed by our district colleagues will contribute to achieving the rolling target. However, funding for 2023/24 is expected to be exhausted prior to Quarter 4.

Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Derek Murphy

Activity indicators



Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Clair Bell

Quarterly KPIs

Ref	Performance Indicators – Libraries, Registration and Archives (LRA)	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	RAG	Target	Floor
LRA06	Customer satisfaction with Registration Services	95%	94%	95%	95%	94%	AMBER	95%	90%
LRA15	Total number of customers attending events in Libraries and Archives	41,829	31,622	44,272	41,969	53,015	GREEN	49,200	44,500

Quarter 2: LRA06 – 426 customers were surveyed, 401 were satisfied.

LRA06 - The breakdown of customer satisfaction with Registration is 93% for Birth and Death Registration, 92% for Ceremonies and 96% for Citizenship. The number of Birth and Death survey responses is much lower than usual as we have experienced some issues with the new Registration booking system's reporting function. As a consequence, we have been unable to send out as many surveys as usual, so do not have the usual level of representation, but this will be addressed for next Quarter.

Annual KPIs

Ref	Performance Indicators	2018/19	2019/20	2020/21	2021/22	2022/23	RAG	Target 2023/24	Floor 2023/24
LRA12	Customer satisfaction with libraries	92%	94%	83%	94%	94%	GREEN	90%	85%
LRA13	Customer satisfaction with archives	95%	96%	No Survey	97%	98%	GREEN	95%	90%

2022/23: LRA12 – 5,974 customers surveyed, 5,642 satisfied; LRA13 – 108 surveyed, 106 satisfied.

Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Clair Bell

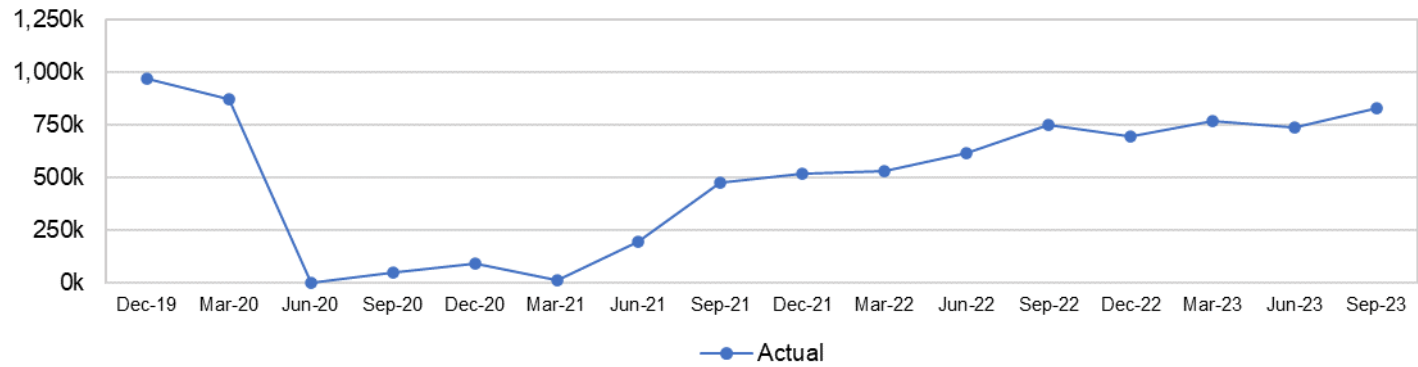
Ref	Activity Indicators (Quarterly totals) – Libraries, Registration and Archives (LRA)	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Value vs Expected	Expected Activity	
								Upper	Lower
LRA01	Number of visits to libraries (including mobiles) (000s)	748	696	771	736	831	Higher	802	725
LRA02	Total number of books issued (includes audio- and e-books) (000s)	1,425	1,293	1,331	1,324	1,532	Higher	1,523	1,381
LRA25	Number of archive enquiries answered	2,221	1,859	2,479	1,915	2,398	Higher	2,350	2,130

LRA01 – The number of visitors this year was 11% higher than the same period last year. This is positive and shows the continued return of customers to our in-person services. Physical participation in the Summer Reading Challenge was 9.5% higher than in 2022, which means many more children coming into the library with their families throughout the summer. In addition, libraries continue to deliver and develop a range of activities and events for all ages and along with all the rest of our service offers, is continuing the recovery from the Covid pandemic, with visitors now at 71% of pre-pandemic levels.

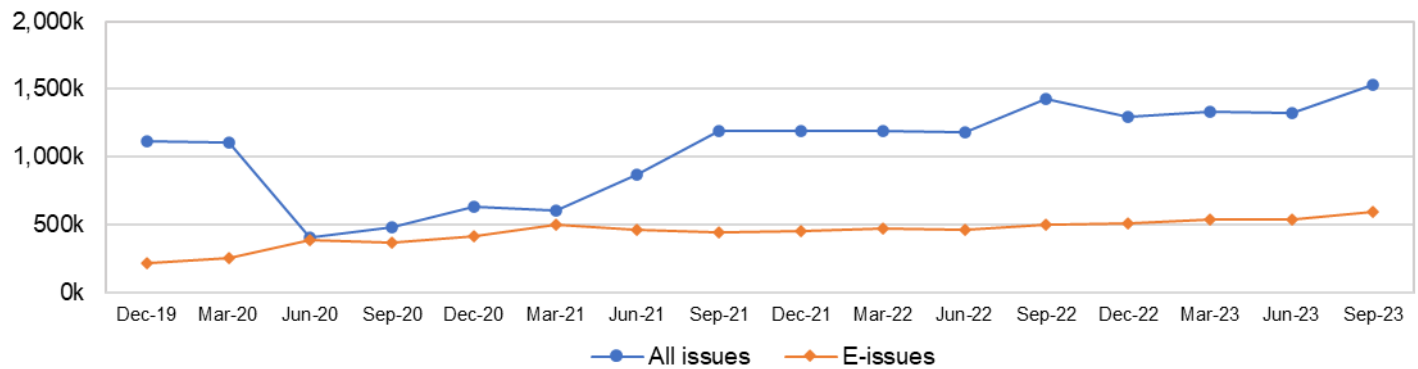
LRA02 - Physical issues have increased by 2% for Quarter 2 and e-issues (books, audiobooks, magazines and newspapers) have increased by 18% where we had factored in a 2% increase. This is likely due to a number of factors including, easier access to e-books and e-audiobooks via the Library Management System, the increased number of e-audio platforms further to the purchase of BorrowBox and uLibrary last year, and a marketing campaign carried out earlier this year which promoted the e-offer.

LRA25 - The service experienced a very positive busy summer, with a 17% increase in physical usage, and 4% increase in remote enquiries compared to the same Quarter last year. The team have engaged in a great deal of promotion of the service this year to date, with the Archive Conference, Heritage Open Days and their popular lunchtime talks all contributing to this result.

Total number of physical visits to Kent libraries



Total number of book issues from Kent libraries



Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Clair Bell

Ref	Performance Indicators – Strategic Development and Place	Sep-22 (Q2)	Dec-22 (Q3)	Mar-23 (Q4)	Jun-23 (Q1)	Sep-23 (Q2)	YTD 23/24	YTD RAG	Target	Floor
ED08	Developer contributions secured against total contributions sought	100%	99.9%	81%	99.7%	99.6%	99.6%	GREEN	98%	85%
DT14	Percentage of Public Rights of Way (PRoW) faults reported online	93%	94%	89%	87%	87%	87%	AMBER	90%	80%
EPE16	Median number of days to resolve priority faults on public rights of way network (rolling 12-month figure)	23	25	*	30	26	**	RED	20	25
CST01	Percentage of local actions from completed Domestic Homicide Reviews implemented by target date.	75%	83%	95%	85%	95%	90%	GREEN	70%	63%
CST02	Percentage of Lessons Learnt Domestic Homicide Review (DHR) Seminar attendees rating the event as Very Good or Excellent.	94%	86%	***	***	79%	79%	AMBER	85%	76.5%
CST03	Percentage of service users who report feeling safer due to warden support	New indicator			67%	73%	70%	GREEN	70%	65%

* No data available due to a software issue

** No Year-to-Date figure as this is a Rolling 12-month indicator

*** No seminars were held.

Sep-23 (Q2): ED08 - £47.9m secured; DT14 – 1,942 faults reported, 1,694 were online; EPE16 – 57 priority faults resolved; CST01 – 37 reviews, 35 completed by target date; CST03 – 219 service users reported feeling safer, 302 service users were surveyed.

DT14 - We have seen a move to on-line reporting particularly by the traditional PRoW users. It is quicker, easier and people can opt to be updated. However, the levels of reporting through the Contact Centre tend to increase when there are weather events. Those reporting for the first time or as a one-off also tend to use the Contact Centre rather than register to report online – vegetation overgrowth is a common driver of such reports and these have been higher than usual this year.

EPE16 – This KPI has improved since last Quarter, but a number of faults which were made safe but then required a longer-term permanent repair, have negatively impacted the KPI.

CST02 – Although the target was missed for those rating the seminar as very good or excellent, if those who rated it as good are also included then the percentage increases to 96%, showing a high level of satisfaction overall.

Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Clair Bell

Ref	Performance Indicators - Strategic Development and Place	Sep-22 (Q2)	Dec-22 (Q3)	Mar-23 (Q4)	Jun-23 (Q1)	Sep-23 (Q2)	YTD 23/24	YTD RAG	Target	Floor
COR01	Percentage of cases progressed for initial coronial decision within 2 working days of notification of a death.	75%	72%	66%	78%	73%	76%	AMBER	83%	72%
KCP01	Kent Country Parks aggregate average star ratings from Google, Trip Advisor and Facebook	4.6	4.6	4.5	4.6	4.6	4.6	GREEN	4.6	4.0
KSS01	Number of work experience hours of science, technology, engineering and mathematics (STEM) delivered by Kent Scientific Services (KSS) for Kent students in the 16-24 age range.	185	148	0	214	45	259	GREEN	150	135
PP01	Percentage of the most vulnerable victims of scams recorded on the National Scams Hub supported by Public Protection	100%	100%	100%	*	100%	100%	GREEN	90%	80%
PAG01	Percentage of planning applications determined to meet DLUHC performance standards	100%	100%	100%	100%	100%	100%	GREEN	100%	81%

Sep-23 (Q2): COR01 – 1,479 cases, 1,085 progressed within 2 working days; PAG01 – 52 planning applications, all of which met DLUHC performance standard.

COR01 – The coroner service is reliant on information from the NHS particularly to progress cases and while the NHS continues to be under pressure, the information is not always provided quickly enough to meet the 2-day target. This has been exacerbated by the recent and current NHS and doctors strikes and the piloting of the Medical Examiner system by the NHS. The Coroner Service has been experiencing winter pressures earlier this year which has been exacerbated by extended staff absences and staff vacancies for which we are currently recruiting for.

Division	Director	Cabinet Member
Growth & Communities	Stephanie Holt-Castle	Clair Bell

Ref	Performance Indicators - Strategic Development and Place	Sep-22 (Q2)	Dec-22 (Q3)	Mar-23 (Q4)	Jun-23 (Q1)	Sep-23 (Q2)	YTD 23/24	YTD RAG	Target	Floor
PP02	Percentage of trader applications to Public Protection's 'Trading Standards Checked' scheme processed within 10 working days.	100%	100%	100%	100%	100%	100%	GREEN	100%	81%
AKM01	Percentage of schools with the highest numbers of children eligible for free school meals engaging with the Kent School Games	55%	54%	55%	42%	48%	45%	AMBER	55%	45%
AKM02	Number of people attending and engaging with training and learning opportunities facilitated by Active Kent & Medway	580	163	153	306	361	667	GREEN	500	450
TS04	Percentage of businesses rating Trading Standards advice (Primary Authority and Pay as You Go) as Very Good or Excellent	100%	100%	92%	100%	100%	100%	GREEN	90%	82%

* No return for this Quarter due to a reduction in referrals of people who have been scammed.

Sep-23 (Q2): PP01 – 4 people supported. PP02 – 33 trader applications processed; AKM01 – 16 schools with high proportion of pupils eligible for free school meals engaged with Kent school games; TS04 – 6 out of 6 businesses rated trading standards advice as very good or excellent.

AKM01 – Schools are finding it more challenging to resource attendance at events off-site, due to issues such as a reduction in the number of Teaching Assistants (TAs) due to budget pressures, which are having a significant impact on their ability to take pupils to events (the TAs either covered classes when a teacher took the children or attended the events whilst the teacher stayed in school). Also, some schools require parents to contribute to transport costs, which is less affordable in schools with higher percentages of free school meals. Ideas are being explored to identify alternative ways to engage with schools and utilising virtual options is one potential option. Other work taking place to support schools to engage their inactive children and young people includes sharing information/resources, webinars etc.

From: Clair Bell, KCC Cabinet Member for Community and Regulatory Services
Simon Jones, Corporate Director for Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 18 January 2024

Subject: Review of the Kent Community Warden Service

Key decision 23/00122

Classification: Unrestricted

Electoral Division: All

Summary: As part of the Securing Kent's Future strategy and the Council's commitment to delivering the Medium-Term Financial Plan (MTFP), the Kent Community Warden Service (KCWS) is delivering a planned reduction in base budget of £1m over 2023-24 and 2024-25. A proposed model for the service to achieve the savings, and an Equality Impact Assessment (EqIA) were subject to public consultation from 12 July to 3 October 2023. The responses have been analysed and incorporated into the proposed model to provide recommendations for a key decision. Following any decision, an internal staff consultation will then be required before any new model and associated staff reductions can be implemented to achieve the savings.

Recommendation(s)

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member on, the proposed decision to

- (i) AGREE a new Geographical Allocation Policy for the Community Warden's service;
- (ii) AGREE to implement a new model of operation for the Community Warden's service; and
- (iii) DELEGATE authority to the Director Growth and Communities to take any necessary actions including but not limited to entering into contracts or legal agreement as required to implement the decision as shown in Appendix A.

1. Background

- 1.1 On the 9 February 2023, Members of KCC approved the Council's planned budget for 2023-24. In order to achieve a balanced budget the Community Wardens Service budget has been reduced by £1m to be delivered over two years.
- 1.2 A public consultation on the proposed option to achieve these savings was held and responses have been considered.

- 1.3 Securing Kent's Future was approved during the public consultation period and the redesigned service will need to take the updated priorities into account.
- 1.4 The service has achieved the required £500k savings for 2023-24 through various management actions, including the holding of vacancies following several staff departures around the time of the public consultation. The full year effect of the £1m saving cannot be achieved without progressing a new operating model for the KCWS.
- 1.5 KCWS is a countywide service with wardens based in communities to proactively deliver their work in response to community need, but also able to respond to the wider district's need, enabling whole county coverage.
- 1.6 Prior to the planned savings, KCWS was due an update to its geographical allocation policy. This is now even more critical as the planned budget reductions for KCWS will reduce service size, reduce coverage across the county and therefore require the service to become more targeted.
- 1.7 Staff and partner feedback from pre-consultation engagement helped develop a proposed option to take forward for formal public consultation. The proposed option was made up of the following:
- Retain the service's wide remit (variety of ways it supports residents and communities).
 - Retain its community-based proactive approach.
 - Retain a presence in all 12 districts that:
 - Reduces the number of uniformed wardens (70 to 38) and management posts (3 to 1) and retains the Business Coordinator¹.
 - Sets a minimum team size for each of six teams, which will each cover two districts.
 - Enhances team size and thereby district coverage for districts with higher evidenced need, compared to other districts under and within the new model.
 - Allocates wardens to specific wards in each district where they will focus/target their work (i.e. coverage of a whole district will no longer be possible.)
 - Adopt a Geographical Allocation Policy which will use data and indicators of need to identify:
 - Districts with higher need, informing which teams will be enhanced beyond the minimum of 1 Team Leader and 3 wardens.
 - Then, along with partner information, identify wards with highest need in each district to be prioritised for warden allocation.

2. Public Consultation and Feedback

- 2.1 The public consultation ran from 12 July to 3 October 2023, collecting a total of 1,357 completed questionnaires. There were 1,235 main questionnaires completed (831 online and 404 hard copy responses), 122 easy read responses

¹ Retaining the Business Coordinator post allows efficient centralisation of administrative tasks, provides consistency, removes risk of duplication of efforts, and reduces administrative burdens upon operational workers.

and a small number of emails and letters, and one petition. A full and detailed consultation report is available (Appendix 1).

2.2 Summary of the profile of consultees responding:

- 74% were individuals responding as themselves. (A further 4% on behalf of a service user. 14% were responding on behalf of partner organisations, community groups and local councils.)
- 52% of the individuals/service users responding were female.
- 50% were aged 65 and over.
- 23% had a disability.
- The distribution of responses across the Kent districts ranged from 2% in Tunbridge Wells to 14% in Maidstone.
- 68% had received support from KCWS.

2.3 Summary of findings:

Proposal	Consultation response	Our recommendation
Retaining the range and variety of ways a warden can support an individual or community.	87% agree (76% strongly agree)	The Community Wardens will retain their broad remit, but the service acknowledges that the Securing Kent's Future strategy has been introduced since the proposals were developed and New Models of Care and Support has been prioritised. As such Community Wardens will continue to take referrals from ASCH in the designated wards and where capacity and time allow, beyond those areas. KCWS's broad remit is valued by ASCH partners and the KCWS is effective in responding to ASCH referrals due to the local community knowledge, trust and rapport they have built through their wider role – something that was evident in the 'Build and Test' pilots of the ASCH Locality model. No change to this proposal but assurance that support to ASCH where possible continues.
Retaining the wardens proactive, community-based approach.	93% agree (86% strongly agree)	Similar to the rationale above in relation to the Securing Kent's Future strategy and priority, the proactive community-based approach is something that ASCH leverages when they make referrals into KCWS, but which also means KCWS supports ASCH/KCC to meet duties under the Care Act such as promoting wellbeing and identifying and preventing needs for care (see paragraph 8.2 and 10.2). No change to this proposal.
Retaining six teams covering two districts each, which have a minimum of one team leader, three wardens, and a further 14 wardens distributed across teams according to need.	49% disagree (33% strongly disagree) Reasons given for these views were mainly objections to the reduction in the service, and feeling these team sizes would be insufficient.	Further clarification needed – i.e. that these smaller team sizes will only be expected to cover named wards in the 12 districts. Coverage across the entirety of a district will no longer be possible but Community Wardens will undertake referrals outside the named wards where capacity allows, and distance is not prohibitive. No change to the structure proposal but clarification over the expected coverage.

Reducing the service by 32 warden posts and two management posts.	78% disagree (63% strongly disagree) Reasons given for these views were largely due to consultees not wanting to see the service reduced.	Disagreement centres around not wanting to see the service reduced. Unfortunately, as the budget is predominantly staffing, and no viable alternatives were identified to fully offset the savings this proposal cannot be changed (see section 4 for alternative funding exploration) . Management posts have been reduced to a minimum, thus preserving as much operational capacity as possible.
Wardens being allocated to wards.	A mixed response (35% agree, 32% disagree) Reasons given for these views were that some wards may have higher needs than others, concerns that some wards may be far apart, and that elderly, vulnerable and rural areas will be missed.	Wards were chosen as there is a lot of data available at ward level that can help identify areas of need. The KCWS will be able to prioritise wards for warden allocation as there is data at ward level around needs such as elderly, vulnerable ² and rurality. The GAP will be adjusted to have a greater emphasis on these areas. Ward groupings will need to take distances into consideration.
Allocation of wards whilst seeking a ratio of	50% disagree (32% strongly disagree. 28%	Currently, each warden primarily covers a named area as shown on the service's webpage. The areas include villages, civil parishes, towns and suburbs. Examples include the village of Greenhill in Canterbury with a population around 6000, and

² For the purposes of this work, vulnerable includes people with a disability or long-term impairment, those who are elderly and living alone, being socially and/or digitally isolated, be more at risk of being targeted or becoming victims of scams/rogue traders or experience financial challenges, all of which can negatively impact health and mental wellbeing,

<p>6000-12000 population to one warden.</p>	<p>neither agreed or disagreed, or did not know)</p> <p>Reasons given for these views were feeling that this ratio was unworkable; too much for one warden.</p>	<p>Sheerness on the Isle of Sheppey with a population around 12000. There are also some current areas that have populations both smaller and larger than this range.</p> <p>The above shows the proposed range is manageable. It will also improve consistency for the service. Therefore, this proposal is not changed, however the demand upon wardens will be monitored.</p>
<p>The proposed geographical allocation policy (GAP); data sets, considerations, and steps to take to identify the wards to which wardens would be allocated.</p>	<p>A balanced response (31% agree, 40% neither agree or disagree or don't know, 29% disagree)</p> <p>Reasons given for these views were that: data should be used; needs must be determined (particularly elderly and vulnerable); consideration of rural areas.</p>	<p>The proposed GAP includes indicators around vulnerability and elderly populations. We will adjust the original proposed GAP by giving greater weighting and consideration to those indicators for vulnerability and elderly populations, adjusting the indicator for those 55 and over to 65 and over, and include a rurality scoring (using the Rural Urban classification). The KCWS will then be focussed in specific areas within each district which have greatest need, particularly with regard to elderly and vulnerable. This ensures that the service aligns with the Securing Kent's Future strategy which has identified a significant budget pressure in ASCH care and support spend for older persons, learning disability, mental health and physical disability.</p>

2.4 Summary of other key points made not covered elsewhere:

Theme	Consultation response	Our recommendation
Make savings elsewhere (high earners / management / bonuses) / do not cut the service / cuts will be detrimental	This was a frequent response to have a smaller service/fewer warden in teams. This was reiterated in the additional feedback section.	KCC must operate within its financial means. This saving is one of many savings across the authority as a whole, brought about by unprecedented pressures on local authority funding. The saving itself reduces managers by two posts. Whilst the KCWS delivers against several KCC responsibilities, provision of it is not required by law.
Raise funds from elsewhere (residents pay small charge / offer services charge) / Community Warden service (part time hours, sourcing grants, charge agencies for work conducted)	This was raised by consultees (~50) in the additional feedback section.	Various potential opportunities for alternative funding are being explored. (See section 4.)
Make use of / more engagement / help from volunteers / volunteer groups.	A small number (~30) of responses suggested or queried KCWS's use of volunteers to reduce the impacts of the savings.	It was proposed, and now recommended, that the Team Leader role fosters and develops informal, local volunteering relationships. KCWS will continue to work closely with volunteer groups, but no longer formally recruit and manage volunteers which is resource intensive and under the proposed new model, no longer deliverable.

- 2.5 **Securing Kent's Future** - On 5 October 2023, Cabinet considered 'Securing Kent's Future – Budget Recovery Strategy'³. This report set out the Council's strategy for achieving both in-year and future year savings to assure a more sustainable financial position for the Authority and set out new strategic objectives focused on putting the Council on a financially sustainable footing. Securing Kent's Future represents a fundamental shift in the strategic priorities of the Council since the inception of the review of KCWS to achieve the £1m saving. As set out in the Budget Recovery Plan the financial challenge cannot be understated. Although not considered as part of the consultation, the subsequent publication and adoption by the County Council of Securing Kent's Future (SFK), required cessation of the service to be considered as an option of the Review.
- 2.6 Reducing KCWS's budget to support efforts to meet the financial challenge needs to be balanced with Objective 2 of the Securing Kent's Future strategy which includes opportunity areas to reduce future costs which are relevant to KCWS work. One of these is ASCH social care prevention; KCWS takes referrals from ASCH and is also placed in communities to enable early identification of needs. The second relevant opportunity area identified to help reduce future costs is hospital discharge pathway; KCWS receives referrals to support those recently discharged from hospital. These are predominantly from ASCH and Health services, but other partners also make such referrals. The Head of West Kent's Health and Care Partnership recently spoke positively of the work KCWS does which overlaps with their priority areas including falls, frailty, dementia, and social prescribing.
- 2.7 The KCWS undertakes front-line activity focused on both the prevention and hospital discharge aspects of Objective 2 within Securing Kent's Future as well as supporting other council duties (emergencies, severe weather etc) and council services as outlined in section 10. The recommended option therefore seeks to strike a balance between providing savings to the base budget, but continuing, albeit on a smaller scale, targeting areas of greatest need in order to reduce future costs relevant to Objective 2 of Securing Kent's Future. This also enables the council to build upon the service with potential income or sponsorship in the future.

3. Alternative funding

- 3.1 At GEDCCC in June 2022, a strong view was made by Members that they would not wish for the service to be reduced. The committee recognised the value of KCWS alongside the financial challenges. It was asked if alternative funding could be found.
- 3.2 Alternative funding for the service has been considered in past years but found to be difficult to secure. This has included Kent Police, and though the Police and Crime Commissioner at that time appreciated the role of KCWS, they did not have available funding.
- 3.3 Various avenues are currently being pursued (see Appendix 2). So far there have been no viable options that would significantly offset the savings required

³ [Securing Kents Future - Budget Recovery Strategy.pdf](#)

within the timescales required. However, work will continue and the new model for the service has been designed to be scalable so that, if resources become available, the council could look again at its provision.

- 3.4 **Evidence of impact and the value of KCWS** – To support current and future discussions on the funding of KCWS, evidencing impact is required. Due to the preventative nature of the service, attaching a monetary value of KCWS for various partners is not a simple task but has been rigorously explored over recent years, including with the University of Kent and the Positive Wellbeing Evaluation undertaken by the University of Essex. The Social Care Institute for Excellence (SCIE) discuss prevention in social care, recognising the challenges in providing evidence⁴.
- 3.5 An aspect of KCWS was evaluated as part of the Interreg funded Connected Communities project which piloted the Positive Wellbeing intervention, a social prescribing ‘plus’ service, delivered by Community Wardens. This was presented to GEDCCC in November 2023⁵ and showed a statistically significant reduction in loneliness and isolation which can negatively impacts health, life expectancy and increase demand on health services and residential care. The project recognised KCWS’s particular success in delivering Positive Wellbeing due to the community knowledge and trust they have built through their broader role.
- 3.6 Savings and cost avoidance (e.g. preventative) that KCWS creates can be inferred. Older people who are socially isolated are 3.5 times more likely to enter local authority funded residential care,⁶ and elderly people “that have been defrauded in their own homes are 2.5 times more likely to die or go into care within a year.”⁷ The average cost to KCC to provide home care for one person is £8,875 per year. The average cost to KCC to look after one person in residential care is £37,403 per year.⁸ Through KCWS’ work tackling loneliness, social isolation, preventing or delaying care needs and supporting residents to prevent and recover being victims to scams, it could be argued that KCWS is saving KCC home care and residential care costs.
- 3.7 Work has been undertaken with KCC Service Kent Analytics to develop further evaluation options in pursuit of defining a monetary impact of KCWS. With the Securing Kent’s Future focus on adult social care prevention cost savings, strengthening the understanding of the link between KCWS prevention work and savings in care costs will be a priority. Focus on this narrow area of the service also allows the evaluation to be manageable, however, this will overlook the broad and interdependent nature of the warden role (variety of ways they support residents and communities) which is difficult to measure.

4. Recommendations summary

⁴ <https://www.scie.org.uk/prevention/social-care#evidence>

⁵ [Positive Wellbeing Pilot Service - Evaluation Report](#)

⁶ Social Finance (2015) Investing to Tackle Loneliness: A Discussion Paper 21

⁷ https://www.ageuk.org.uk/globalassets/age-uk/documents/reports-and-publications/reports-and-briefings/safe-at-home/rb_oct17_scams_party_conference_paper_nocrops.pdf

⁸ KCC Adult Social Care & Health Performance

- 4.1 **Model** – The KCWS will be reduced from 70 wardens (CW) to 38 (including six operational team leaders (TL)); from three managers to one (an Operational Manager); and retain its one Business Coordinator. Wardens will continue to be community-based and proactive, supporting residents and communities in the variety of ways they currently do, but they will be allocated to specific wards in each district where they will focus their work (i.e. coverage of a whole district will no longer be provided.)
- 4.2 **Team sizes** – There will be six teams, each team will operate in two districts. Each team will have a minimum of one TL and three CWs. (TLs are uniformed, operational and additionally provide a supervisory role.) A further 14 CWs will be allocated to teams where there are districts of higher need. Need will be determined using the indicators from the updated GAP.

Teams	Current staffing Filled positions (total posts)	Recommended future staffing (CW FTE split between districts)
Ashford and Swale	1 TL, 6 CW* (12 CW)	1 Operational TL**, 6 CW (2.5 Ashford, 3.5 Swale)
Canterbury and Thanet	1 TL, 7 CW* (12 CW)	1 Operational TL**, 7 CW (3.5 Canterbury, 3.5 Thanet)
Dartford and Gravesham	1 TL, 3 CW* (8 CW)	1 Operational TL**, 3 CW (1.5 Dartford, 1.5 Gravesham)
Dover and Folkestone & Hythe	1 TL, 10 CW* (12 CW)	1 Operational TL**, 8 CW (4 Dover, 4 Folkestone & Hythe)
Maidstone and Tonbridge & Malling	1 TL, 9 CW* (12 CW)	1 Operational TL**, 5 CW (3.5 Maidstone, 1.5 Tonbridge & Malling)
Sevenoaks and Tunbridge Wells	1 TL, 5 CW* (8 CW)	1 Operational TL**, 3 CW (1.5 Sevenoaks, 1.5 Tunbridge Wells)
Total	46 (70)	38

*Teams with vacant posts at time of this paper

**TLs and wardens are on the same tier within KCC's reporting structure. All 38 will formally report to the new, single Operational Service Manager post, with TLs having delegated duties to enable them to provide support and guidance to these remote teams and be a knowledgeable SPoC (single point of contact) for two districts.

- 4.3 **Adoption of GAP** – The GAP, with its indicators and information to be used to finalise team sizes and ward allocations, has been adjusted based on the public consultation feedback. Greater emphasis is placed on the indicators relating to the vulnerable and elderly, and rurality is now included. This has been utilised to determine the indicative team sizes as shown above. Final ward allocations will need to be developed through partner liaison after a key decision has been taken (see Appendix 3 for the updated GAP and the considerations to be taken due to partnership working following the data modelling). It should be noted that

due to the significant reductions, some wardens will be withdrawn from their current placements within Kent, and the adoption of the GAP will mean some of the remaining wardens will need to move out of existing communities they support and into new ward allocations.

5. Next steps

5.1 To implement the changes to the service and achieve the full savings; a key decision needs to be taken, and a staff consultation held.

5.2 Key timings and milestones:

Activity	Date
Cabinet Member key decision	January 2024
Trade Union briefing on staff consultation	23 Jan '24 -tbc
Staff consultation launched (30-day consultation is recommended by HR. Numbers of staff at risk of redundancy now less than 20.)	End of Jan '24 (assuming no call-in of decision)
Implementation of the new model (new team sizes). (Varying redundancy notice periods.)	March to June 2024
Implementation of the GAP (Ward allocations) A significant period of time in which to allow partner liaison and handover arrangements to be made gradually where KCWS is withdrawing from existing service users.	June – Dec 2024

6. Financial Implications

6.1 The KCWS budget is currently a total of £2.08m (2023/24). The £1m saving was originally agreed as part of the 2023-24 budget in February 2023 and saw the base budget reduced by £500k in 2023/24 and with a further £500k required in 2024-25. The reduced and updated base budget for 2024-25 has been calculated to be £1.58m. The decision being implemented now will result in a service redesign with reduced staffing capacity, within this budget. Given the Council's financial position, the priority in Securing Kent's Future is to ensure the Council's budget is sustainable going forward.

6.2 In order to achieve the net £1m saving asked of KCWS, a recommended option has been set out (see section 4).

6.3 Under the recommended option, there would be redundancy and potentially pension costs which will need to be considered to ensure the full planned savings target is achieved.

6.4 The recommended option delivers £1.06m of gross savings in a timescale which accounts for consultation and governance requirements. This timescale assumes the gross £1.06m saving will commence at the start of 24/25.

6.5 The £1.06m gross saving from 24/25 will be offset, in the short term, and in part by both pension obligations and varying notice periods for those leaving the service. These are not known at this current time as the staff consultation

process has not yet been undertaken. Due to the age/length of service profile of this staffing cohort, these costs could result in a shortfall of the savings target for 24/25. Such a shortfall would be managed within the directorate as they relate to pension obligations. It is anticipated that redundancy costs will be met centrally by KCC.

7. Legal Implications

7.1 KCWS was set up as part of the County Council's response to the statutory responsibilities under the **Crime and Disorder Act 1998** (amended by the Police and Justice Act 2006). Section 6 of the 1998 Act requires the responsible authorities (commonly referred to collectively as a Community Safety Partnership (CSP)) in a local government area to work together in formulating and implementing strategies to tackle local crime and disorder in the area. Additionally, [Section 17](#) places a duty on local authorities to consider crime and disorder implications for all their functions and decisions. To achieve all that can be reasonably expected with a reduced KCWS we plan to work with policing partners, particularly through consideration of the new Neighbourhood Policing model within the KCWS GAP. This is to support making the best use of our resources and continuous improvement in terms of partnership working.

7.2 Under the **Care Act 2014** KCWS's broader role in communities contributes to delivering KCC's duties under [Section 1 Promoting individual well-being](#) (which places the general duty on a local authority to promote individual well-being), and [Section 2 Preventing needs for care and support](#) which states that a local authority must have regard to;

2 a - the importance of identifying services, facilities and resources already available in the authority's area and the extent to which the authority could involve or make use of them in performing that duty.

2 b – the importance of identifying adults in the authority's area with needs for care and support which are not being met (by the authority or otherwise).

To achieve all that can be reasonably expected with a reduced KCWS we plan to work with KCC partners, particularly through consideration of the new ASCH locality model within the KCWS GAP, and use of indicators relating to the elderly and vulnerable to focus KCWS support where needs for care and support may be higher.

7.3 Legal advice was sought leading up to the public consultation. The consultation document and consultation stage EqlA were also reviewed, and advice raised has been taken into consideration when developing the final recommendation and accompanying EqlA.

8. Equality Implications

8.1 Four groups; the elderly; females; people with a disability or long-term impairment; and those with carer's responsibilities have been identified as being more adversely impacted by these changes as they represent the majority of the wardens' current service users.

- 8.2 Our plans to take into account information from key partners as part of the GAP will contribute to mitigating cumulative adverse impacts.
- 8.3 The equalities implications for the proposals taken to public consultation were assessed as moderate to significant due to differing levels of change to current geographical allocations but also significant reductions in staffing. Only 20% of consultees provided comment on the equality impact assessment. Themes from those comments (also reflected elsewhere in consultation responses) were focused on concerns of impact for elderly and vulnerable, those with a disability, with physical or mental health concerns, those in rural areas, deprived residents, carers and young people/children. Digital exclusion was also considered; KCWS often work with those that struggle to use online or telephone services. Previous work by Kent Analytics shows digital exclusion correlating with older age and deprivation.
- 8.4 Mitigations are described in the EqIA (Appendix 4). Whilst the service will seek to minimise the adverse impacts of the changes, they cannot be eliminated.

9. Other corporate implications

- 9.1 KCWS proactively supports the work of:
- Trading Standards by engaging with and supporting scam victims on the service's behalf.
 - Adult Social Care and Health through welfare visits, engagement with hard-to-reach residents and supporting residents to live safely and independently.
 - Public Health by delivering the Positive Wellbeing model which addresses wider determinants of health i.e. loneliness and social isolation.
 - Emergency Planning; as part of the Council's response to emergency situations such as flooding and especially during the Covid 19 pandemic.
 - Children, Young People and Education through work with schools, colleges, youth groups and the younger residents in the communities served. Wardens deter anti-social behaviour and provide prosocial modelling for adolescents⁹.

10. Governance

- 10.1 The Director of Growth and Communities will inherit the main delegations via the Officer Scheme of Delegation. This will include the implementation of the decision by reducing the size of the service; establishing the new team sizes; and undertaking the GAP data modelling and partner discussions to determine the areas of Kent with the highest need to be prioritised and targeted for KCWS coverage.

11. Conclusions

⁹ <https://www.scie-socialcareonline.org.uk/transforming-behaviour-pro-social-modelling-in-practice/r/a11G00000017zZ5IAI>

11.1 KCC's financial circumstances have resulted in planned budget reductions to KCWS. These can only be implemented following public and staff consultations on the proposed changes and full equality impact analysis.

11.2 The recommended option based on the proposals taken to public consultation; the financial restraints to work within; the consultation feedback; and the priorities set within the recent Securing Kent's Future strategy, is to:

- Retain the service's wide remit (variety of ways it supports residents and communities).
- Retain its community-based proactive approach.
- Retain a presence in all 12 districts that:
 - Reduces the number of wardens (70 to 38) and management posts (3 to 1) and retains the Business Coordinator.
 - Sets a minimum team size for each of six teams, which will each cover two districts.
 - Enhances team size (within the limit of 38 wardens overall) and thereby district coverage for districts with higher evidenced need, compared to other districts under and within the new model.
 - Allocates wardens to specific wards (ratio of 1 warden to 6000-12000 population) in each district where they will focus/target their work. Coverage of a whole district will no longer be possible.
- Adopt a Geographical Allocation Policy (GAP - see Appendix 3) which will use data and indicators of need to identify:
 - Districts with higher need, informing which teams will be enhanced beyond the minimum of 1 Team Leader and 3 wardens.
 - Then, along with partner information (see Appendix 3), identify wards with highest need in each district to be prioritised for warden allocation.

11.3 The above recommendations require GEDCCC consideration so that a key decision can be taken, and the changes can begin to be implemented.

12. Recommendation(s):

12.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member on, the proposed decision to

- (i) AGREE a new Geographical Allocation Policy for the Community Warden's service;
- (ii) AGREE to implement a new model of operation for the Community Warden's service; and
- (iii) DELEGATE authority to the Director Growth and Communities to take any necessary actions including but not limited to entering into contracts or legal agreement as required to implement the decision as shown in Appendix A.

13. Appendices

- Appendix A – Proposed Record of Decision

- Appendix 1 – Consultation Report
- Appendix 2 – Alternative Funding Explored
- Appendix 3 – Recommended Geographical Allocation Policy (GAP)
- Appendix 4 – Equality Impact Assessment

14. Contact details

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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Clair Bell, Cabinet Member for
Community and Regulatory Services

DECISION NO:

23/00122

For publication

Key decision: YES

Subject Matter / Title of Decision: Review of the Kent Community Warden Service

Decision:

As Cabinet Member for Community and Regulatory Services, I agree to:

- (i) AGREE a new Geographical Allocation Policy for the Community Warden's service;
- (ii) AGREE to implement a new model of operation for the Community Warden's service; and
- (iii) DELEGATE authority to the Director Growth and Communities to take any necessary actions including but not limited to entering into contracts or legal agreement as required to implement the decision.

Reason(s) for decision:

As part of the Securing Kent's Future strategy and the Council's commitment to delivering the Medium-Term Financial Plan (MTFP), the Kent Community Warden Service (KCWS) is delivering a planned reduction in base budget of £1m over 2023-24 and 2024-25.

Cabinet Committee recommendations and other consultation:

A proposed model for the service to achieve the savings, and an Equality Impact Assessment (EqIA) were subject to public consultation from 12 July to 3 October 2023.

The proposed decision will be discussed by Members of the Growth, Economic Development and Communities Cabinet Committee on 18 January 2024.

Any alternatives considered and rejected:

- (i) **Do nothing** - This would not achieve the required savings and does not support Securing Kent's Future's priority for balancing the budget and reviewing all discretionary services and minimum statutory requirements.
- (ii) **Non-staffing related savings** - majority of budget is staffing costs.
- (iii) **Securing external funding, in part or full** - ongoing work, to date nothing viable has been identified.
- (iv) **Narrowing the service's remit** - not supported by public consultation.
- (v) **Becoming a reactive service** - not supported by public consultation.
- (vi) **Reducing the size of the service and then having the same number of wardens in each district** - does not recognise differing levels of need – public consultation responses confirmed different levels of community need should be considered.
- (vii) **Reducing the size of the service and then allocating wardens based on need only, with no minimum commitment to each district** - public consultation responses showed low agreement from all 12 districts to service reductions, i.e. all districts value and wish to retain the service.
- (viii) **Cessation of the service** – Although not considered as part of the consultation, the

subsequent publication and adoption by the County Council of Securing Kent's Future requires cessation of the service to be considered as an option of the Review. Work building on Universities of Essex and Kent's impact analysis is to continue, supporting understanding and evidence of KCWS's contribution to SKF's New Models of Care. A further public consultation would also be required which would result in not meeting the savings target in 24/25 due to the timescales involved.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date



KENT COUNTY COUNCIL COMMUNITY WARDEN SERVICE REVIEW CONSULTATION REPORT

PREPARED BY LAKE MARKET RESEARCH



CONTENTS

Background and methodology	3
Executive summary	11
Consultation awareness	13
Support / service received from Community Wardens	15
Response to consultation proposals	24
Response to Equality Impact Assessment	92
Next steps	96
Appendix – Consultation questionnaires	97

BACKGROUND AND METHODOLOGY

Background

To help meet the financial challenge the Council is facing, the Community Warden service has been asked to reduce its annual budget by £1 million by 2024-25. To achieve this level of saving, it is envisaged the service will need to be redesigned.

The consultation document provided information on:

- The current Community Warden service, including what it does and how it operates.
- Why changes are being proposed and how proposals have been developed.
- The proposed changes to the service and details of other options that have been considered.

The proposals presented in the consultation were developed with information from service users and input from staff and partners. Most of the service's budget provides the salaries of community wardens. To reduce the service budget by £1 million, staffing reductions would be needed. In summary, the consultation proposes to:

- Redesign the service, ensuring there is a core Community Warden presence across the county, with teams covering two districts.
- Retain the remit and community-based way the service currently works but cover fewer communities.
- Use data and information to identify where to place wardens for most impact.

Consultation process

On the 12 July 2023 a 12-week consultation was launched and ran until the 3 October 2023. The consultation provided details of proposed changes to the Community Warden service and the opportunity to provide feedback.

Feedback was captured via a questionnaire which was available from the consultation webpage: kent.gov.uk/communitywardenreview. Hard copies of the consultation document and questionnaire were available directly from community wardens as well as on request. An Easy Read version was also available from wardens and from the webpage, along with large print and audio versions. Wardens were also able to record collective feedback from the user groups they work with on a short form. All consultation material included details of how people could contact KCC to ask a question, request hard copies or an alternative format. A Word version of the questionnaire was provided on the webpage for people who did not wish to complete the online version.

A consultation stage Equality Impact Assessment (EqIA) was carried out to assess the impact the proposals could have on the protected characteristics. The EqIA was available as one of the accompanying documents for the consultation and the questionnaire invited respondents to comment on the assessment that had been carried out.

To raise awareness of the consultation and encourage participation, the following was undertaken:

- Emails to stakeholder list, including district councils, community safety partners, internal KCC partners and voluntary and community sector organisations.
- Community wardens directly emailing their local networks, discussing the consultation with their residents and community groups, displaying posters and providing hard copy material.
- Letter from the Cabinet Member to all KCC Members and the Police and Crime Commissioner.
- Promotion to parish and town councils through the Kent Association of Local Councils (KALC).
- Media release – <https://news.kent.gov.uk/articles/lets-talk-kent-community-wardens-consultation>.
- Posters and postcards displayed in Kent libraries and Gateways.
- Invite to 7,987 [Let's talk Kent](#) registered users who have expressed an interest in being kept informed of consultations regarding community safety, adult social care, public health and wellbeing and general interest.
- Articles in KCC's residents' e-newsletters, Kent Community Safety Team e-bulletin and shared with Adult Social Care's People's Panel and Your Voice network. Articles also included in Healthwatch Kent and Disability Assist's e-newsletters.
- Promoted through KCC's internal staff communication channels.
- Social media via KCC's corporate and Public Protection Facebook, Twitter/X, LinkedIn and Nextdoor accounts.
- Promotional banner on homepage and links to the consultation webpage added to service pages on Kent.gov.uk.

A summary of engagement with the consultation webpage and material can be found below:

- 7,512 visits to the consultation webpage by 6,861 visitors.
- Organic posts had a reach of 41,996 on Facebook. There were 4,302 impressions on LinkedIn and 53,106 on Nextdoor. Reach refers to the number of people who saw a post at least once and impressions are the number of times the post is displayed on someone's screen. The posts generated 1,626 clicks through to the consultation webpage. (Not all social media platforms report the same statistics.)
- 92 people viewed the Frequently Asked Questions.
- The number of document downloads are show in the table below.

Document name	Downloads / Views
Consultation document and questionnaire (pdf)	1,769
Equality Impact Assessment (pdf)	90
Consultation document - Easy Read (pdf)	15
Consultation document and questionnaire - large print (pdf)	14
Consultation document and questionnaire (Word)	14
Consultation questions - Easy Read (pdf)	10
Consultation document Easy Read (Word)	7
Consultation questions Easy Read (Word)	7
Consultation document and questionnaire - large print (Word)	3
Equality Impact Assessment - Large print (pdf)	1

Points to note

- Consultees were given the choice of which questions they wanted to answer / provide comments. The number of consultees providing an answer is shown on each chart / table featured in this report.
- Please note that for single choice questions the sum of individual percentages may not sum to 100% due to rounding.
- For all proposal questions, there is a summary box at the beginning of each section that summarises combined responses from the main and Easy Read consultation questionnaires to provide an overall picture of response (broadly similar scales were used).
- Feedback / comments have also been made to KCC directly either through emails, letters or video. Verbatim from these sources have been reviewed alongside consultation questionnaire feedback and examples have been included in this report.
- Participation in consultations is self-selecting and this needs to be considered when interpreting responses.
- Response to this consultation does not wholly represent the local area population and is reliant on awareness and propensity to take part based on the topic and interest.
- KCC was responsible for the design, promotion, and collection of the consultation responses. Lake Market Research was appointed to conduct an independent analysis of feedback.

Profile of consultees responding

There was an overall total of 1,357 consultees who completed the consultation questionnaire; 824 online, 411 via paper questionnaires. An additional 122 consultees completed the Easy Read questionnaire. Email / letter / video submissions (with personal information removed) were also sent to Lake Market Research for the purpose of analysis.

The tables below show the profile of consultees responding to the main and Easy Read consultation questionnaire. Please note that the demographic questions were only asked of those who indicated they are a resident. The proportion who left these questions blank or indicated they did not want to disclose this information has been included as applicable. Please note that the sum of individual percentages for each question may not sum to 100% due to rounding.

RESPONDING AS...	Number of consultees (1,357)	% (1,357)
Yourself (as an individual)	1,004	74%
On behalf of someone who uses the Community Warden service	52	4%
A partner agency (e.g. Kent Police, Kent Fire and Rescue Service, Health services / provider)	39	3%
A representative of a local community group or residents' association	33	2%
On behalf of a Parish / Town / Borough / District Council in an official capacity	41	3%
A Parish / Town / Borough / District / County Councillor	29	2%
On behalf of a charity or voluntary, community and social enterprise (VCSE)	48	4%
A Kent Community Warden service member of staff	12	1%
A KCC employee	50	4%
An educational establishment, such as a school or college	7	1%
On behalf of a local business	10	1%
Other	24	2%
Prefer not to say / blank	8	1%

SEX (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Male	266	25%
Female	562	52%
Prefer not to say / blank	243	23%

GENDER IDENTITY SAME AS BIRTH (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Yes	794	74%
No	4	0.4%
Prefer not to say / blank	273	25%

SEXUALITY (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Heterosexual or straight	722	67%
Bi or bisexual	6	1%
Gay man	5	0.5%
Gay women or lesbian	5	0.5%
Other	5	0.5%
Prefer not to say / blank	328	31%

AGE (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
0-15	0	0%
16-24	0	0%
25-34	15	1%
35-49	59	6%
50-59	97	9%
60-64	80	7%
65-74	208	19%
75-84	250	23%
85 & over	86	8%
Prefer not to say / blank	276	26%

WORKING STATUS (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Working full time	97	9%
Working part time	62	6%
On a zero-hours or similar casual contract	5	0.5%
Temporarily laid off	0	0%
Freelance / self employed	24	2%
Unemployed	9	1%
Not working due a disability or health condition	45	4%
Carer *	19	2%
Homemaker	7	1%
Retired	536	50%
Student	1	0.1%
Other	2	0.2%
Prefer not to say / blank	242	23%

* A separate question sought to identify caring responsibilities – please see table below.

CARER (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Yes	167	16%
No	721	67%
Prefer not to say / blank	183	17%

DISABILITY (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Yes	247	23%
Physical disability	153	14%
Sensory disability, like sight or hearing loss	55	5%
A long illness or health problem like cancer or epilepsy	116	11%
Mental health illness	42	4%
Learning disability	25	2%
Other impairment	8	1%
No	535	50%
Prefer not to say / blank	289	27%

BELONGING TO A PARTICULAR RELIGION / BELIEF (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Yes	474	44%
Christian	448	42%
Buddhist	3	0.3%
Hindu	1	0.1%
Jewish	3	0.3%
Muslim	1	0.1%
Sikh	1	0.1%
Other	15	1%
No	263	25%
Prefer not to say / blank	330	31%

ETHNICITY (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
White English	727	68%
White Scottish	13	1%
White Welsh	7	1%
White Irish	8	1%
White Other	3	0.3%
Asian or Asian British Indian	4	0.4%
Asian or Asian British Pakistani	6	1%
Mixed White & Black Caribbean	1	0.1%
Mixed White & Asian	2	0.2%
Mixed White & Black African	1	0.1%
Black or Black British Caribbean	2	0.2%
Other ethnic group	15	1%
Prefer not to say / blank	282	26%

DISTRICT LIVING IN (individuals / on behalf of individual only / completed Easy Read questionnaire)	Number of consultees (1,071)	% (1,071)
Ashford	62	6%
Canterbury	115	11%
Dartford	112	10%
Dover	56	5%
Folkestone & Hythe	31	3%
Gravesham	136	13%
Maidstone	154	14%
Medway	13	1%
Sevenoaks	48	4%
Swale	42	4%
Thanet	102	10%
Tonbridge & Malling	116	11%
Tunbridge Wells	21	2%
Prefer not to say / blank	63	6%

EXECUTIVE SUMMARY

RESPONSE, CONSULTATION AWARENESS AND SERVICE USE

1,357 consultees completed either the main or Easy Read consultation questionnaires; 1,235 consultees completed the main consultation questionnaire and 122 consultees completed the Easy Read consultation questionnaire. Email / letter / video submissions (with personal, identifiable information removed) were also sent to Lake Market Research for the purpose of analysis.

The most common route to finding out about the consultation are via a community warden (44% of consultees answering the main consultation questionnaire), followed by an email from Let's talk Kent / KCC's Engagement and Consultation Team (13%), a friend or relative (11%) or Facebook (11%).

Just over two thirds indicated they have received support or a service from the Community Warden service (68% of consultees answering the main consultation questionnaire). The support provided is wide ranging:

- 71% of these consultees have received help with community safety issues or providing advice.
- 57% have received help with community engagement.
- 46% have received personal, one to one support for wellbeing and quality of life.
- A variety of frequencies were observed for support provided – 10% single occurrence, 28% at least once a week, 14% once a fortnight, 26% once a month, 17% less often.
- 86% of these consultees indicated engaging with the service has allowed them to gain useful information / community updates / advice or guidance. 63% indicated engaging with the service has made them feel safer.
- 58% of these consultees indicated it has enabled them to gain access to services / care / support that they were not aware of or had difficulty in accessing.
- Mental health and wellbeing benefits are evident - 48% of these consultees indicated it had made them feel less lonely / isolated and 45% indicated it had given them a feeling of improved wellbeing.

RESPONSE TO CONSULTATION PROPOSALS

Consultees were invited to indicate their level of agreement or disagreement with a number of proposals as follows:

The service maintaining its current remit and objectives

- 87% agree (76% strongly agree), 3% neither agree nor disagree and 9% disagree.

The wardens being community based

- 93% agree (86% strongly agree), 2% neither agree nor disagree and 4% disagree.

Retain six teams covering two districts each, with a minimum of one team leader and three wardens per team, and to distribute the further 14 wardens across teams according to need

- 32% agree, 14% neither agree nor disagree and 49% disagree (33% strongly disagree); 5% don't know.

Reduce Community Warden service by 32 warden posts and two management posts to achieve savings required

- 11% agree, 8% neither agree nor disagree and 78% disagree (63% strongly disagree); 3% don't know.

Allocating wardens to electoral wards

- 35% agree, 21% neither agree nor disagree and 32% disagree; 12% don't know.

Group wards to reach set population ratios

- 22% agree, 19% neither agree nor disagree and 50% disagree (32% strongly disagree); 10% don't know.

Identify wards in which to base all wardens using data and information as described in Geographical Allocation Policy

- 31% agree, 27% neither agree nor disagree and 29% disagree; 13% don't know.

Throughout the free text feedback collected in the consultation questionnaire, consultees raised concerns for:

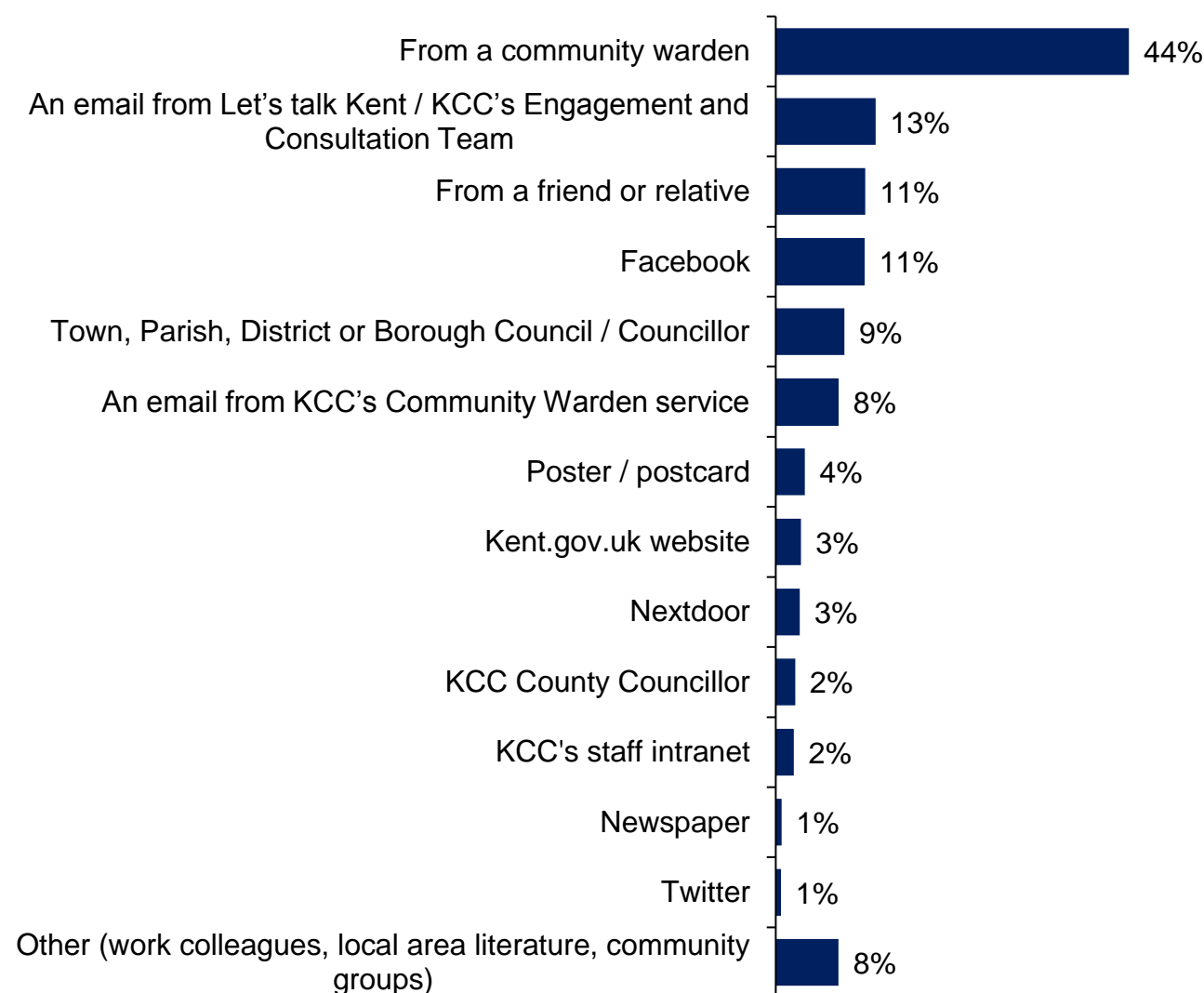
- The viability of the service and the local communities that need / rely on their wardens for personal support, improving community safety and reducing isolation.
- The need for the service to be embedded / continue to part of local communities / develop local community knowledge; allowing access from residents when needed.
- A reduction in community wardens making the overall service less effective / wardens would be spread to thinly / lose local knowledge / be overworked.
- Population ratios to community wardens being too large to maintain service levels.
- The potential impact of proposals on the elderly / vulnerable / rural residents in particular.
- The potential impact of proposals on other services / pressure on other services, e.g. police, NHS, social care.

CONSULTATION AWARENESS

- The most common route to finding out about the consultation is via a community warden (44% of those answering), followed by an email from Let's talk Kent / KCC's Engagement and Consultation Team (13%), a friend or relative (11%) and Facebook (11%).
- 9% found out about the consultation through their Town, Parish, District of Borough Council / Councillor.

How did you find out about this consultation?

Base: all answering (1,230), consultees had the option to select more than one response.



SUPPORTING DATA TABLE	Number of consultees answering (1,230)	% answering (1,230)
From a community warden	546	44%
An email from Let's talk Kent / KCC's Engagement and Consultation team	155	13%
From a friend or relative	139	11%

SUPPORTING DATA TABLE	Number of consultees answering (1,230)	% answering (1,230)
Facebook	137	11%
Town, Parish, District or Borough Council / Councillor	106	9%
An email from KCC's Community Warden service	98	8%
Poster / postcard	45	4%
Kent.gov.uk website	39	3%
Nextdoor	37	3%
KCC County Councillor	30	2%
KCC's staff intranet	28	2%
Newspaper	9	1%
Twitter	8	1%
Other (e.g. work colleagues, local area literature, community groups)	99	8%

Response from Easy Read consultation questionnaires

- Amongst consultees completing the Easy Read questionnaire, the most common route to finding out about the consultation is also via a community warden (76%).

How did you find out about this survey? Base: all providing a response (119), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (119)	% answering (119)
A community warden	90	76%
A friend of family member	18	15%
Facebook	7	6%
Local councillor	7	6%
Poster / postcard	6	5%
Community Warden service email	5	4%
A Kent County Council councillor	3	3%
Newspaper	2	2%
Twitter	1	1%
Other	7	6%

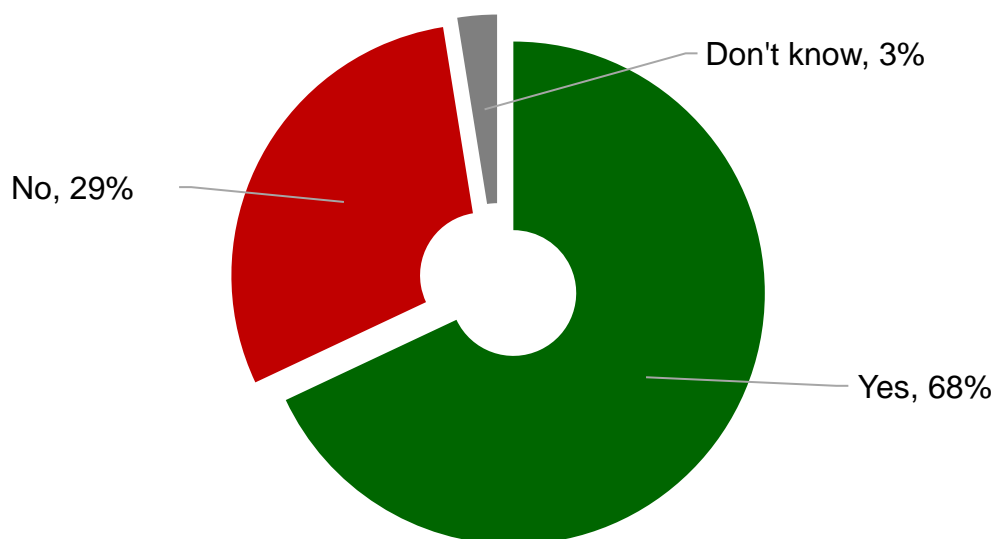
SUPPORT / SERVICE RECEIVED FROM COMMUNITY WARDENS

Consultees were asked to indicate whether they received support or a service from the Community Warden service and the type of support / service received.

RECEIVED SUPPORT OR SERVICE FROM THE COMMUNITY WARDENS

- Just over two thirds of consultees indicated they have received support or a service from the Community Warden service (68% of those answering).
- 29% indicated they have not received support or a service and 3% indicated they don't know.

Have you, or the person / organisation you are responding on behalf of, received support or a service from the Community Wardens? Base: all providing a response (1,226).



SUPPORTING DATA TABLE	Number of consultees answering (1,226)	% answering (1,226)
Yes	834	68%
No	361	29%
Don't know	31	3%

Response by demographic

- Over half of the majority of demographic groups taking part in the consultation indicated they have received support or a service from community wardens.
- A significantly higher proportion of specific demographic groups indicated they have received support or a service from community wardens – female consultees (70%), consultees aged 75-84 (73%), consultees aged 85 & over (81%), consultees with a disability (78%).
- A significantly higher proportion of residents answering who live in Gravesham and Maidstone indicated they have received support or a service from community wardens (81% and 70% respectively).

% YES - BY DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Male (239)	144	60%
Female (467)	326	70%
Aged 35-49 (53)	34	64%
Aged 50-59 (92)	57	62%
Aged 60-64 (74)	39	53%
Aged 65-74 (182)	109	60%
Aged 75-84 (211)	153	73%
Aged 85 and over (69)	56	81%
Have a disability (210)	164	78%
Do not have a disability (570)	364	64%
Live in Ashford (62)	42	68%
Live in Canterbury (82)	46	56%
Live in Dartford (104)	75	72%
Live in Dover (55)	38	69%
Live in Folkestone & Hythe (28 – caution low base)	15	54%
Live in Gravesham (105)	85	81%
Live in Maidstone (150)	105	70%
Live in Sevenoaks (45)	30	67%
Live in Swale (41)	18	44%
Live in Thanet (73)	39	53%
Live in Tonbridge & Malling (107)	56	52%
Live in Tunbridge Wells (19 – caution low base size)	7	37%

Response from Easy Read consultation questionnaires

- Amongst consultees completing the Easy Read questionnaire, three quarters indicated they have used the Community Warden service (75%).
- The majority of consultees indicating they have used the service are female (76%) and aged 65 & over (69%). 40% indicated they have a disability.

Have you used the Community Warden service? Base: all providing a response (120), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (120)	% answering (120)
Yes	90	75%
No	29	24%
I do not know	1	1%

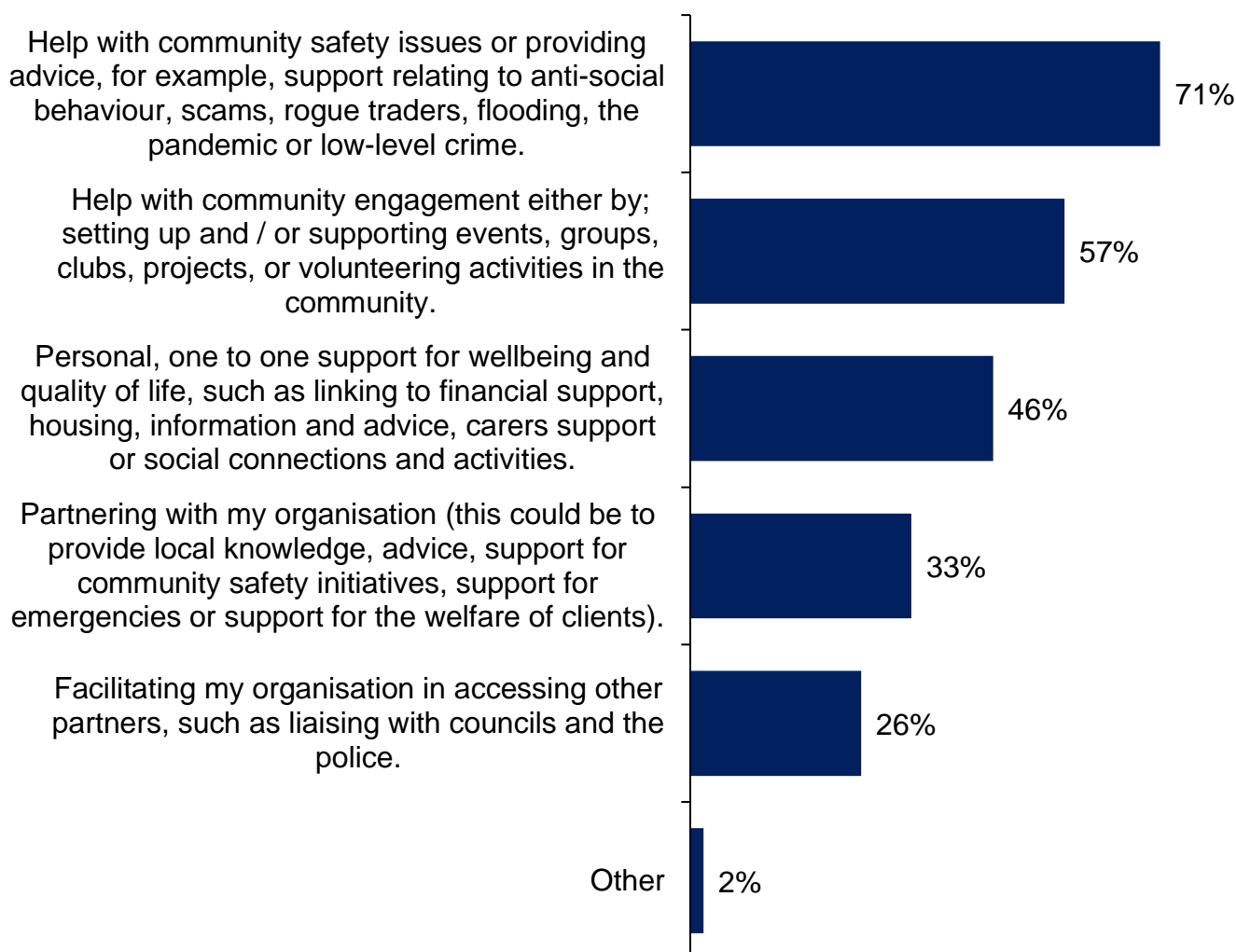
% Demographic breakdown of consultees who used Community Warden service	Number of consultees answering	% of consultees answering
Male	16	18%
Female	68	76%
Aged 30-49	2	2%
Aged 50-59	3	3%
Aged 60-64	3	3%
Aged 65-74	21	23%
Aged 75-84	29	32%
Aged 85 and over	13	14%
Have a disability	36	40%
Do not have a disability	42	47%

TYPE OF SUPPORT / SERVICE RECEIVED FROM COMMUNITY WARDENS

- A range of support / services are currently provided by community wardens according to consultees. Amongst those who have received support / a service, the most referenced is help with community safety issues or providing advice e.g. support relating to anti-social behaviour, scams, rogue traders, flooding, the pandemic or low-level crime (71% of consultees answering).
- 57% indicated they have had help with community engagement either by setting up / and or supporting evenings, groups, clubs, projects or volunteering activities in the community.
- 46% indicated they have had personal, one to one support for wellbeing and quality of life, such as linking to financial support, housing, information and advice, carers support or social connection and activities.

What support / service did the Community Wardens provide to you or the person / organisation you are responding on behalf of?

Base: all answering (843), consultees had the option to select more than one response.



SUPPORTING DATA TABLE	Number of consultees answering (843)	% answering (843)
Help with community safety issues or providing advice, for example, support relating to anti-social behaviour, scams, rogue traders, flooding, the pandemic or low-level crime.	599	71%
Help with community engagement either by; setting up and / or supporting events, groups, clubs, projects, or volunteering activities in the community.	477	57%
Personal, one to one support for wellbeing and quality of life, such as linking to financial support, housing, information and advice, carers support or social connections and activities.	386	46%
Partnering with my organisation (this could be to provide local knowledge, advice, support for community safety initiatives, support for emergencies or support for the welfare of clients).	282	33%
Facilitating my organisation in accessing other partners, such as liaising with councils and the police.	218	26%
Other	19	2%

Response from Easy Read consultation questionnaires

- Amongst consultees completing the Easy Read questionnaire, the type of help received is less hierarchical, with broadly similar proportions indicating they have received help with community safety (55%), personal support for a better quality of life (49%) and community engagement (47%).

What help did the wardens give you? Base: all providing a response (91), the sum of individual percentages may not sum to 100% due to rounding.

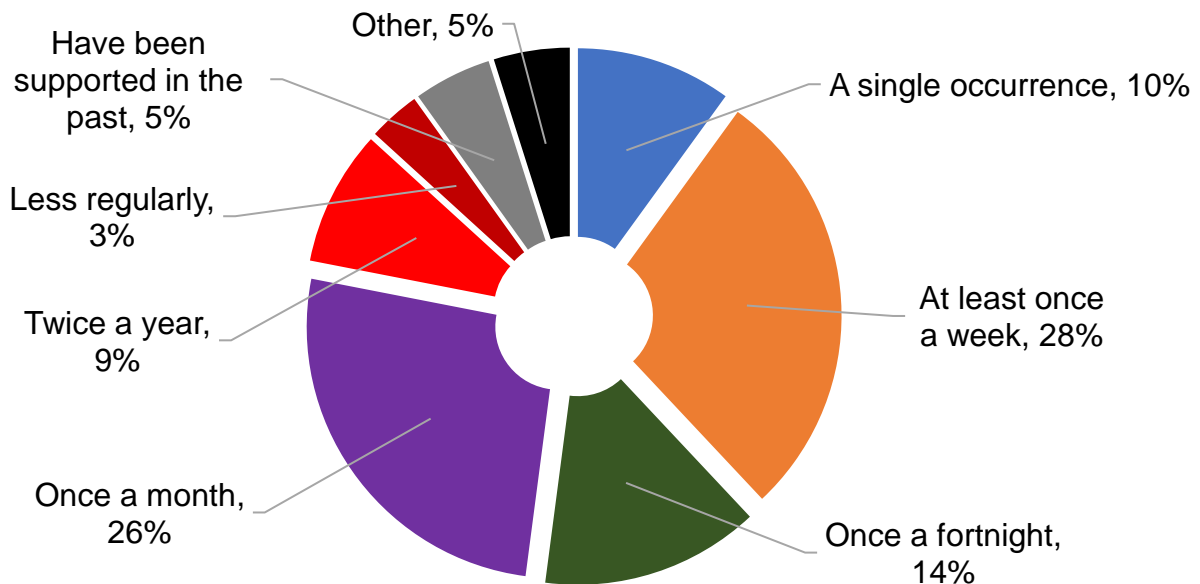
	Number of consultees answering (91)	% answering (91)
Community safety	50	55%
Linking up organisations	46	51%
Personal support for a better quality of life	45	49%
Community engagement	43	47%
Partnering with my organisation	27	30%
Something else	6	7%

FREQUENCY OF SUPPORT RECEIVED FROM COMMUNITY WARDENS

- The frequency of support received from community wardens varies. 90% of consultees who indicated they have received support / a service noted they have received it on more than one occasion.
- 28% receive support at least once a week, 14% receive it once a fortnight and 26% receive it once a month.

Please tell us how often you or the person / organisation you are responding on behalf of has been supported by the Community Warden service?

Base: all providing a response (840).



SUPPORTING DATA TABLE	Number of consultees answering (840)	% answering (840)
A single occurrence	83	10%
At least once a week	236	28%
Once a fortnight	118	14%
Once a month	218	26%
Twice a year	73	9%
Less regularly	28	3%
Have been supported in the past	42	5%
Other (e.g. ongoing but not time defined, when needed)	43	5%

Response from Easy Read consultation questionnaires

- Amongst consultees completing the Easy Read questionnaire, frequency of receiving support varies. 20% of those in receipt of support indicated they receive it at least once a week; 24% receive it once a fortnight and 18% receive it once a month.

How many times have you used the Community Warden service? Base: all providing a response (90), the sum of individual percentages may not sum to 100% due to rounding.

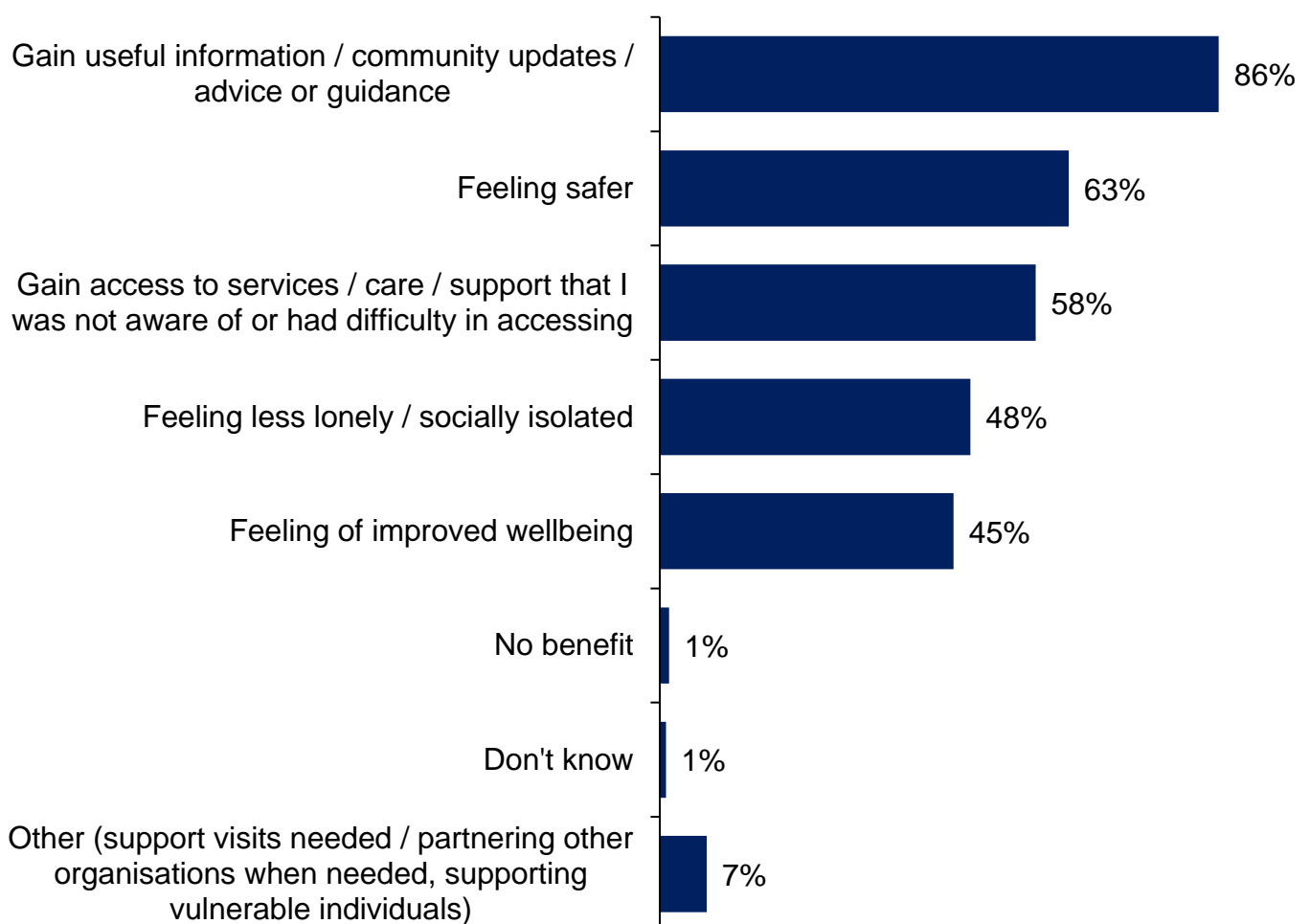
	Number of consultees answering (90)	% answering (90)
A single occurrence	17	19%
At least once a week	18	20%
Once a fortnight	22	24%
Once a month	15	17%
2 times a year	11	12%
Less than 2 times a year	2	2%
I was supported in the past	4	4%
Something else	4	4%

IMPACT OF SUPPORT OR SERVICE RECEIVED FROM COMMUNITY WARDENS

- The perceived benefits from engaging with / receiving support from the Community Warden service varies. Amongst those who have received support / a service, the most commonly referenced are gaining useful information / community updates / advice or guidance (86% of consultees answering) and feeling safer (63%).
- 58% indicated it has enabled them to gain access to services / care / support that they were not aware of or had difficulty in accessing.
- The impact on mental health and wellbeing is clear - 48% indicated it had made them feel less lonely / socially isolated and 45% indicated it had given them a feeling of improved wellbeing.

How do you or the person / organisation you are responding on behalf of benefit from engaging with / receiving support from the Community Warden service?

Base: all answering (849), consultees had the option to select more than one response.



SUPPORTING DATA TABLE	Number of consultees answering (849)	% answering (849)
Gain useful information / community updates / advice or guidance	730	86%
Feeling safer	533	63%
Gain access to services / care / support that I was not aware of or had difficulty in accessing	491	58%
Feeling less lonely / socially isolated	405	48%
Feeling of improved wellbeing	383	45%
No benefit	12	1%
Don't know	8	1%
Other (e.g. support visits needed / partnering other organisations when needed / supporting vulnerable individuals)	63	7%

Response from Easy Read consultation questionnaires

- Amongst consultees completing the Easy Read questionnaire, provision of information, community news or advice and feeling safe are also strong at 80% and 73% of those answering / in receipt of support respectively.

How does the Community Warden service help you? Base: all providing a response (100), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (100)	% answering (100)
I get information, community news or advice	80	80%
I feel safer	73	73%
I get help on services, care or support that I did not know about or was hard to get	56	56%
I feel less lonely	39	39%
I feel healthier or happier	36	36%
It does not help me	2	2%
I do not know	2	2%
Something else	4	4%

RESPONSE TO CONSULTATION PROPOSALS

Consultees were asked to indicate the extent to which they agree or disagree with a series of proposals / approaches put forward in the consultation document.

SERVICE MAINTAINING CURRENT REMIT AND OBJECTIVES

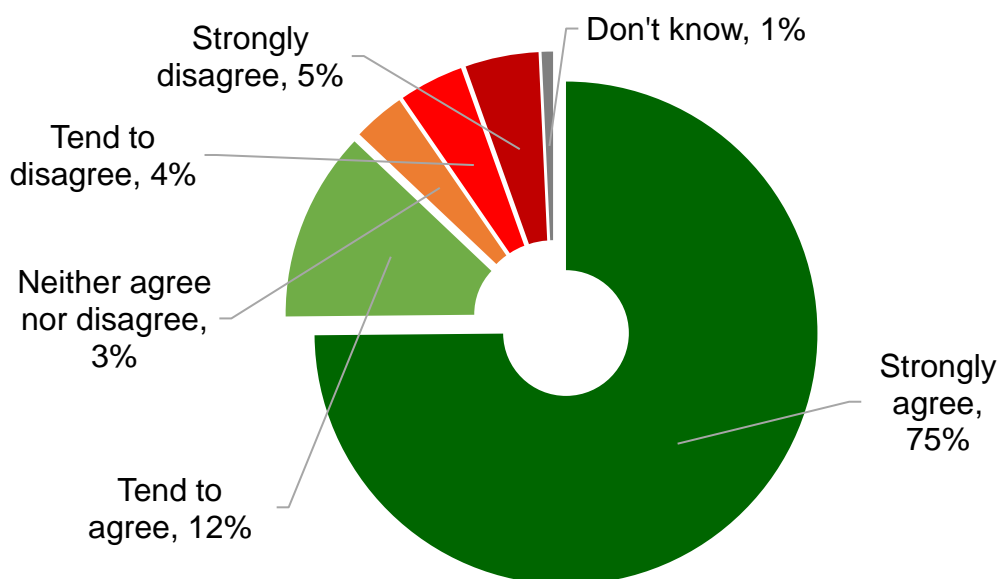
Combined response from main consultation and Easy Read questionnaires

- 87% of consultees answering indicated they agree with the service maintaining its current remit and objectives. Strength of agreement is high with 76% strongly agreeing with this element of the proposal.
- 9% of consultees indicated they disagree with the service maintaining its current remit and objectives and 3% indicated they neither agree nor disagree.

Response from main consultation questionnaire

- 87% of consultees answering indicated they agree with the service maintaining its current remit and objectives. Strength of agreement is high with 75% strongly agreeing with this element of the proposal.
- 9% of consultees indicated they disagree with the service maintaining its current remit and objectives and 3% indicated they neither agree nor disagree.

To what extent do you agree or disagree with the service maintaining its current remit and objectives? Base: all providing a response (1,233), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,233)	% answering (1,233)
Strongly agree	923	75%
Tend to agree	151	12%
Neither agree nor disagree	41	3%
Tend to disagree	51	4%
Strongly disagree	58	5%
Don't know	9	1%

Level of agreement by service use and demographic

- Overall agreement with the service maintaining its current remit and objectives is high across all demographic groups taking part in the consultation.
- A significantly higher proportion of consultees who indicated they have received support / a service from wardens agree (92%). Although it is worth noting that agreement amongst those who haven't received support / a service is also high (76%).
- A significantly higher proportion of specific demographic groups agree – female consultees (91%), consultees aged 75-84 (93%) and consultees aged 85 & over (91%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (832)	762	92%
Not received service / support from warden service (361)	274	76%
Male (240)	195	81%
Female (471)	429	91%
Aged 35-49 (55)	50	91%
Aged 50-59 (92)	71	77%
Aged 60-64 (74)	62	84%
Aged 65-74 (184)	157	85%
Aged 75-84 (211)	197	93%
Aged 85 and over (70)	64	91%
Have a disability (212)	185	87%
Do not have a disability (575)	506	88%
Live in Ashford (62)	55	89%
Live in Canterbury (83)	64	77%
Live in Dartford (104)	93	89%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Dover (56)	47	84%
Live in Folkestone & Hythe (28 – caution low base)	19	68%
Live in Gravesham (104)	94	90%
Live in Maidstone (151)	134	89%
Live in Sevenoaks (45)	36	80%
Live in Swale (41)	35	85%
Live in Thanet (73)	60	82%
Live in Tonbridge & Malling (109)	95	87%
Live in Tunbridge Wells (13 – caution low base size)	16	84%

Response from Easy Read consultation questionnaires

- 91% of consultees answering the Easy Read questionnaire indicated they agree with keeping the main aims of the service. Strength of agreement is high with 87% strongly agreeing.
- 8% of consultees disagreed.

How much do you agree with keeping the main aims of the service? Base: all providing a response (120), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (120)	% answering (120)
I really agree	104	87%
I mostly agree	5	4%
I do not mind	1	1%
I mostly do not agree	2	2%
I really do not agree	7	6%
I do not know	1	1%

Consultees were given the opportunity to provide their reasons for views on whether the service should keep its current remit and objectives in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

83% of consultees provided a comment at this question.

39% of consultees answering commented that community wardens provide a much needed / invaluable / wide reaching service. 22% of consultees believe that communities need the service / its invaluable to the community and 16% note that the service supports the elderly / vulnerable / rural communities.

10% of consultees commented that the Community Warden service alleviates pressures on other services / links to other services and 8% commented that community wardens help / assist with crime / anti-social behaviour issues.

Please tell us the reason for your answer in the box below. Base: all answering (1,029).

THEMES	Number of consultees answering (1,029)	% answering (1,029)
Community wardens provide much needed / invaluable / wide reaching service / relied upon	400	39%
Communities need the service / invaluable to community	229	22%
Crucial that service / remit / objectives are maintained / leave as is	191	19%
Support elderly / vulnerable / those who live rurally	163	16%
Community wardens alleviate pressure on other services / engage with / link to other services	105	10%
Essential for community wardens to have local knowledge / physical presence	88	9%
Community wardens help / assist with crime / anti-social behaviour issues due to lack of police	80	8%
Less wardens would mean a poorer service / less effective	48	5%
Reduction in community wardens and therefore service will be detrimental to all but particularly vulnerable / elderly / rurally	48	5%
If cutting budget, how can service / remit remain the same / effective	43	4%
Disagree with making cuts to Community Warden service	33	3%
Need more community wardens not less / people and funding	31	3%
Community wardens would be overstretched as a result of cuts	29	3%

THEMES	Number of consultees answering (1,029)	% answering (1,029)
Waste of money / serve no purpose / use money elsewhere	18	2%
Reduced community wardens will put additional pressure on other services (financial and resource)	16	2%
Review effectiveness / remit / objectives / roles / responsibilities	16	2%
Don't have power to do anything / don't add value / ineffective	12	1%
Community Warden service will become reactive not proactive	11	1%
Community wardens should have more power / wider remit	10	1%
Understand money needs to be saved	9	1%
Need more police instead	5	0.5%
Community wardens could be integrated with other services / work with other services	5	0.5%
Know nothing about the warden service / never seen a community warden	40	4%
Other	38	4%

Below are some example verbatim comments concerning the service being a much needed / invaluable / wide reaching service and supporting the elderly / vulnerable / rural communities:

“The Community Wardens do an amazing job within Swale. They have a very active presence across all members of the community but particularly the elderly, vulnerable and most isolated.”

“I strongly agree with keeping our warden. As being part of a support group which is voluntary we depend on him so much for advice and support at a professional level. He is someone we can turn to in any situation which may arise with someone we come in contact with. We are only volunteers so his help is vital in the meaning of support group for our local area.”

“A community warden is so important as a way to help people to get help and support they need a friendly face that they know they can talk to.” (Representative of a local community group or residents' association)

“It is extremely important that the same level of support help and advice is available. We are a rural community with poor public transport. Many of our members of the village are aging and therefore vulnerable.” (Representative of a local community group or residents' association)

“They help people feel safe. They explain how worries can be helped by explaining the help available and who to contact. Being prepared to listen no rush they really do care.”

“The loss of the community warden service would be a great loss to many people who need it because they are the disabled, the elderly, the majority of whom do not have their own transport to get about to other places where this might be obtained. The community warden is always willing to deal with problems.”

Some example verbatim comments concerning the service alleviating pressures on other services / links to other services and helping / assisting with crime / anti-social behaviour issues can be found below:

“The warden service is a lifeline for many residents. With the reduction in other services; social services, mental health support, social care services, the wardens very much fill the gap. They support the vulnerable and isolated, foster community cohesion and wellbeing, help residents access other public services, and deliver community safety and resilience.”
(Parish / Town / Borough / District Council representative)

“They are indispensable as police presence is much less in our community. The police are stretched anyway. ASB is much worse in our area.”

“The community warden is available for any issues in the local area. Is aware of any anti-social behaviour or criminal activity. Also a contact for the lonely or isolated. He works closely with our local police officer and PCSO who cover much larger area.”

“I don't know where or who our local community would turn to, if the community warden wasn't on hand to deal with minor issues that the police wouldn't be involved in. The police, the doctors, the citizen advice, all are seriously depleted already and the community warden takes the brunt of these minor but very life scary moments of rogue traders, undiagnosed dementia etc.”

Response from Easy Read consultation questionnaires

66% of consultees provided a comment at this question.

59% of consultees answering commented that community wardens provide a much needed / invaluable / wide reaching service. 21% of consultees believe it is crucial the service / remit / objectives are maintained and 19% note that it is essential for community wardens to have local knowledge / physical presence.

Please tell us the reason for your answer in the box below. Base: all answering (80).

THEMES	Number of consultees answering (80)	% answering (80)
Community wardens provide much needed / invaluable / wide reaching service / relied upon	47	59%
Crucial that service / remit / objectives are maintained / leave as is	17	21%
Essential for community wardens to have local knowledge / physical presence	15	19%
Communities need the service / invaluable to community	13	16%
Support elderly / vulnerable / those who live rurally	8	10%
Community wardens alleviate pressure on other services / engage with / link to other services	4	5%
Disagree with making cuts to Community Warden service	4	5%
Community wardens help / assist with crime / anti-social behaviour issues due to lack of police	4	5%
Less wardens would mean a poorer service / less effective	1	1%
Don't have power to do anything / don't add value / ineffective	1	1%
Know nothing about the warden service / never seen a community warden	1	1%

Below are some example verbatim comments concerning key themes identified:

“They work well within the current remit. The system is not broke, it does not need fixing.”

“We rely on the wardens to get things done. She pops into our church coffee morning and is reassuring. She is invaluable.”

“We do not want things to change, as we are rural and vulnerable, helps to know someone is there to help.”

“They do an essential job in contact with the community. We all need someone local who is responsible and aware of local area people, problems, services, and recreational activities to sign post and support us the public.”

SERVICE BEING COMMUNITY BASED

Combined response from main consultation and Easy Read questionnaires

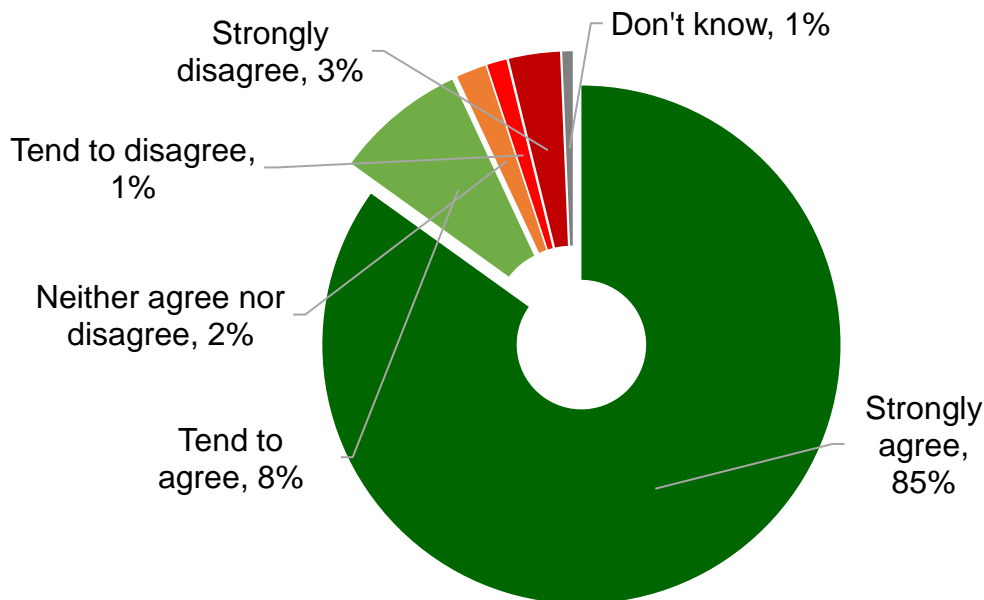
- 93% of consultees answering indicated they agree with the wardens being community based. Strength of agreement is high with 86% strongly agreeing with this element of the proposal.
- 4% of consultees indicated they disagree with the wardens being community based and 2% indicated they neither agree nor disagree.

Response from main consultation questionnaires

- 93% of consultees answering indicated they agree with the wardens being community based. Strength of agreement is high with 85% strongly agreeing with this element of the proposal.
- 4% of consultees answering indicated they disagree with the wardens being community based and 2% indicated they neither agree nor disagree.

To what extent do you agree or disagree with wardens being community based?

Base: all providing a response (1,230), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,230)	% answering (1,230)
Strongly agree	1,044	85%
Tend to agree	101	8%
Neither agree nor disagree	23	2%
Tend to disagree	15	1%
Strongly disagree	39	3%
Don't know	8	1%

Level of agreement - by service use and demographic

- Overall agreement with wardens being community based is high across all demographic groups taking part in the consultation.
- A significantly higher proportion of consultees who indicated they have received support / a service from wardens agree (96%). Although it is worth noting that agreement amongst those who haven't received support / a service is also high (86%).
- A significantly higher proportion of female consultees agree (94%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (829)	796	96%
Not received service / support from warden service (361)	310	86%
Male (240)	211	88%
Female (470)	444	94%
Aged 35-49 (55)	53	96%
Aged 50-59 (92)	81	88%
Aged 60-64 (74)	67	91%
Aged 65-74 (184)	167	91%
Aged 75-84 (210)	195	93%
Aged 85 and over (70)	68	97%
Have a disability (212)	197	93%
Do not have a disability (574)	531	93%
Live in Ashford (62)	56	90%
Live in Canterbury (83)	77	93%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Dartford (104)	95	91%
Live in Dover (56)	52	93%
Live in Folkestone & Hythe (28 – caution low base)	21	75%
Live in Gravesham (104)	99	95%
Live in Maidstone (151)	137	91%
Live in Sevenoaks (45)	43	96%
Live in Swale (41)	38	93%
Live in Thanet (72)	65	90%
Live in Tonbridge & Malling (109)	100	92%
Live in Tunbridge Wells (19 – caution low base size)	16	84%

Response from Easy Read consultation questionnaires

- 96% of consultees answering the Easy Read questionnaire indicated they agree that wardens should stay in the community. Strength of agreement is high with 94% strongly agreeing.
- 3% of consultees answering disagree.

How much do you agree that wardens should stay in the community? Base: all providing a response (121), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (121)	% answering (121)
I really agree	114	94%
I mostly agree	3	2%
I do not mind	0	0%
I mostly do not agree	4	3%
I really do not agree	0	0%
I do not know	0	0%

Consultees were given the opportunity to provide their reasons for views on whether wardens should be community based in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

76% of consultees provided a comment to this question.

31% of consultees answering indicated that it is essential / community wardens must be community based / are more effective with this approach. 27% of consultees believe community wardens have an important understanding of their local communities / local knowledge / the needs of communities.

17% of consultees commented it is important that community wardens are accessible / reachable / contactable and available locally and 13% stressed the importance of the service being a physical presence / being active in the community / out and about / seen. 16% of consultees highlighted the importance of the community wardens being trusted people that communities can build relationships with.

Please tell us the reason for your answer in the box below. Base: all answering (938).

THEMES	Number of consultees answering (938)	% answering (938)
Essential / must be community based / more effective	289	31%
Community wardens have an important understanding of local community / local knowledge / needs of community	250	27%
Community wardens need to be / are accessible / reachable / contactable / available / responsive	157	17%
Importance of being trusted people / community wardens build relationships with people	147	16%
Physical presence / active in community / out and about / seen	124	13%
Community wardens are needed / essential	116	12%
Community wardens support communities	115	12%
Known by residents / familiar face	110	12%
Elderly / vulnerable rely on Community Warden service / supportive	83	9%
Community wardens link / signpost residents to other agencies / provide information	70	7%
Residents feel safe / reassure with community wardens' presence	68	7%
Community wardens monitor community / are proactive	55	6%
Less effective if not community based / will be overstretched	47	5%

THEMES	Number of consultees answering (938)	% answering (938)
Beneficial to rural areas	46	5%
It works just as it is / continuity is important	38	4%
Community wardens help community cohesion / events / unite / enhance	38	4%
Prevent ASB / deterrent to	31	3%
Alleviate pressure on other services	20	2%
Community wardens don't add value / not required / waste of money	17	2%
Know nothing about community wardens	15	2%
Other	51	5%

Below are some example verbatim comments from consultees stressing the importance of community wardens being community focused and the role they have in understanding their local communities / local knowledge / the needs of communities:

“One of the reasons the wardens are so successful in our area is that they're embedded within the community itself.” (Local business)

“Being part of the community is the only way they can understand the problems in that community. They may be completely different to communities around theirs.”

“Being community based means the wardens are visible and can link with other organisations. Rural communities are often isolated and have few social resources. During the pandemic community wardens helped with shopping, medication collection and delivering food parcels, which was an invaluable service. With public transport services being cut there are many communities who have no access to community support, having someone come to their home is a lifeline, the impact of which can clearly be seen.”

“Rural areas need a constant presence, one knows, understands and an ear to help with those of the less agreeable elements of all communities, particularly anti-social behaviour and the homeless who can cause upset to a more vulnerable or an older generation. Our warden has been a vital link in directing people to various pathways to social help. She has been able to set up various programmes that engage with the younger elements, so reducing anti-social behaviour.”

“There is a clue in the name "Community Wardens"! The taglines of "Here to help" and "Trusted friends of the Community" ensures that Wardens support service users by being in the community, for the community and by the community...this is the reason that the KCWS is a successful model of engagement and support. A more remote model would see a reactive rather than a proactive service.” (Parish / Town / Borough / District Council representative)

Below are some example verbatim comments from consultees stressing the importance of community wardens being accessible / reachable / contactable / a physical presence locally and the importance of trust and building local relationships:

“It is important for a community warden to understand the community and people they work with. They can build relationships and get to know the vulnerable people within a community and also the hotspots where potential trouble could arise. They can understand the young people of the community and know how to relate to them.”

“Wardens are a trusted and respected part of the community they work in. People will stop and speak to them, comfortable in disclosing important intelligence and information, which in turn is disseminated to the relevant agency/partner.”

“Some villages are naturally proactive as a they are either affluent or have no major roads running through to “divide” the village. Where I live suffers from a great deal from apathy as well as having a very well used road running right through it which stops the hamlet feeling safe and secure. So to have the services of the community wardens provides a feeling of togetherness.”

“They are different from other agencies in that they are community based and proactive. Most organisations rely on people to come to them - CAB, GP surgeries, etc as such they only cater for that proportion of the population that has the confidence level to progress their own problems. The most needy are left behind until their situation becomes critical. Community wardens provide an opportunity for early intervention and as a consequence real cost savings and wellbeing improvements.” (Charity or voluntary, community and social enterprise (VCSE))

“They are our eyes and ears. People will go to them for support who will not go elsewhere because they know them, trust them and know they will be discreet.” (Charity or voluntary, community and social enterprise (VCSE))

Response from Easy Read questionnaires

65% of consultees provided a comment to this question.

29% of consultees answering commented it is important that community wardens are accessible / reachable / contactable and available locally and 18% stressed the importance of the service being a physical presence / being active in the community / out and about / seen. 15% highlighted residents feel safe / reassured with community wardens' presence.

Please tell us the reason for your answer in the box below. Base: all answering (79).

THEMES	Number of consultees answering (79)	% answering (79)
Community wardens need to be / are accessible / reachable / contactable / available / responsive	23	29%
Community wardens are needed / essential	17	22%
Physical presence / active in community / out and about / seen	14	18%
Residents feel safe / reassured with community wardens' presence	12	15%
Community wardens have an important understanding of local community / local knowledge / needs of community	10	13%
Importance of being trusted people / community wardens build relationships with people	9	11%
Essential / must be community based / more effective	7	9%
Community wardens support communities	6	8%
Elderly / vulnerable rely on Community Warden service / supportive	5	6%
Less effective if not community based / will be overstretched	5	6%
Known by residents / familiar face	4	5%
Beneficial to rural areas	3	4%
Community wardens link / signpost residents to other agencies / provide information	2	3%
It works just as it is / continuity is important	2	3%
Community wardens help community cohesion / events / unite / enhance	2	3%
Community wardens monitor community / are proactive	1	1%
Other	2	3%

Below are some example verbatim comments from consultees for the key themes identified:

"I live in a close community. Our community warden can help with questions. As I live alone and am disabled so the community warden is invaluable."

“It gives people peace of mind and they can speak to a warden if they need to.”

“It makes them more accessible and helps them make trusted relationships with residents.”

“If the wardens disappear for the community we won't have anyone to turn to for advice.”

SERVICE STRUCTURE

Combined response from main consultation and Easy Read questionnaires

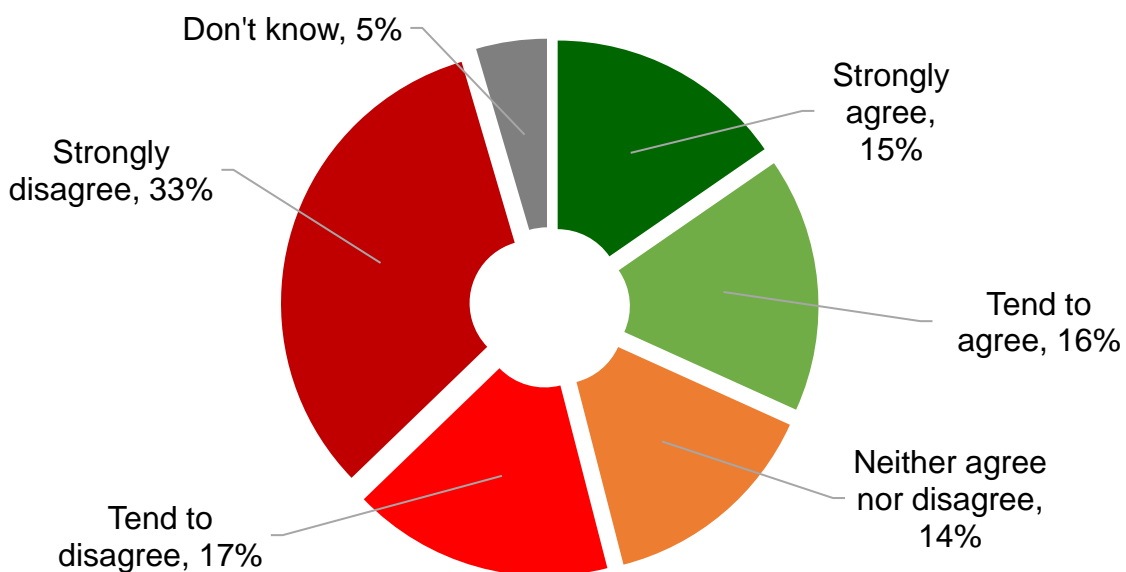
- Agreement is considerably lower with 32% of consultees agreeing with the approach to retain six teams covering two districts each, with a minimum of one team leader and three wardens per team and distributing the further 14 wardens across the teams according to need.
- 49% of consultees answering indicated they disagree with this approach; 33% strongly disagreed. 14% indicated they neither agree nor disagree.

Response from main consultation questionnaire

- 32% of consultees agree with the approach to retain six teams covering two districts each, with a minimum of one team leader and three wardens per team and distributing the further 14 wardens across the teams according to need.
- 49% of consultees answering indicated they disagree with this approach; 33% strongly disagreed. 14% indicated they neither agree nor disagree.

We have proposed to retain six teams covering two districts each, with a minimum of one team leader and three wardens per team, and to distribute the further 14 wardens across the teams according to need. To what extent do you agree or disagree with this approach?

Base: all providing a response (1,213), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,213)	% answering (1,213)
Strongly agree	186	15%
Tend to agree	198	16%
Neither agree nor disagree	174	14%
Tend to disagree	203	17%
Strongly disagree	397	33%
Don't know	55	5%

Level of agreement - by service use and demographic

- Consistent with overall proportions, overall agreement with the approach is considerably lower across all demographic groups taking part in the consultation.
- A significantly lower proportion of consultees who indicated they have received support / a service from wardens agree (28%). Although it is worth noting that agreement amongst those who haven't received support / a service is also low (36%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (817)	232	28%
Not received service / support from warden service (357)	130	36%
Male (234)	80	34%
Female (459)	148	32%
Aged 35-49 (55)	15	27%
Aged 50-59 (92)	30	33%
Aged 60-64 (72)	23	32%
Aged 65-74 (181)	63	35%
Aged 75-84 (201)	65	32%
Aged 85 and over (67)	21	31%
Have a disability (208)	57	27%
Do not have a disability (563)	188	33%
Live in Ashford (59)	21	36%
Live in Canterbury (81)	25	31%
Live in Dartford (102)	40	39%
Live in Dover (55)	11	20%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Folkestone & Hythe (27 – caution low base)	8	30%
Live in Gravesham (102)	38	37%
Live in Maidstone (149)	42	28%
Live in Sevenoaks (45)	16	36%
Live in Swale (41)	12	29%
Live in Thanet (73)	29	40%
Live in Tonbridge & Malling (107)	31	29%
Live in Tunbridge Wells (18 – caution low base size)	8	44%

Response from Easy Read consultation questionnaires

- Perceptions are mixed with 38% of consultees answering the Easy Read questionnaire indicating they agree with plans for the teams.
- 48% of consultees disagree.

How much do you agree with our plans for the teams? Base: all providing a response (118), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (118)	% answering (118)
I really agree	26	22%
I mostly agree	19	16%
I do not mind	6	5%
I mostly do not agree	15	13%
I really do not agree	41	35%
I do not know	11	9%

Consultees were given the opportunity to provide their reasons for views on warden structure proposals in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

80% of consultees provided a comment at this question.

21% of consultees answering believe that less community wardens would be detrimental to the service / would result in a less effective service and 9% of consultees noted that community wardens would be overworked / overstretched.

17% of consultees believe the proposed structure would not provide sufficient geographical coverage / there would be too few wardens and 12% of consultees added that community wardens would be spread too thinly / have too large a geographical area to cover. 10% believe that community wardens would potentially lose local knowledge and it is important that they stay local / remain aware of local issues.

Please tell us the reason for your answer in the box below. Base: all answering (984).

THEMES	Number of consultees answering (984)	% answering (984)
Less community wardens would be detrimental to service / less effective service	202	21%
Not sufficient geographical coverage / too few wardens	166	17%
Would be spread too thinly / too large an area to cover	122	12%
Potentially lose local knowledge / must be and stay local / awareness of local issues / needs	95	10%
Community wardens would be overworked / overstretched / detrimental to community wardens themselves	89	9%
More wardens are required / not a reduction in numbers	84	9%
Detrimentially affect vulnerable / elderly / receive a lot of community warden support	78	8%
Community wardens are much needed	72	7%
Leave as is / works with current number / structure	71	7%
Seems a good idea	58	6%
Don't know how this compares to current coverage / don't know enough to make a comment	54	5%
Could affect relationships with residents / lose personal aspect	51	5%
How can a reduction in staff provide the same level of service?	47	5%

THEMES	Number of consultees answering (984)	% answering (984)
Must be a presence in all areas	41	4%
Disagree with proposals	36	4%
Rural residents will be detrimentally affected	32	3%
Don't want to lose our community warden	31	3%
Understand need to save money / budgetary constraints	31	3%
Unsure how this would affect the service provided	31	3%
Concerned about accessibility / waiting times / must be accessible / available	29	3%
Some areas will need more community wardens than others	28	3%
Community wardens act as a deterrent / lack of police / anti-social behaviour / crime will increase	27	3%
Seems like community wardens will be where they are most needed	25	3%
Alleviate pressure on other organisations / without community wardens, place more burden other services	25	3%
Better than nothing given financial constraints	22	2%
Community wardens are already very busy	20	2%
Community wardens would lose time travelling between areas / areas too far apart	19	2%
Seems like an adequate number	15	2%
Reduce community warden team managers / would pay more community wardens	15	2%
Provides extra cover when the need arises	14	1%
Could affect community relations / cohesion	13	1%
Would switch to a reactive service rather than proactive	11	1%
Don't know anything about community wardens	10	1%
Community wardens service is not required / waste of money / don't add value	18	2%
Other	64	7%

Below are some example verbatim comments from consultees who believe that less community wardens would be detrimental to the service / would result in a less effective service and community wardens would be overworked / overstretched:

“The teams and wardens will not be able to provide the focused and quality service they provide at present. The service will be diluted as they will be required to cover larger areas,

not allowing them time within communities as they are now and the visible presence they provide will be greatly reduced. Wardens will become reactive not proactive within communities.” (Charity or voluntary, community and social enterprise (VCSE))

“I would suggest that you retain all community warden as the need in our town is essential. It could prove detrimental to many within our town if not all towns that rely on this service. by reducing their involvement within the community could only have a negative impact on groups and individuals’ wellbeing. especially when we are in an economic crisis with mental health issues rising along with the time it takes to be seen by a health care professional, the community warden plays a huge part in many individuals lives.”

“I think reducing community wardens will mean vulnerable people will get missed and not receive support or safeguarding that they need. It will isolate more people especially the elderly or disabled.”

“Firstly, I believe that it would become unworkable to have only 3 Community Wardens covering such large districts. In covering such areas they would not be able to input as full a service as at present due to the possible need to take more on board. Secondly, to have 14 Wardens ready to distribute as and where required will mean less likely that they would know local issues etc and would take time getting up to speed in order to assist existing Community Wardens.” (Parish / Town / Borough / District / County Councillor)

“It takes time for any official to build up a rapport with a community. Giving Wardens large areas to cover, many residents will slip through the net. Only the one off emergencies will be dealt with and not the ongoing issues which plague so many residents’ lives month after month.”

Below are some example verbatim comments from consultees who believe the proposed structure would not provide sufficient geographical coverage, would leave community wardens spread too thinly and lose the local knowledge they have currently:

“This does not seem to be enough team members to cover the area needed. We do understand budgetary pressures but it is important to also balance this by understanding the amount of hard work the wardens do and the weight they carry in the community.”
(Charity or voluntary, community and social enterprise (VCSE))

“I honestly would worry about the client’s needs as this sounds like doubling up on warden's workload this is bound to have a detrimental effect on clients especially the more vulnerable of them in turn this is going to increase the client's anxiety surely.”
(Representative of a local community group or residents’ association)

“I know the current community wardens are already stretched and often are not able to attend or provide a full and personable service due to an overload of cases and not enough time within their working hours. I know some wardens work outside their working hours or complete paperwork during sick leave or annual leave as they are otherwise not coping with the amount of work.” (Parish / Town / Borough / District Council representative)

“Residing in a rural isolated area with no public transport it is not feasible for the role of community warden to be changed and offering a much reduced presence. There is a high level of elderly residents who rely upon the support of the warden.”

Response from Easy Read consultation questionnaires

59% of consultees provided a comment at this question.

17% of consultees answering believe that less community wardens would be detrimental to the service / would result in a less effective service and 9% of consultees noted the proposed structure would not provide sufficient geographical coverage / there would be too few wardens. 13% of consultees added that community wardens would be spread too thinly / have too large a geographical area to cover.

Please tell us the reason for your answer in the box below. Base: all answering (72).

THEMES	Number of consultees answering (72)	% answering (72)
Less community wardens would be detrimental to service / less effective service	12	17%
Not sufficient geographical coverage / too few wardens	10	14%
Would be spread too thinly / too large an area to cover	9	13%
Leave as is / works with current number / structure	9	13%
Community wardens would be overworked / overstretched / detrimental to community wardens themselves	7	10%
Don't know how this compares to current coverage / don't know enough to make a comment	7	10%
Disagree with proposals	6	8%
Community wardens are much needed	5	7%
Don't want to lose our community warden	4	7%
Potentially lose local knowledge / must be and stay local / awareness of local issues / needs	4	6%
Detrimentially affect vulnerable / elderly / receive a lot of community warden support	3	4%
Seems a good idea	3	4%
Concerned about accessibility / waiting times / must be accessible / available	3	4%
Community wardens act as a deterrent / lack of police / anti-social behaviour / crime will increase	3	4%
Must be a presence in all areas	2	3%
Community wardens are already very busy	2	3%

THEMES	Number of consultees answering (72)	% answering (72)
More wardens are required / not a reduction in numbers	1	1%
How can a reduction in staff provide the same level of service?	1	1%
Rural residents will be detrimentally affected	1	1%
Some areas will need more community wardens than others	1	1%
Seems like community wardens will be where they are most needed	1	1%
Would switch to a reactive service rather than proactive	1	1%
Don't know anything about community wardens	1	1%
Other	2	3%

Below are some example verbatim comments from consultees concerning the key themes identified:

“The area will be too much with less wardens they won't be able to cope.”

“The wardens will be spread too thin on the ground and will not be so accessible when needed.”

“To cut the staff is not going to give us the quality we are receiving now.”

“Don't think the reduction of wardens will help the local community. They will be unable to visit clients when needed in an emergency.”

REDUCING COMMUNITY WARDEN AND MANAGEMENT POSTS

Combined response from main consultation and Easy Read questionnaires

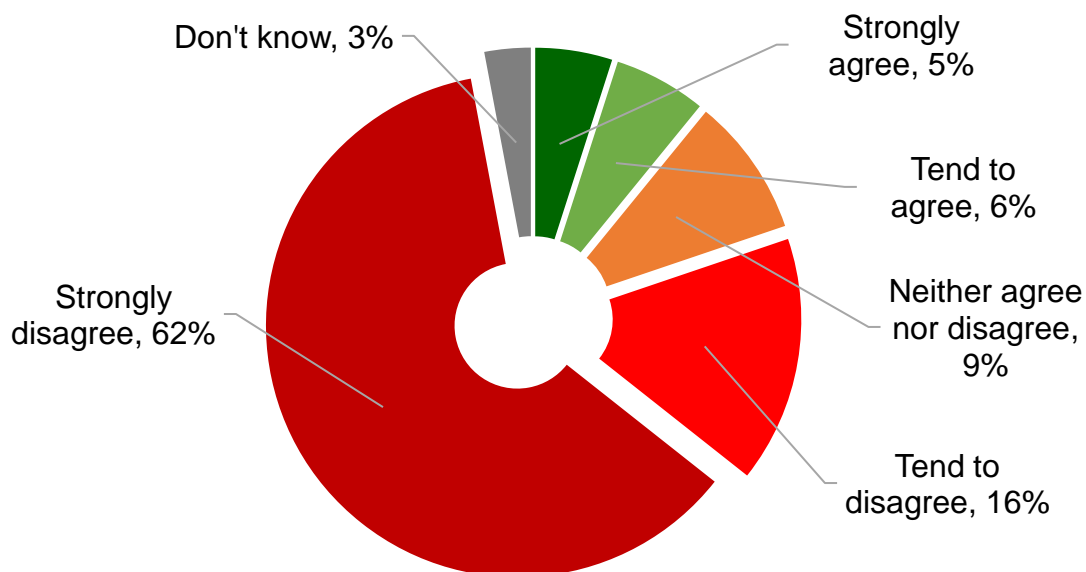
- Agreement is very low with 11% of consultees answering agreeing with the approach to achieve the £1 million saving by reducing the Community Warden service by 32 warden posts and two management posts.
- 78% of consultees disagree with this approach. Strength of disagreement is high with 63% strongly disagreeing with this approach. 8% indicated they neither agree nor disagree.

Response from main consultation questionnaire

- 11% of consultees answering agree with the approach to achieve the £1 million saving by reducing the Community Warden service by 32 warden posts and two management posts.
- 78% of consultees disagree with this approach. Strength of disagreement is high with 62% strongly disagreeing with this approach to achieve the £1 million saving. 9% indicated they neither agree nor disagree.

We have proposed to reduce the Community Warden service by 32 warden posts and two management posts to achieve the savings required. To what extent do you agree or disagree with this approach to achieve the £1 million saving?

Base: all providing a response (1,220), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees of total answering (1,220)	% of total answering (1,220)
Strongly agree	57	5%
Tend to agree	76	6%
Neither agree nor disagree	105	9%
Tend to disagree	189	16%
Strongly disagree	757	62%
Don't know	36	3%

Level of agreement - by service use and demographic

- Consistent with overall proportions, agreement is very low across all demographic groups taking part in the consultation.
- A significantly lower proportion of consultees who indicated they have received support / a service from wardens agree (6%). Although it is worth noting that agreement amongst those who haven't received support / a service is also low (22%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (826)	50	6%
Not received service / support from warden service (355)	77	22%
Male (237)	37	16%
Female (462)	44	10%
Aged 35-49 (55)	5	9%
Aged 50-59 (91)	8	9%
Aged 60-64 (73)	8	11%
Aged 65-74 (184)	27	15%
Aged 75-84 (205)	22	11%
Aged 85 and over (66)	7	11%
Have a disability (208)	15	7%
Do not have a disability (567)	70	12%
Live in Ashford (61)	6	10%
Live in Canterbury (81)	11	14%
Live in Dartford (101)	13	13%
Live in Dover (56)	6	11%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Folkestone & Hythe (28 – caution low base)	7	25%
Live in Gravesham (102)	4	4%
Live in Maidstone (150)	10	7%
Live in Sevenoaks (44)	4	9%
Live in Swale (41)	4	10%
Live in Thanet (73)	15	21%
Live in Tonbridge & Malling (108)	13	12%
Live in Tunbridge Wells (19 – caution low base size)	7	37%

Response from Easy Read consultation questionnaires

- Only 11% of consultees answering the Easy Read questionnaire indicated they agree with the plan outlined to save £1 million.
- 81% of consultees disagree.

How much do you agree with our plan to save £1 million like this? Base: all providing a response (120), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (120)	% answering (120)
I really agree	4	3%
I mostly agree	10	8%
I do not mind	0	0%
I mostly do not agree	15	13%
I really do not agree	82	68%
I do not know	9	8%

Consultees were given the opportunity to provide their reasons for views on proposals to reduce the service by 32 warden posts and two management posts in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

78% of consultees provided a comment at this question.

23% of consultees answering stress that local communities need community wardens / they support communities / are much needed. 17% of consultees noted they do not wish for numbers to be reduced / believe the proposed cuts are too drastic.

17% of consultees believe the proposed reduction would significantly impact Community Warden service levels and 13% of consultees believe the reduction will be detrimental to the elderly / vulnerable and rural communities and people who need support will be missed.

Other concerns raised echo previous comments in terms of the proposed reductions putting pressure on other services and wardens becoming more overstretched.

Please tell us the reason for your answer in the box below. Base: all answering (963).

THEMES	Number of consultees answering (963)	% answering (963)
Communities need community wardens / support communities / community wardens are much needed	220	23%
Do not reduce numbers / cuts are too drastic	168	17%
Cuts will significantly impact service levels	164	17%
Detrimental to elderly / vulnerable / rural communities / people will be missed / slip through the cracks	128	13%
Make savings elsewhere (high earners / management / cut bonuses) or raise funds (residents pay small charge)	125	13%
Less community wardens will put pressure on other services - financial / resources	116	12%
Community wardens are / will be more overstretched / not enough of them	91	9%
Detrimental to communities / residents will suffer	83	9%
Continuity / continue service as is / no changes	81	8%
Will be an increase in anti-social behaviour / crime / lack of policing	72	7%
Understand proposals are needed to save money	67	7%
Too few community wardens for such a large area	53	6%

THEMES	Number of consultees answering (963)	% answering (963)
More community wardens are needed than the current allocations not less (before any proposed changes)	53	6%
Reduce community warden management posts not actual wardens	52	5%
Switch to a reactive not proactive service	33	3%
No other way / seems sensible	28	3%
Understand need to save money / make cuts / so accept that means a reduced head count	23	2%
All areas need a warden	22	2%
Don't know enough to make a comment / view	22	2%
Community wardens are not required / do not add value	20	2%
Agree provided current level of service / support is maintained	14	1%
Know nothing about community wardens	10	1%
Reduced number of wardens is better than none	6	1%
Other	60	6%

Below are some example verbatim comments from consultees concerned about proposed reductions / who believe the proposed cuts are too drastic:

“It will render the service useless by removing the local knowledge and time to care aspect that the currently makes the warden such a vital part of the community. No one else is available to pick up the slack. They are vital.”

“They are policing our area. We will never see anyone and we need it.”

“This is a joke if you expect cover to be maintained. This will downgrade cover substantially and is lip service to providing a cover that will not be effective.”

“Cutting the service by half will have a knock on effect as communities will have reduced service, local knowledge will reduce and the potential for communities to withdraw their interaction with the service and other partners and agencies. As a service, we will lose vital intelligence and identifying of vulnerable people and highlighting of safety issues.” (Parish / Town / Borough / District Council representative)

Below are some example verbatim comments from consultees who believe the proposed reduction would significantly impact Community Warden service levels and be detrimental to the elderly / vulnerable and rural communities and people who need support will be missed:

“At a time when local policing is practically non-existent The wardens provide an essential deterrent to low level crime which is not picked up elsewhere. If warden numbers are reduced, other areas of council services will need to pick up the shortfall.”

“I strongly disagree with this plan of saving money. How will older residents contact clarion or the police if it's not an emergency issue? Most residents don't have access to online as their offices are now closed down in Kingshill.”

“The support currently provided by the wardens is stretching their time to support the more vulnerable. By reducing their numbers the support given will diminish to next to nothing.”

Response from Easy Read consultation questionnaires

66% of consultees provided a comment at this question.

25% of consultees answering stress that local communities need community wardens / they support communities / are much needed. 25% of consultees also noted they do not wish for numbers to be reduced / believe the proposed cuts are too drastic. 14% of consultees believe the reduction will lead to an increase in anti-social behaviour / crime.

Please tell us the reason for your answer in the box below. Base: all answering (80).

THEMES	Number of consultees answering (80)	% answering (80)
Communities need community wardens / support communities / community wardens are much needed	20	25%
Do not reduce numbers / cuts are too drastic	20	25%
Make savings elsewhere (high earners / management / cut bonuses) or raise funds (residents pay small charge)	14	18%
Will be an increase in anti-social behaviour / crime / lack of policing	11	14%
Cuts will significantly impact service levels	8	10%
Detrimental to communities / residents will suffer	8	10%
Community wardens are / will be more overstretched / not enough of them	7	9%
Continuity / continue service as is / no changes	5	6%
Detrimental to elderly / vulnerable / rural communities / people will be missed / slip through the cracks	5	6%
Don't know enough to make a comment / view	3	4%
Less community wardens will put pressure on other services - financial / resources	3	3%
Understand proposals are needed to save money	2	3%

THEMES	Number of consultees answering (80)	% answering (80)
Reduce community warden management posts not actual wardens	1	1%
Switch to a reactive not proactive service	1	1%
Community wardens are not required / do not add value	1	1%
Reduced number of wardens is better than none	1	1%
Other	2	3%

Below are some example verbatim comments from consultees concerning the common themes identified:

"By cutting 32 wardens' jobs how does this help the service and improve things for residents."

"Our community needs responsible wardens to do their job. They are already stretched to fulfil their job. If any are cut they will find themselves isolated and be ill equipped to do their job."

"By cutting the amount of wardens it's going to put an awful lot of pressure on the wardens left."

"No visible policing. The warden's presence does give some sort of security to elderly people."

ALLOCATING WARDENS TO ELECTORAL WARDS

Combined response from main consultation and Easy Read questionnaires

- Perceptions are very mixed with 35% of consultees answering agreeing with proposals to allocate wardens to electoral wards, and 32% of consultees disagreeing.
- 21% of consultees indicated they neither agree nor disagree with proposals and 12% indicated they don't know.

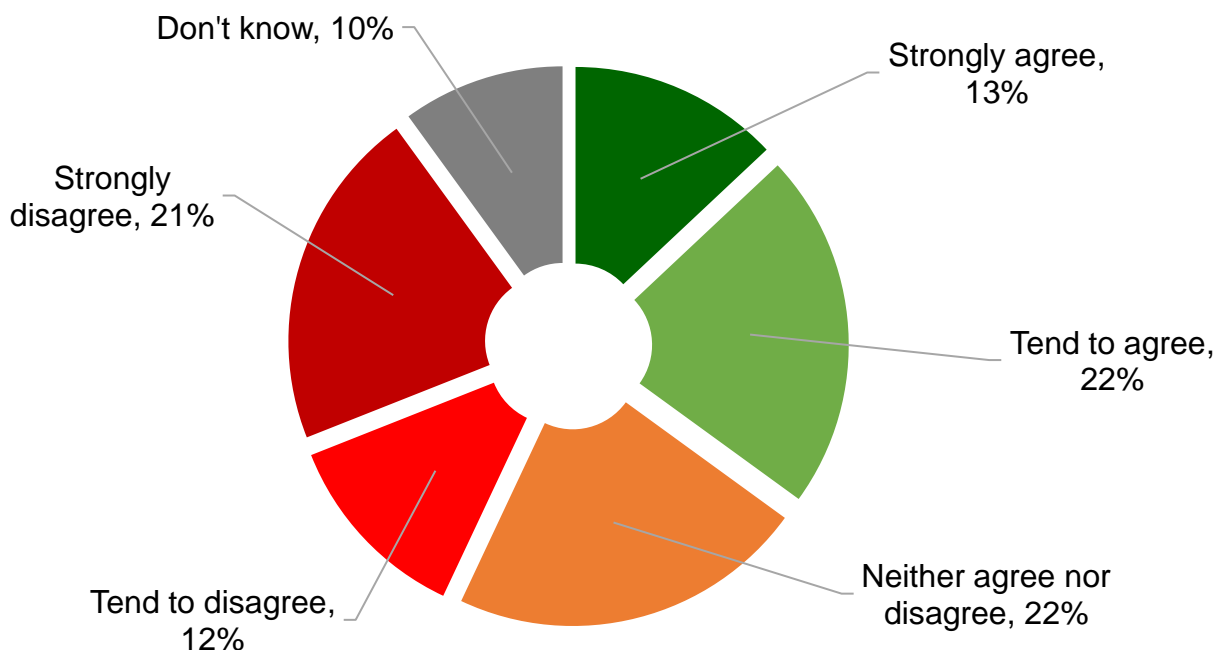
Response from main consultation questionnaires

- Perceptions are very mixed with 35% of consultees answering agreeing with proposals to allocate wardens to electoral wards, and 33% of consultees disagreeing.
- 22% of consultees indicated they neither agree nor disagree with proposals and 10% indicated they don't know.

To what extent do you agree or disagree with our proposals to...?

Allocate wardens to electoral wards

Base: all providing a response (1,165), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,165)	% answering (1,165)
Strongly agree	151	13%
Tend to agree	260	22%
Neither agree nor disagree	254	22%
Tend to disagree	135	12%
Strongly disagree	246	21%
Don't know	119	10%

Level of agreement - by service use and demographic

- A significantly lower proportion of consultees who indicated they have received support / a service from wardens agree (33%). Although it is worth noting that agreement amongst those who haven't received support / a service also remains under half (40%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (786)	256	33%
Not received service / support from warden service (343)	136	40%
Male (227)	82	36%
Female (430)	132	31%
Aged 35-49 (53)	14	26%
Aged 50-59 (90)	22	24%
Aged 60-64 (73)	24	33%
Aged 65-74 (174)	66	38%
Aged 75-84 (187)	64	34%
Aged 85 and over (57)	17	30%
Have a disability (197)	65	33%
Do not have a disability (539)	187	35%
Live in Ashford (59)	18	31%
Live in Canterbury (81)	30	37%
Live in Dartford (93)	33	35%
Live in Dover (52)	16	31%
Live in Folkestone & Hythe (27 – caution low base)	8	30%
Live in Gravesham (101)	31	31%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Maidstone (141)	43	30%
Live in Sevenoaks (43)	17	40%
Live in Swale (40)	12	30%
Live in Thanet (68)	26	38%
Live in Tonbridge & Malling (100)	30	30%
Live in Tunbridge Wells (19 – caution low base size)	9	47%

Response from Easy Read consultation questionnaires

- Perceptions are mixed with 28% of consultees answering the Easy Read questionnaire indicating they agree with plans to have wardens in electoral wards.
- 29% of consultees indicated they disagree.
- There is considerable uncertainty with 31% of consultees indicating they do not know and 12% indicating they do not mind.

How much do you agree with our plans to have wardens in electoral wards? Base: all providing a response (114), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (114)	% answering (114)
I really agree	13	11%
I mostly agree	19	17%
I do not mind	14	12%
I mostly do not agree	8	7%
I really do not agree	25	22%
I do not know	35	31%

GROUPING WARDS TO REACH SET POPULATION RATIO

Combined response from main consultation and Easy Read questionnaires

- Agreement is low with 22% of consultees answering agreeing with the proposal to group wards to reach a population ratio of approximately 6,000 to 12,000 residents per warden.
- 50% of consultees indicated they disagree with this proposal; 32% strongly disagree. 18% indicated they neither agree nor disagree and 10% indicated they don't know.

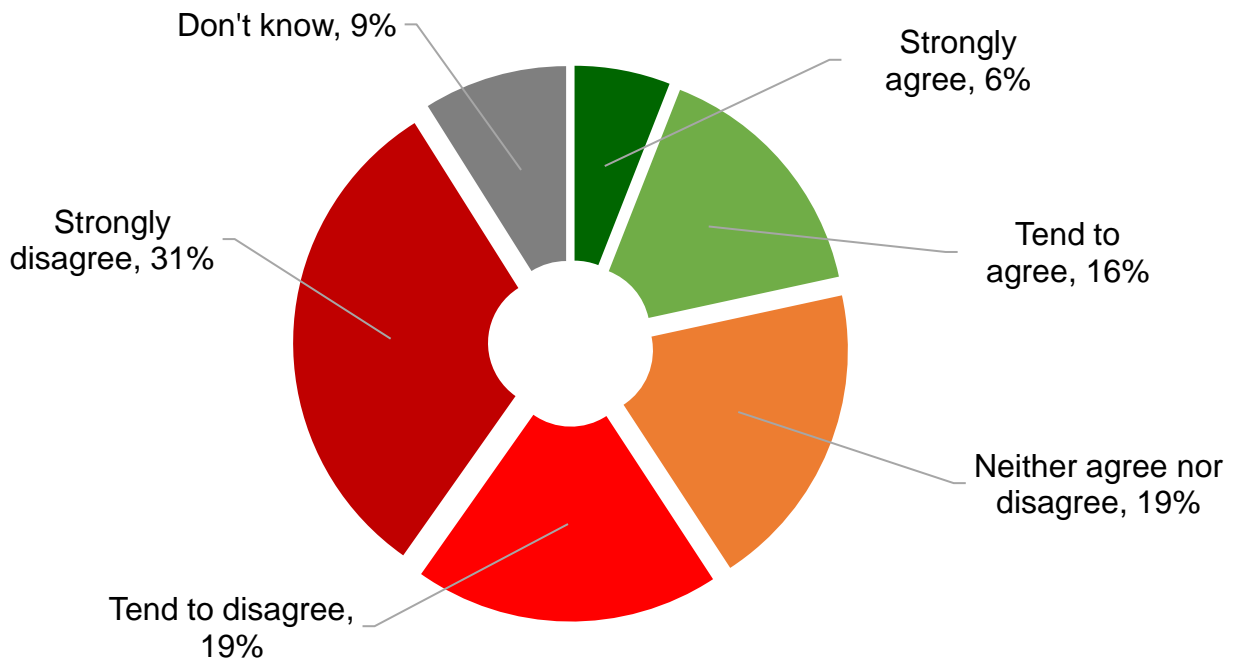
Response from main consultation questionnaires

- 22% of consultees answering agree with the proposal to group wards to reach a population ratio of approximately 6,000 to 12,000 residents per warden.
- 50% of consultees indicated they disagree with this proposal; 31% strongly disagree. 19% indicated they neither agree nor disagree and 9% indicated they don't know.

To what extent do you agree or disagree with our proposals to...?

Group wards to reach a population ratio of approximately 6,000 to 12,000 residents per warden

Base: all providing a response (1,077), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,077)	% answering (1,077)
Strongly agree	64	6%
Tend to agree	170	16%
Neither agree nor disagree	206	19%
Tend to disagree	205	19%
Strongly disagree	336	31%
Don't know	96	9%

Level of agreement - by service use and demographic

- A significantly lower proportion of consultees who indicated they have received support / a service from wardens agree (17%). Although it is worth noting that agreement amongst those who haven't received support / a service is also fairly low (30%).
- A significantly lower proportion of female consultees indicated they agree (18%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (720)	125	17%
Not received service / support from warden service (326)	99	30%
Male (213)	61	29%
Female (377)	67	18%
Aged 35-49 (49)	4	8%
Aged 50-59 (89)	22	25%
Aged 60-64 (69)	13	19%
Aged 65-74 (164)	36	22%
Aged 75-84 (151)	40	26%
Aged 85 and over (46)	7	15%
Have a disability (173)	31	18%
Do not have a disability (489)	108	22%
Live in Ashford (51)	11	22%
Live in Canterbury (75)	17	23%
Live in Dartford (87)	18	21%
Live in Dover (43)	6	14%
Live in Folkestone & Hythe (24 – caution low base)	6	25%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Gravesham (86)	19	22%
Live in Maidstone (127)	20	16%
Live in Sevenoaks (40)	10	25%
Live in Swale (36)	10	28%
Live in Thanet (64)	21	33%
Live in Tonbridge & Malling (97)	16	16%
Live in Tunbridge Wells (19 – caution low base size)	8	42%

Response from Easy Read consultation questionnaires

- 21% of consultees answering the Easy Read questionnaire indicated they agree with plans to group smaller electoral wards together.
- 52% of consultees answering disagree.

How much do you agree with our plans to group smaller electoral wards together? Base: all providing a response (116), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (116)	% answering (116)
I really agree	8	7%
I mostly agree	16	14%
I do not mind	12	10%
I mostly do not agree	12	10%
I really do not agree	49	42%
I do not know	19	16%

Consultees were given the opportunity to provide their reasons for views on proposals to allocate wardens to electoral wards and group wards to reach specified population ratios in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

63% of consultees provided a comment at this question.

33% of consultees answering noted they believe one community warden for 6,000-12,000 residents is inadequate / too much for one warden. Whilst some of the comments made infer that one warden is too many for the total range of 6,000-12,000 residents, some also refer to the likely percentage in need within this quantity and believing this is still too much.

19% of consultees believe the service level will be compromised and 9% comment on community wardens being overstretched / spread too thinly. 11% noted that some wards may have a greater need for community wardens than others.

9% of consultees answering indicate that the proposed reduction plans seem logical / make sense.

Please tell us the reason for your answer in the box below. Base: all answering (780)

THEMES	Number of consultees answering (780)	% answering (780)
One community warden for 6000-12000 residents is inadequate / too much for one community warden	261	33%
Service level will be compromised	150	19%
Some wards may have greater need than others	88	11%
Community wardens would be overstretched / spread too thinly	81	10%
Seems logical / makes sense	74	9%
Lack of local knowledge / must remain local / accessible	66	8%
Don't know enough / have enough knowledge to make a comment / view / don't understand it how it would work	48	6%
Cannot solely base this on numbers / other factors to consider	46	6%
Rural areas will be disadvantaged	44	6%
Detrimental to elderly / vulnerable / people will be missed	39	5%
Works well as is / should remain at current ratio	39	5%
Every ward must have a community warden	25	3%
Depends on how far apart the wards are geographically / waste time travelling around	21	3%
More community wardens are required not less	20	3%

THEMES	Number of consultees answering (780)	% answering (780)
What is the current ratio? / difficult to comment without information	20	3%
Disagree / don't like this method	20	3%
Needs to link with policing / Police Community Support Officers / concerned resources are stretched already	18	2%
By ward seems sensible / geographically close	17	2%
Community wardens are much needed / valuable to communities	16	2%
6000-12000 is far too broad a range	15	2%
Allocations should be based on other factors - parish councils / social care teams / villages / towns	13	2%
Disagree with allocating by ward / wards don't mean anything / populations could vary	12	2%
Community wardens are not required / do not add value	11	1%
Acceptable if current level of service / support is maintained	10	1%
Make savings elsewhere	5	1%
Know nothing about community wardens	5	1%
Other	57	7%

Below are some example verbatim comments concerning one community warden for 6,000-12,000 residents being perceived as inadequate / too much for one warden:

“Community wardens will be stretched and not be able to be active within the community and being the person that vulnerable people rely on. They have no other person to approach and contact in some instances. There are no other services that can help the elderly and vulnerable or lonely people. We are being told to have warm hubs and meeting pop in but this is sometimes impossible without the community. wardens help. So many services have been cut already leaving people isolated which we are being told should not be happening.” (Parish / Town / Borough / District Council representative)

“Your maths do not add up. Dover district alone has 115,000 residents so even with a ratio of 12,000 residents per warden that would require 9 wardens. But you are proposing to halve the existing 11 wardens covering both Dover and Shepway districts.” (Charity or voluntary, community and social enterprise (VCSE))

“This is absolutely too many residents per warden staff, you will lose the staff you have left due to being overworked and over stretched and you will have angry residents because they will not get the help they need in time.”

“I do not see how one warden will be able to affectively support and build rapport with either a whole electoral ward or 6000-12,000 people. This will take away the personal

relationships that the wardens have with the residents of their communities.” (KCC employee)

“Many of the areas currently covered by Wardens are rural areas, therefore a 'ward' comprising 6,000 - 12,000 residents would cover a very large area geographically. This would result in less visibility in their assigned villages which would, in council's opinion, have a detrimental effect on these smaller rural communities.” (Parish / Town / Borough / District Council representative)

Below are some example verbatim comments concerning perceptions of service levels being compromised, community wardens being overstretched / spread too thinly and some wards having a greater need for community wardens than others:

“The amount you propose to change is so drastic. Some of the areas you plan to more than double the population, whilst reducing the amount of wardens. It's too much of a reduction. Wardens will surely we having to cover a greater distance to see less people now. The quality of care they are able to give will be affected through no fault of their own and the communities and their vulnerable individuals will suffer.”

“The current operation of a Community Warden covering a Town has proved invaluable. Personally, to move away to a Ward or Wards based structure would be both counterproductive and reduce the level of support currently provided.” (Parish / Town / Borough / District / County Councillor)

“I think it's not practical. Some wards will have more elderly living in them, more shops perhaps having anti-social behaviour especially near public transport (train stations etc). So in some cases not a fair distribution of responsibility.”

“Allocating by electoral ward may not reflect the need required in each area. Some wards are bigger and have more poverty than others. 6,000 residents in areas of greatest need is a huge number for one warden, whereas 12,000 residents in more affluent areas may be reasonable or easier to manage.” (KCC employee)

Response from Easy Read consultation questionnaires

52% of consultees provided a comment at this question.

33% of consultees answering noted they believe one community warden for 6,000-12,000 residents is inadequate / too much for one warden. Whilst some of the comments made infer that one warden is too many for the total range of 6,000-12,000 residents, some also refer to the likely percentage in need within this quantity and believing this is still too much.

19% of consultees believe the service level will be compromised and 9% comment on community wardens being overstretched / spread too thinly. 11% noted that some wards may have a greater need for community wardens than others.

9% of consultees answering indicate that the proposed reduction plans seem logical / make sense.

Please tell us the reason for your answer in the box below. Base: all answering (64)

THEMES	Number of consultees answering (64)	% answering (64)
Community wardens would be overstretched / spread too thinly	14	22%
One community warden for 6,000-12,000 residents is inadequate / too much for one community warden	10	16%
Seems logical / makes sense	9	14%
Service level will be compromised	8	13%
Works well as is / should remain at current ratio	7	11%
Lack of local knowledge / must remain local / accessible	5	8%
Community wardens are much needed / valuable to communities	4	6%
Detrimental to elderly / vulnerable / people will be missed	3	5%
Disagree / don't like this method	3	5%
Acceptable if current level of service / support is maintained	3	5%
Some wards may have greater need than others	2	3%
Don't know enough / have enough knowledge to make a comment / view / don't understand it how it would work	2	3%
Every ward must have a community warden	1	2%
Depends on how far apart the wards are geographically / waste time travelling around	1	2%
Allocations should be based on other factors - parish councils / social care teams / villages / towns	1	2%
Disagree with allocating by ward / wards don't mean anything / populations could vary	1	2%
Make savings elsewhere	1	2%
Comment unrelated to question	1	2%

Below are some example verbatim comments concerning the common themes identified can be found below:

“This is too many people to support properly- community wardens will be run ragged.”

“For one person to be responsible for between 6,000 and 12,000 its totally unworkable.”

“With each warden supporting between 6,000-12,000 people there's very little chance of the service being effective.”

“It means fewer people with local knowledge being available almost instantly as is the current condition.”

GEOGRAPHICAL ALLOCATION POLICY

Combined response from main consultation and Easy Read questionnaires

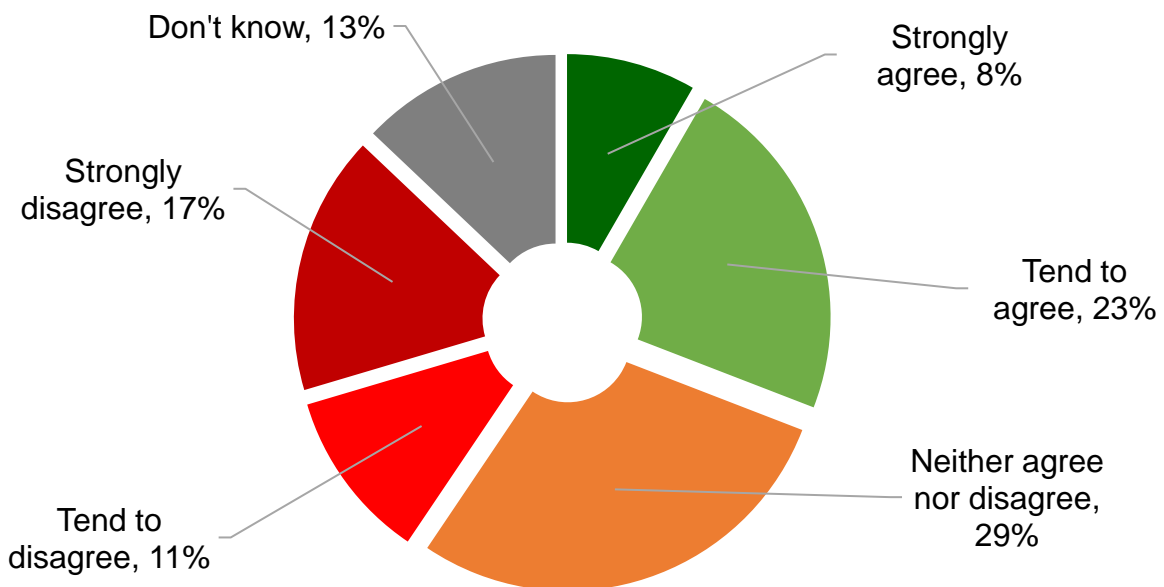
- Perceptions are very mixed with 31% of consultees answering agreeing with the approach to identify wards in which to base all wardens using data and information as described in the Geographical Allocation Policy, and 29% of consultees disagreeing.
- 27% of consultees indicated they neither agree nor disagree with proposals and 13% indicated they don't know.

Response from main consultation questionnaire

- 31% of consultees answering agree with the approach to identify wards in which to base all wardens using data and information as described in the Geographical Allocation Policy, and 28% of consultees disagreeing.
- 29% of consultees indicated they neither agree nor disagree with proposals and 13% indicated they don't know.

We have proposed to identify the wards in which to base all wardens using data and information as described in the Geographical Allocation Policy in the consultation document. To what extent do you agree or disagree with this approach?

Base: all providing a response (1,176), the sum of individual percentages may not sum to 100% due to rounding.



SUPPORTING DATA TABLE	Number of consultees answering (1,176)	% answering (1,176)
Strongly agree	98	8%
Tend to agree	265	23%
Neither agree nor disagree	336	29%
Tend to disagree	129	11%
Strongly disagree	196	17%
Don't know	152	13%

Level of agreement - by service use and demographic

- A significantly lower proportion of consultees who indicated they have received support / a service from wardens agree (28%). Although it is worth noting that agreement amongst those who haven't received support / a service is also under half (37%).

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Received service / support from warden service (791)	220	28%
Not received service / support from warden service (347)	129	37%
Male (233)	75	32%
Female (438)	128	29%
Aged 35-49 (55)	15	27%
Aged 50-59 (92)	24	26%
Aged 60-64 (72)	18	25%
Aged 65-74 (178)	65	37%
Aged 75-84 (193)	60	31%
Aged 85 and over (58)	14	24%
Have a disability (203)	61	30%
Do not have a disability (548)	170	31%
Live in Ashford (59)	21	36%
Live in Canterbury (79)	35	44%
Live in Dartford (100)	31	31%
Live in Dover (53)	12	23%
Live in Folkestone & Hythe (27 – caution low base)	5	19%
Live in Gravesham (97)	25	26%

NET AGREEMENT - BY SERVICE USE / DEMOGRAPHIC (total number of consultees reported in brackets)	Number of consultees answering	% of consultees answering
Live in Maidstone (142)	34	24%
Live in Sevenoaks (43)	10	23%
Live in Swale (41)	9	22%
Live in Thanet (69)	26	38%
Live in Tonbridge & Malling (103)	29	28%
Live in Tunbridge Wells (18 – caution low base size)	9	50%

Response from Easy Read consultation questionnaires

- Perceptions are mixed with 37% of consultees answering the Easy Read questionnaire indicating they agree with plans surrounding the Geographical Allocation Policy.
- 43% of consultees indicated they disagree.

How much do you agree with our plan to do this? Base: all providing a response (110), the sum of individual percentages may not sum to 100% due to rounding.

	Number of consultees answering (110)	% answering (110)
I really agree	18	16%
I mostly agree	23	21%
I do not mind	5	5%
I mostly do not agree	13	12%
I really do not agree	34	31%
I do not know	17	15%

Consultees were given the opportunity to provide their reasons for their views on proposals as described in the Geographical Allocation Policy in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

44% of consultees provided a comment at this question; significantly fewer than previous free text questions.

18% of consultees answering believe a data based approach makes sense. 15% of consultees expressed the approach should be determined by needs which is difficult to quantify and then make decisions upon. 7% of consultees stressed that decisions should not be made on data only.

Other comments reiterated concerns referenced previously with regards to community wardens being spread too thinly (12%) and a desire to keep the service as it is (10%).

Please tell us the reason for your answer in the box below. Base: all answering (544).

THEMES	Number of consultees answering (544)	% answering (544)
Makes sense / agree approach should be based on data	100	18%
Must be determined by needs (difficult to quantify)	84	15%
Community wardens will be spread too thinly / not enough wardens for proposed numbers	64	12%
Keep service as is / no changes / keep existing and areas / do not make cuts	57	10%
Decisions shouldn't be made on data only	39	7%
Don't know enough / not enough information to comment	38	7%
Data not accurate (unreported incidents) / out of date / how often is data reviewed?	37	7%
Not just vulnerable people or certain demographics that need the Community Warden service / wardens for all	33	6%
Must support vulnerable / elderly / detrimentally affected	31	6%
Every area must be covered	29	5%
Essential to be community based / have local knowledge	27	5%
More consideration must be given to rural areas	27	5%
Community wardens are vital / needed	22	4%
Don't understand / too complicated / can't comment	22	4%
Service will be compromised / less effective service	21	4%

THEMES	Number of consultees answering (544)	% answering (544)
Demography not geography	17	3%
Community wardens are not necessary / do not add value	9	2%
Don't know anything about community wardens	3	1%
Clear boundaries for community wardens	2	0%
Other	51	9%

Below are some example verbatim comments from consultees who agree it makes sense / approach should be based on data:

“I agree that using that data to understand need is the right thing to do but wardens should not be too restricted / tied to those wards.”

“Because vulnerable people exist everywhere and you will be missing people by not covering all wards.”

“Resourcing according to demand is a sensible approach when you have fewer resources to call upon.”

Below are some example verbatim comments from consultees who expressed that the approach should be determined by needs / difficult to quantify and that decisions should not be made on data only:

“I do not believe that geographical information is relevant it should be based on community needs.”

“A high or low population does not necessarily mean a high or low need! There are often pockets of needs in different sized areas.”

“Different geographical areas probably have different needs but those needs are not really quantifiable.”

“Giving parity across the districts for equal number of wardens does not represent the needs in particular districts.”

Response from Easy Read consultation questionnaires

40% of consultees provided a comment at this question; significantly fewer than previous free text questions.

14% of consultees answering believe a data based approach makes sense. 12% of consultees expressed the approach must support the vulnerable / elderly / detrimentally affected.

Please tell us the reason for your answer in the box below. Base: all answering (49).

THEMES	Number of consultees answering (49)	% answering (49)
Keep service as is / no changes / keep existing and areas / do not make cuts	14	29%
Makes sense / agree approach should be based on data	7	14%
Must support vulnerable / elderly / detrimentally affected	6	12%
Essential to be community based / have local knowledge	5	10%
Community wardens are vital / needed	5	10%
Community wardens will be spread too thinly / not enough wardens for proposed numbers	3	6%
Service will be compromised / less effective service	3	6%
Not just vulnerable people or certain demographics that need the Community Warden service / wardens for all	2	4%
Every area must be covered	2	4%
More consideration must be given to rural areas	2	4%
Must be determined by needs (difficult to quantify)	1	2%
Decisions shouldn't be made on data only	1	2%
Don't know enough / not enough information to comment	1	2%
Other	6	12%

Below are some example verbatim comments from consultees concerning the key themes identified:

“It is important that they retain the wardens in the community they know and can help with their knowledge.”

“The voice of the most vulnerable will be lost. It is the local warden who helps recognise need.”

“This is a needs led service nothing replaces on the spot in the neighbourhood.”

IMPACT OF PROPOSED SERVICE CHANGES

Consultees were given the opportunity to explain how the proposed service changes would affect them or the person / organisation they are responding on behalf of, in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

75% of consultees provided a comment at this question.

19% of consultees answering believe the proposed service changes will be detrimental to the elderly / vulnerable / rural residents. With the proposed changes, 18% of consultees believe the community wardens will be less accessible / available and there will be a lack of support / help possible for communities.

15% indicated they will feel less safe / secure and they will be more crime / anti-social behaviour and the proposed service changes will cause isolation / people will be missed and will affect mental health and wellbeing of communities.

Other comments reiterated concerns referenced previously with regards to community wardens being less physically present / local knowledge reducing (12%) and community wardens being spread to thinly (11%).

Please tell us how the proposed service changes could affect you or the person / organisation you are responding on behalf of. Base: all answering (932).

THEMES	Number of consultees answering (932)	% answering (932)
Detrimental to elderly / vulnerable / rural residents	180	19%
Community wardens will be less accessible / available / less contact for communities	164	18%
Will be a lack of support / help for communities	162	17%
Community wardens are essential / relied upon / lifeline / lost without community warden	161	17%
Feel less safe / secure / more crime / anti-social behaviour	144	15%
Cause isolation / people will be missed / fall through the cracks / affect mental health / wellbeing	129	14%
They won't affect me	114	12%
Physical presence in community is essential / lack of local knowledge / lack of continuity	109	12%
Community wardens spread thinly / less time to focus on communities	102	11%

THEMES	Number of consultees answering (932)	% answering (932)
Detrimental to communities / communities / residents will suffer	92	10%
Service / effectiveness compromised	91	10%
Community wardens alleviate pressure on other agencies / link with other agencies	69	7%
Community wardens organise / get involved with community activities / bring communities together / interested in communities	58	6%
All areas must have a warden / don't want to lose my warden	51	5%
Disagree with cuts / reducing number of community wardens / reducing service	41	4%
Don't know anything about / never used the Community Warden service / never see community warden	41	4%
Lack of information / signposting	38	4%
Less responsive / delayed response	37	4%
Lack of police	27	3%
Put more pressure on other services	26	3%
Put pressure on wardens themselves	17	2%
Switch from being proactive to reactive	15	2%
Hopefully I won't see any changes / glad service is continuing	11	1%
Community wardens are not required / do not add value	4	0%
Don't know	9	1%
Other	33	4%

The table below is filtered on consultees who indicated they have received support / a service from a community warden only. It further emphasises the key concerns raised at a total level:

- Detrimental to elderly / vulnerable / rural residents (22%)
- Community wardens will be less accessible / available / there will be less contact for communities (22%)
- Will be a lack of support / help for communities (20%)

Please tell us how the proposed service changes could affect you or the person / organisation you are responding on behalf of. Base: all who indicated they have received support / a service from community warden (650).

THEMES	Number of consultees answering (650)	% answering (650)
Detrimental to elderly / vulnerable / rural residents	142	22%
Community wardens will be less accessible / available / less contact for communities	140	22%
Will be a lack of support / help for communities	133	20%
Community wardens are essential / relied upon / lifeline / lost without community warden	125	19%
Cause isolation / people will be missed / fall through the cracks / affect mental health / wellbeing	112	17%
Feel less safe / secure / more crime / anti-social behaviour	103	16%
Physical presence in community is essential / lack of local knowledge / lack of continuity	87	13%
Community wardens spread thinly / less time to focus on communities	82	13%
Detrimental to communities / communities / residents will suffer	70	11%
Service / effectiveness compromised	69	11%
Community wardens alleviate pressure on other agencies / link with other agencies	57	9%
Community wardens organise / get involved with community activities / bring communities together / interested in communities	50	8%
All areas must have a warden / don't want to lose my warden	38	6%
Lack of information / signposting	34	5%
Disagree with cuts / reducing number of community wardens / reducing service	33	5%
Less responsive / delayed response	33	5%
Put more pressure on other services	23	4%

THEMES	Number of consultees answering (650)	% answering (650)
Lack of police	22	3%
Put pressure on wardens themselves	16	2%
Switch from being proactive to reactive	12	2%
Hopefully I won't see any changes / glad service is continuing	6	1%

Below are some example verbatim comments from consultees expressing concern that proposed changes will be detrimental to elderly / vulnerable / rural residents:

“The partnership we have with many wardens is essential for keeping people living with dementia safe and able to live in their own home. Together we have kept multiple people in their own homes for longer. If community wardens cannot do their vital work more people will require social care more quickly.” (Charity or voluntary, community and social enterprise (VCSE))

“Reduction in service will not directly affect me, but having worked with somebody who once was a warden, I know how devastating this will be for the most vulnerable. Also, my organisation has worked in partnership with them, and I’ve seen first-hand how crucial this service is and how they build and make relationships with vulnerable residents and the organisations that can help them.”

“I am a disabled woman who has been the victim of crime in my community. A reduction of community safety wardens will only increase this risk going forwards.”

“I’m aware of the valuable work the wardens do in the community. While wardens don’t give life-saving treatment, they are a lifeline to many people. Without wardens, elderly people will die, mentally ill patients will commit suicide and those in debt won’t know where to go for support. Without regular checks, people will die and when they do, they will not be found for weeks.”

Below are some example verbatim comments from consultees expressing concern that community wardens will be less accessible / available / there will be less contact for communities:

“Many of our elderly or vulnerable clients rely on wardens for all kinds of things including advice, support, help with bringing them food parcels, assistance with gas/electric and many other things.” (Charity or voluntary, community and social enterprise (VCSE))

“It will reduce confidence in living a safe and healthy lifestyle not knowing if I can call on the community warden for assistance for myself or a needing neighbour, vulnerable person.”

“If the weekly coffee morning is lost, then it would have a very negative affect on social inclusion. This is often the only opportunity single and lonely people have to meet up in our

village which does not place any need to belong to a society or group. We no longer have a cafe or post office etc.”

Below are some example verbatim comments from consultees expressing concern that there will be a lack of support / help for communities:

“We will be back in the position of having unequal access into most of the services that towns folk can easily access. We won’t have a visible reassuring presence of someone we know we can go to and trust to help us sort things out.”

“The Community wardens are an invaluable asset to the community. As a local beat officer, I work closely with the community wardens to support repeat victims and vulnerable people in the community. They are welcomed and liked by the vast majority and facilitate our investigations by being empowering communities and providing support, not only from themselves, but facilitating other partner agencies.”

“Vulnerable residents will lose first-hand information regarding local scams and potentially become victims. Local Information will be lost regarding those in poverty and extremely vulnerable. Residents will not be able to engage with a warden who is simply not there. Loose ability to signpost to other agencies. Loss of information sharing with the police. Reassuring presence of local warden big loss to the community.”

“The proposed changes could mean that vulnerable people are left with nowhere to turn. As a Parish Council we may be contacted by residents who have nowhere else to turn. We have neither the expertise nor staff or resources to deal with this. Up until now we have signposted on to the KCC Warden service and residents have been contacted / visited quickly. It sounds like this will no longer happen.” (Parish / Town / Borough / District Council representative)

"Cutting money, any kind of funding at all from the bottom up for the services that KCC wardens offer is outrageous, utterly outrageous because they are taking on the job of social services, mental health services, carers. I know this is not their role particularly, but the way I see the things that they do, they don't have a role in that sense. They are so open to helping you in regards to your needs. They have been utterly incredible and lifesaving. My community warden has helped me address issues with the home and issues with noise like and social anti-social issues and also anti-social behaviour issues and things not with me personally, with the property I'm living in and the area. I think probably most what he did was he enabled me to safely in a safe space, in a safe way, build my confidence again.”

Response from Easy Read consultation questionnaires

54% of consultees provided a comment at this question.

With the proposed changes, 38% of consultees believe the community wardens will be less accessible / available and 27% believe there will be a lack of support / help possible for communities. 24% indicated they will feel less safe / secure and they will be more crime / anti-social behaviour.

Please tell us how the proposed service changes could affect you or the person / organisation you are responding on behalf of. Base: all answering (66).

THEMES	Number of consultees answering (66)	% answering (66)
Community wardens will be less accessible / available / less contact for communities	25	38%
Will be a lack of support / help for communities	18	27%
Feel less safe / secure / more crime / anti-social behaviour	16	24%
Community wardens are essential / relied upon / lifeline / lost without community warden	7	11%
Physical presence in community is essential / lack of local knowledge / lack of continuity	7	11%
Detrimental to communities / communities / residents will suffer	7	11%
Detrimental to elderly / vulnerable / rural residents	6	9%
Community wardens spread thinly / less time to focus on communities	6	9%
Cause isolation / people will be missed / fall through the cracks / affect mental health / wellbeing	5	8%
All areas must have a warden / don't want to lose my warden	3	5%
Disagree with cuts / reducing number of community wardens / reducing service	3	5%
Lack of information / signposting	3	5%
Less responsive / delayed response	2	3%
Put more pressure on other services	2	3%
Community wardens alleviate pressure on other agencies / link with other agencies	1	2%
Community wardens organise / get involved with community activities / bring communities together / interested in communities	1	2%
Lack of police	1	2%
Hopefully I won't see any changes / glad service is continuing	1	2%

Below are some example verbatim comments from consultees concerning the key themes identified:

“Isolate us even further. Lose the help and trust of someone we know and can assist when needed.”

“Little/no support vulnerable locals lost and not supported. Lack of stability to young people. More need, more crime and more cost.”

“We will feel a lot safer with personal contact. It will cut down any trouble and act as a deterrent.”

“I would not know who to go to for help + advice especially as I have a learning disability and find phones and internet difficult.”

FACTORS CONSULTEES WOULD LIKE TO SEE CONSIDERED / PUT IN PLACE IF WARDENS NEED TO BE WITHDRAWN

Consultees were given the opportunity to describe what they would like to see considered or put in place if wardens need to be withdrawn from an area, in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

75% of consultees provided a comment at this question.

A number of comments made at this question re-emphasised previous requests to keep the Community Warden service as it is (22%), concern that the vulnerable / elderly will be most adversely affected / people will be missed (12%) and stressing that community wardens cannot be replaced / have a significant impact on residents (10%).

Of the areas put forward for consideration, the most common are:

- Increased police presence / Police Community Support Officers (PCSO) / better response / CCTV in community (15%)
- Residents knowing who and how to contact for help report issues / and receive responses to them (12%)
- More of a focus on residents – support / help / wellbeing / prevent isolation / checks / visits residents (9%)
- Community based resources / that are accessible / a visits area (8%)

What would you like us to ensure is considered or put in place if wardens need to be withdrawn from an area? Base: all answering (923).

THEMES	Number of consultees answering (923)	% answering (923)
Keep Community Warden service as is / no cuts / reduction in service / keep my warden	199	22%
Increased police presence / PCSO / better response / CCTV in community	134	15%
Vulnerable / elderly / will be most adversely affected / people will be missed / must be provided for	114	12%
Residents knowing who and how to contact for help report issues / and receive responses to them	109	12%
Community wardens cannot be replaced / significant impact on residents / lose personal relationships	95	10%

THEMES	Number of consultees answering (923)	% answering (923)
More of a focus on residents – support / help / wellbeing / prevent isolation / checks / visits residents	81	9%
Community based resources / that are accessible / a place where residents can visit wardens	75	8%
Community wardens are much needed / essential service / do not withdraw service	73	8%
Provision of information about services / advertise / publicise services available	69	7%
A service with same remit / help and support as existing Community Warden service	56	6%
Support from other organisations / liaising with other agencies	51	6%
Group / community / meetings / community hubs	50	5%
A dedicated phone number / helpline / emergency number / staffed not answerphone / email address	49	5%
Communication / information / ability to contact through various different methods (excluding telephone)	43	5%
Consideration of impact on support facilities in rural areas / already lacking	39	4%
Crime rates / anti-social behaviour / expected to rise	36	4%
Make savings elsewhere / find money from elsewhere so service can continue	31	3%
Need more wardens / overstretched	29	3%
Feeling safe / secure / reassured in community	28	3%
Proposals / less community wardens will put pressure on other services - financial / resources	26	3%
Some level of Community Warden service even if reduced	24	3%
A service that is available to all residents	22	2%
The service must be proactive not reactive, but changes will mean it is reactive not proactive / puts pressure on other services	19	2%
Don't know anything about / never used the community warden service / no Community Warden service here	19	2%
Facilities / schools / GPs / public transport	17	2%
More engagement / help from volunteer groups	15	2%
Age / vulnerability / disability of residents	15	2%
Support from NHS / social services	10	1%
Proposal won't work / not feasible	10	1%

THEMES	Number of consultees answering (923)	% answering (923)
Community wardens are not required / do not add value / not needed	7	1%
The degree of affluence / poverty / deprivation / working status of residents before making cuts	6	1%
Areas of high need must receive same level of service	6	1%
Other	50	5%

Below are some example verbatim comments concerning the most common areas for consideration:

“Our isolation as a rural environment who has no other resources available , limited or unequal access to any other service so we will need a health centre, police officer, bus service, foodbank , social worker of some sort.”

“If Community Warden is withdrawn from the area police presence and contactability should be increased accordingly.”

“The next step is to allocate more police to the area to respond to issues which you can’t do. No one takes notice of PCSOs because generally people view police in a negative light. Wardens are normal civilians who often work closely with the local community in other ways therefore have more respect.”

“Make sure it is very, very well advertised and make the methods of contacting the most local warden as clear and easy as possible.”

“That there is a named person to contact at any time, and that they have a visible presence within this community.”

“If the warden is withdrawn from our area, I would need to know how KCC are going to bridge this gap - telephone numbers, websites and a named contact, at the very least, should be made available so people know who to turn to when they would have usually asked the warden. Our community does however, value the relationship with the warden, and removing the warden would make the service very impersonal and I am sure people would be put off using alternatives.”

“Removal of wardens would mean that many clients would struggle as we rely on co operating with such a provision to enable our clients to access help for complex needs.”
(Charity or voluntary, community and social enterprise (VCSE))

“There are currently many vulnerable residents that are supported by the warden service. If that service were to be withdrawn or drastically reduced it is likely that these residents would be left unsupported, especially as the majority have been unable to engage with other agencies. The fact that there is one point of contact is vital for these residents.”
(Parish / Town / Borough / District Council representative)

“What they currently do is rather unmeasurable and often under the radar. In a sense there is no alternative replacement if a warden is withdrawn. Local people will have to fend for themselves in the world of multiple agencies trying to support the vulnerable when there is less tying them together. Perhaps there should be a "One stop shop" phone line for all social type queries to help direct people appropriately.” (Charity or voluntary, community and social enterprise (VCSE))

“The needs of the elderly, disabled and vulnerable should be maintained and alternative ways to bring people together to provide information and support needs to be considered. Local services such as police, healthcare, social services are all at breaking point and the whole system needs to be looked at to ensure money is used in the most efficient way to benefit the whole community and prevent crime, unsocial behaviour and loneliness. We all need to do what we can to help build better communities and learn to respect everyone and their needs. Reducing the presence of a community warden will just cause more social problems.”

“Proper visible (on the street) presence, to other intelligence and prevent crime. Yes, the police's job really, but they too neither have the money nor the resource.”

Response from Easy Read consultation questionnaires

55% of consultees provided a comment at this question.

A number of comments made at this question re-emphasised previous requests to keep the Community Warden service as it is (22%), concern that the vulnerable / elderly will be most adversely affected / people will be missed (12%) and stressing that community wardens cannot be replaced / have a significant impact on residents (10%).

Of the areas put forward for consideration, the most common are:

- Increased police presence / Police Community Support Officers (PCSO) / better response / CCTV in community (15%)
- Residents knowing who and how to contact for help report issues / and receive responses to them (12%)
- More of a focus on residents – support / help / wellbeing / prevent isolation / checks / visits residents (9%)
- Community based resources / that are accessible / a visits area (8%)

We are thinking about making some big changes to the Community Warden Service. It will probably change how you can use the Community Warden Service. If this happens, tell us below about anything important we can do for you? Base: all answering (67).

THEMES	Number of consultees answering (67)	% answering (67)
Keep Community Warden service as is / no cuts / reduction in service / keep my warden	29	43%
Residents knowing who and how to contact for help report issues / and receive responses to them	10	15%
Community wardens are much needed / essential service / do not withdraw service	10	15%
More of a focus on residents – support / help / wellbeing / prevent isolation / checks / visits residents	6	9%
Community based resources / that are accessible / a place where residents can visit wardens	4	6%
A dedicated phone number / helpline / emergency number / staffed not answerphone / email address	4	6%
Feeling safe / secure / reassured in community	4	6%
Group / community / meetings / community hubs	3	4%
Increased police presence / PCSO / better response / CCTV in community	2	3%
Vulnerable / elderly / will be most adversely affected / people will be missed / must be provided for	2	3%
Support from other organisations / liaising with other agencies	2	3%
Community wardens cannot be replaced / significant impact on residents / lose personal relationships	1	1%
Communication / information / ability to contact through various different methods (excluding telephone)	1	1%
Consideration of impact on support facilities in rural areas / already lacking	1	1%
Make savings elsewhere / find money from elsewhere so service can continue	1	1%
Some level of Community Warden service even if reduced	1	1%
Proposal won't work / not feasible	1	1%
Other	3	4%

Below are some example verbatim comments concerning the most common areas for consideration:

“I think it would be sad and people would feel supported as they are with having wardens, which is very important for safety as well or having a person who you can speak to if you have any concerns.”

“Providing a regular, easily accessible focus of help.”

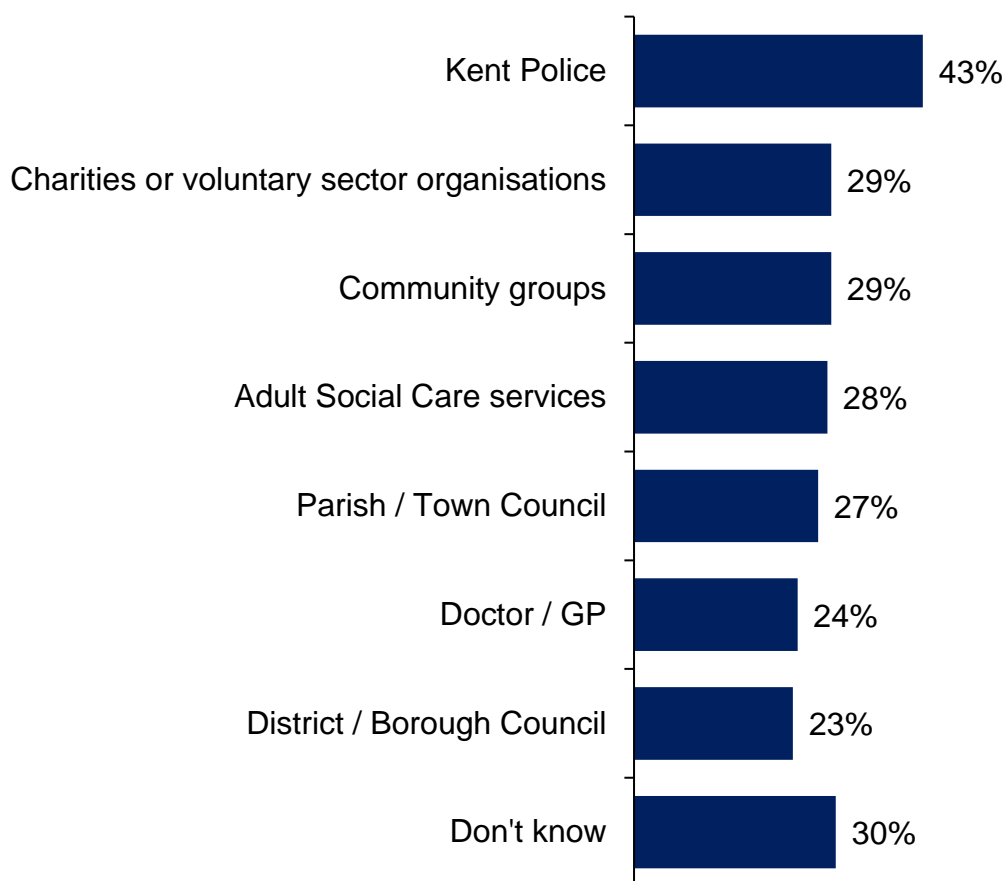
“I need to know who to contact when I need help or information.”

“Have easily accessible phone lines -details given to parish office for residents to check in for.”

LIKELY ALTERNATIVE SOURCES IF COMMUNITY WARDEN SERVICE IS WITHDRAWN

- 43% of consultees indicated they would turn to Kent Police if the Community Warden service was withdrawn from their area.
- Broadly equal proportions indicated they would turn to charities or voluntary sector organisations (29%), community groups (29%), Adult Social Care services (28%) and their Parish / Town Council (27%).
- Just under a third of consultees (30%) indicated they didn't know who they would turn to.

If the Community Warden service is withdrawn from your area, what alternative sources do you think you would turn to? Base: all answering (1,192), consultees had the option to select more than one response.



SUPPORTING DATA TABLE	Number of consultees answering (1,192)	% answering (1,192)
Kent Police	507	43%
Charities or voluntary sector organisations	347	29%
Community groups	347	29%
Adult Social Care services	340	28%
Parish / Town Council	323	27%
Doctor / GP	288	24%
District / Borough Council	280	23%
Don't know	354	30%

The table below is filtered on consultees who indicated they have received support / a service from a community warden only. It outlines broadly consistent proportions with those observed amongst all consultees.

If the Community Warden service is withdrawn from your area, what alternative sources do you think you would turn to? Base: all consultees who indicated they have received support / a service from community wardens (808), consultees had the option to select more than one response.

	Number of consultees answering (808)	% answering (808)
Kent Police	333	41%
Charities or voluntary sector organisations	250	31%
Community groups	243	30%
Adult Social Care services	242	30%
Parish / Town Council	226	28%
Doctor / GP	210	26%
District / Borough Council	194	24%
Don't know	256	32%

Response from Easy Read consultation questionnaires

- The most common point of call amongst those completing the Easy Read questionnaire is also Kent Police (40%), followed by charities or voluntary sector organisations and voluntary or community groups.
- 24% indicated they would turn to their doctor / GP.
- 40% indicated they didn't know.

If the Community Warden service is stopped in your area, where do you think you will go for help? Base: all consultees who indicated they have received support / a service from community wardens (106), consultees had the option to select more than one response.

	Number of consultees answering (106)	% answering (106)
Kent Police	42	40%
Charities or voluntary sector organisations	26	25%
Voluntary or community groups	25	24%
Adult Social Care services	20	19%
Parish / Town Council	23	22%
Doctor / GP	25	24%
District / Borough Council	15	14%
I do not know	42	40%
Something else	6	6%

ANY OTHER COMMENTS ON PROPOSALS

At the end of the questionnaire, consultees were given the opportunity to provide any other comments or suggestions on the proposals in their own words. For the purpose of reporting, we have reviewed respondents' comments and have grouped common responses together into themes. These are reported in the tables below.

Response from main consultation questionnaires

36% of consultees provided a comment at this question; significantly lower than other free text questions.

28% of consultees answering requested that savings are made elsewhere (from high earners / management / bonuses) or raise funds to support the Community Warden service.

The majority of others comments re-emphasised previous feedback provided, i.e. do not make cuts to service (24%), community wardens are vital / essential / relied upon (16%), will put additional pressure onto other services / is short-sighted (10%) and will be detrimental to vulnerable groups / rural residents (9%).

Do you have any additional feedback on our proposals and/or suggestions on how else we could make savings to our Community Warden service budget? Base: all answering (443).

THEMES	Number of consultees answering (443)	% answering (443)
Make savings elsewhere (high earners / management / bonuses) or raise funds	126	28%
Do not make cuts to Community Warden service / keep as is / keep my warden	107	24%
Community wardens are vital / essential / relied upon	69	16%
Short-sighted proposals / adds extra pressure onto other services / financial / resources	45	10%
Detrimental to vulnerable groups / rural residents	40	9%
Raise funds from elsewhere (residents pay small charge / offer services charge)	37	8%
Criticism of consultation / concern changes will be made anyway irrespective of feedback / consultation length / means of access may have stopped some from participating	27	6%
Reduce community warden management posts but not actual wardens	26	6%
Community Warden service / effectiveness will deteriorate / leading to it being phased out	22	5%
Cuts to numbers / service / budget will be detrimental to communities / residents	21	5%

THEMES	Number of consultees answering (443)	% answering (443)
Suggestions for Community Warden service (alternative ways of working / drop in support / telephone contact / working with other agencies)	18	4%
Make use of volunteers	17	4%
Outsource service / under a different remit / spread duties throughout other agencies	17	4%
Community wardens are not required / do not add value	15	3%
Reevaluate role of community wardens / effectiveness	14	3%
Suggestions for saving money / raising funds for Community Warden service (part time hours, sourcing grants, charge agencies for work conducted)	14	3%
Need more community wardens not less / increase community warden budget	10	2%
Don't know enough about the Community Warden service to comment	9	2%
Community wardens should focus on where they are needed / not all areas will need a warden	4	1%
Other	35	8%

Below are some example verbatim comments from consultees suggesting savings should be made elsewhere or funds should be raised to support the service:

“Make the savings elsewhere and not from the Community Warden provision. £1 million pounds could be taken out of managing, including County Councillors, rather than from service provision.”

“Staffing levels in county hall to be reviewed. Front line services have got to be maintained. It is absolute foolishness to cut anything back that helps people live a better life. People matter.”

“The alternative to making savings is to raise money from elsewhere. Rates have been increased recently- maybe the share could be tweaked.”

“I would suggest that savings are found from elsewhere because as previously stated they provide a valuable preventative service and if withdrawn or reduced in any way would be very likely to cost more money in the long run so would not achieve the cost cutting target.”

“A certain percentage of council tax to be paid to community wardens? It's already paid to police why not community wardens?”

“Look to access further government grants and explore funding initiatives from the private sector - advertising in vans for charities and business that help. Tru- call for telephone blocking by scammers.”

“Would there be scope for approaching partners to consider a joint funding strategy administered by KCC along the lines of the KIDAS provision for Domestic Abuse.”

“Raise additional revenues by levying fees to Parish Councils where services are provided to vulnerable individual residents or where attendance at Community events is necessary. Raise revenue through penalty levies issued for dangerous parking rather than just relying on Police, who don't have resources to even attend regular highway obstruction and safety incidence. In other words raise extra revenues to keep funding the existing service rather than reducing services to meet public funding deficits.”

“Have you considered corporate sponsorship to meet the funding gap? Many large companies with Social Responsibility programmes would see strong alignment with the role of CWS and it offers very high visibility. How much is the current CWS worth to the NHS / Ambulance service / Police? Surely they will end up picking up the human consequences of a reduced CWS.”

Below are some example verbatim comments from consultees suggesting the proposals are short-sighted / add extra pressure onto other services / financial / resources:

“The Kent Community Warden service was an innovation 20 years ago. Today it remains a very positive service and a visible benefit that KCC provides to many thousands of residents. Please set aside the arbitrary budget target reduction approach and reconsider based on an objective cost benefit analysis of the service. Given the cost of (statutory) residential care how many elderly people does a Warden need to enable to live independently to pay for the Warden's post?”

“Should be looked at in a holistic manner in relation to other community services rather than as a standalone service. It is popping up a number of local services which could collapse domino effect.” (Charity or voluntary, community and social enterprise (VCSE))

“I feel is very short sighted as many more people are likely to end up in crisis situations that would otherwise have received early intervention via a community warden who knows his area well and would therefore inevitably place greater demands on the services.” (Parish / Town / Borough / District Council representative)

“Whilst we appreciate that all organisations are having to look at budget savings, we strongly feel that the impact this small saving (in comparison to total budget), will have a disproportionate impact on vulnerable people when their needs are not met. This short term thinking around saving will end up moving costs into other parts of the system and potentially increase costs elsewhere and lead to some vulnerable people having to access A&E care in crises.”

“We are conscious that the people impacted by the proposal have immense knowledge of their communities and reducing their preventative role will have a negative impact of the other services provided by KCC such as Adult Social Care including Safeguarding. Instead

savings could potentially be made by collaborating and reviewing any possibilities for joint funding with District Councils. Making savings in one area to increase work in other areas is a false economy.” (KCC employee)

Response from Easy Read consultation questionnaires

30% of consultees provided a comment at this question; significantly lower than other free text questions.

53% of consultees answering requested that savings are made elsewhere (from high earners / management / bonuses) or raise funds to support the Community Warden service.

The majority of others comments re-emphasised previous feedback provided, i.e. do not make cuts to service (22%) and community wardens are vital / essential / relied upon (11%).

Do you have any additional feedback on our proposals and/or suggestions on how else we could make savings to our Community Warden service budget? Base: all answering (36).

THEMES	Number of consultees answering (36)	% answering (36)
Make savings elsewhere (high earners / management / bonuses) or raise funds	19	53%
Do not make cuts to Community Warden service / keep as is / keep my warden	8	22%
Community wardens are vital / essential / relied upon	4	11%
Criticism of consultation / concern changes will be made anyway irrespective of feedback / consultation length / means of access may have stopped some from participating	3	8%
Community Warden service effectiveness will deteriorate leading to it being phased out	3	8%
Short-sighted proposals / adds extra pressure onto other services / financial / resources	1	3%
Raise funds from elsewhere (residents pay small charge / offer services charge)	1	3%
Reduce community warden management posts but not actual wardens	1	3%
Cuts to numbers / service / budget will be detrimental to communities / residents	1	3%
Community wardens are not required / do not add value	1	3%
Other	3	8%

Below are some example verbatim comments from consultees concerning the key themes identified:

“Less admin and managers more people at the heart of the community supporting local needs.”

“Please do not save money by diminishing the presence of an equipped community warden service.”

“To review other services that are impacting on other services not the wardens i.e. immigration.”

RESPONSE TO EQUALITY IMPACT ASSESSMENT

Consultees were given the opportunity to provide any comments on the draft Equality Impact Assessment in their own words.

Response from main consultation questionnaires

20% of consultees provided an answer to this question. However, 28% of these consultees indicated they had no comment / nothing to add and 8% of consultees provided a comment that wasn't related to equality analysis. As a result, only 17% of consultees provided an applicable comment at this question.

Of the consultees providing an applicable comment, the most commonly referenced is a perceived effect of the proposals on elderly residents (11%), vulnerable residents (10%), residents who are impaired / disabled / those who have physical / mental health concerns (6%).

We welcome your views on our equality analysis and if you think there is anything we should consider relating to equality and diversity, please add any comments below. Base: all answering (337).

THEMES	Number of consultees answering (337)	% answering (337)
Elderly residents adversely affected / not considered adequately	36	11%
Everyone must be treated equally / everyone is equally important	35	10%
Vulnerable residents adversely affected / not considered adequately	27	8%
Equality irrelevant to this	25	7%
Impaired / disabled / those who have physical / mental health concerns are adversely affected / not considered adequately	21	6%
Equality analysis seems adequate	20	6%
Anyone who relies on the Community Warden service adversely affected / not considered adequately	16	5%
Rural residents adversely affected / not considered adequately	14	4%
Criticism of consultation / questions about consultation	14	4%
Equality in employing Community Wardens / Community Wardens considering equality when working with residents	13	4%
Deprived residents adversely affected / not considered adequately	11	3%
Carers adversely affected / not considered adequately	6	2%
Equality analysis seems inadequate	5	1%

THEMES	Number of consultees answering (337)	% answering (337)
Young people / children adversely affected / not considered adequately	4	1%
Comments unrelated to equality analysis	27	8%
Don't know / nothing to add	94	28%
Other	28	8%

Below are some example verbatim comments from consultees concerning elderly residents, vulnerable residents and residents who are impaired / disabled / those who have physical / mental health concerns:

“Inadequate, risks will increase for those who are more high risk due to specific vulnerabilities such as age and disability.”

“The EqIA shows that the impact of the reductions will be on those most vulnerable and where other services are already difficult to access. Adding to a social segregation and increase in loneliness, leading to mental health concerns.”

“Particularly older people will be left far more vulnerable to doorstep criminals if the intel is no longer available from the wardens due to being overworked and stretched and no longer able to form the close relationships they have with Kent’s residents and areas.”

“The vast majority of people in our community who benefit from the warden service are elderly and often not online. KCC must not make all references to online material to replace the warden service. The older generation will want to pick up the phone and speak to someone - this option must be made available.”

“Consideration should be given to rural areas where it can be extremely difficult to access services and/or knowledge of where to obtain help and advice. Community Wardens in our villages is essential for well-being of all.”

“There are many families that would not contact services for cultural reasons but may engage with community wardens who have access to a variety of information which can be shared.” (KCC employee)

“The mitigating actions for every group is exactly the same and relies on local partners to agree new systems of handover. Not assured that those partners are actually signed up to doing this work and will be able to support in the same way that the community wardens have done. This will make the support offered to people much more fragmented and will make communication and signposting much more difficult.” (Partner agency (e.g. Kent Police, Kent Fire and Rescue Service, Health services/provider))

Response from Easy Read consultation questionnaires

34% of consultees provided an answer to this question. However, 38% of consultees answering provided a comment that wasn't related to equality analysis. As a result, only 21% of consultees provided an applicable comment at this question.

Of the consultees providing an applicable comment, the most commonly referenced is a perceived effect of the proposals on vulnerable residents (12%), young people / children (10%), elderly residents (7%) and resident who are impaired / disabled / those who have physical / mental health concerns (5%).

Is there anyone else we have missed out? Can we do anything else to make sure our plans are fair for everyone? Base: all answering (42).

THEMES	Number of consultees answering (42)	% answering (42)
Anyone who relies on the Community Warden service adversely affected / not considered adequately	5	12%
Vulnerable residents adversely affected / not considered adequately	5	12%
Everyone must be treated equally / everyone is equally important	4	10%
Young people / children adversely affected / not considered adequately	4	10%
Elderly residents adversely affected / not considered adequately	3	7%
Impaired / disabled / those who have physical / mental health concerns are adversely affected / not considered adequately	2	5%
Equality analysis seems adequate	2	5%
Criticism of consultation / questions about consultation	1	2%
Deprived residents adversely affected / not considered adequately	1	2%
Carers adversely affected / not considered adequately	1	2%
Comments unrelated to equality analysis	16	38%
Other	2	5%

Below are some example verbatim comments from consultees concerning the key themes identified:

“Equality should mean every living person the warden gives a service to us all.”

“It's obvious that vulnerable people will be worse off.”

“Older people especially with dementia need more support. especially in an area with a high population.”

“Local groups who try to assist the community. They need to be able to discuss issues with someone who listens and acts or at least show some support.”

NEXT STEPS

This report will be presented, along with an updated EqIA, to Members of the Growth, Economic Development and Communities Cabinet Committee in January 2024 for their consideration and recommendation.

Following this meeting a decision is expected to be taken by the Cabinet Member for Community and Regulatory Services. We will publish details of the decision on the consultation webpage.

Any changes to warden allocations would most likely take effect from Spring 2024.

MAIN CONSULTATION QUESTIONNAIRE

Section 1 – About You

Q1. Are you responding as...?

Please select the option from the list below that most closely represents how you will be responding to this consultation. Please select **one** option.

- Yourself (as an individual)
- On behalf of someone who uses the Community Warden service.
Please answer all the questions using their details and not your own.
- A partner agency (e.g. Kent Police, Kent Fire and Rescue Service, Health services/provider)
- A representative of a local community group or residents' association
- On behalf of a Parish / Town / Borough / District Council in an official capacity
- A Parish / Town / Borough / District / County Councillor
- On behalf of a charity or voluntary, community and social enterprises (VCSE)
- A Kent Community Warden service member of staff
- A KCC employee
- An educational establishment, such as a school or college
- On behalf of a business
- Other, please tell us:

Q1a. If you are responding on behalf of an organisation (partner agency, community group, council, VCSE, educational establishment or business), please tell us the name of the organisation here:

Q2. Please tell us the first five characters of your postcode:

Please do not reveal your whole postcode. If you are responding on behalf of someone else, provide their postcode. If you are responding on behalf of an organisation, use your organisation's postcode. We use this to help us to analyse our data. It will not be used to identify who you are.

Q3. How did you find out about this consultation? Please select **all** that apply.

<input type="checkbox"/>	Facebook
<input type="checkbox"/>	Twitter
<input type="checkbox"/>	Nextdoor
<input type="checkbox"/>	From a friend or relative
<input type="checkbox"/>	From a community warden
<input type="checkbox"/>	An email from KCC's Community Warden service
<input type="checkbox"/>	An email from Let's talk Kent or KCC's Engagement and Consultation team
<input type="checkbox"/>	Kent.gov.uk website
<input type="checkbox"/>	KCC County Councillor
<input type="checkbox"/>	Town, Parish, District or Borough Council / Councillor
<input type="checkbox"/>	Newspaper
<input type="checkbox"/>	Poster / postcard
<input type="checkbox"/>	KCC's staff intranet
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q4. Have you, or the person / organisation you are responding on behalf of, received support or a service from the Community Wardens?

Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

If you have answered 'No' or 'Don't know', please go to Section 2, Q8 on page 21.

If you have answered 'Yes', please continue to Q5 on the next page.

If you are responding on behalf of someone else, please remember to answer all of these questions using their details.

Q5. What support / service did the Community Wardens provide to you or the person / organisation you are responding on behalf of?

Please select **all** that apply.

<input type="checkbox"/>	Help with community safety issues or providing advice, for example, support relating to anti-social behaviour, scams, rogue traders, flooding, the pandemic or low-level crime.
<input type="checkbox"/>	Personal, one to one support for wellbeing and quality of life, such as linking to financial support, housing, information and advice, carers support or social connections and activities.
<input type="checkbox"/>	Help with community engagement either by; setting up and / or supporting events, groups, clubs, projects, or volunteering activities in the community.
<input type="checkbox"/>	Facilitating my organisation in accessing other partners, such as liaising with councils and the police.
<input type="checkbox"/>	Partnering with my organisation (this could be to provide local knowledge, advice, support for community safety initiatives, support for emergencies or support for the welfare of clients).
<input type="checkbox"/>	Other, please tell us: <input data-bbox="580 1391 1331 1536" type="text"/>

Q6. Please tell us how often you or the person / organisation you are responding on behalf of has been supported by the Community Warden service?

Please select **one** option.

<input type="checkbox"/>	A single occurrence
<input type="checkbox"/>	More often

Q6a. If you have answered 'More often' to Q6, please tell us how often:

Please select **one** option.

<input type="checkbox"/>	At least once a week	
<input type="checkbox"/>	Once a fortnight	
<input type="checkbox"/>	Once a month	
<input type="checkbox"/>	Twice a year	
<input type="checkbox"/>	Less regularly	
<input type="checkbox"/>	Have been supported in the past. Please tell us how long this was for.	
<input type="checkbox"/>	Other, please tell us:	

Q7. How do you or the person / organisation you are responding on behalf of benefit from engaging with / receiving support from the Community Warden service?

Please select **all** that apply.

<input type="checkbox"/>	Gain useful information / community updates / advice or guidance	
<input type="checkbox"/>	Gain access to services / care / support that I was not aware of or had difficulty in accessing	
<input type="checkbox"/>	Feeling safer	
<input type="checkbox"/>	Feeling less lonely / socially isolated	
<input type="checkbox"/>	Feeling of improved wellbeing	
<input type="checkbox"/>	No benefit (please go to Q8)	
<input type="checkbox"/>	Don't know	
<input type="checkbox"/>	Other, please tell us:	

Q7a. If you would like to tell us more about how you or the person / organisation you are responding on behalf of has benefitted from engaging with / receiving support from the Community Warden service, please use the box below. Please do not include any personal information that could identify you or anyone else within your response.

Section 2 – Our Proposals

This document provides details of the proposed changes to where and how the Community Warden service operates (see pages 6 to 9).

We have proposed not to change the service’s current remit and objectives. This means the range and variety of ways wardens can support an individual or community would be the same.

Q8. To what extent do you agree or disagree with the service maintaining its current remit and objectives?

Please select **one** option.

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Strongly agree |
| <input type="checkbox"/> | Tend to agree |
| <input type="checkbox"/> | Neither agree nor disagree |
| <input type="checkbox"/> | Tend to disagree |
| <input type="checkbox"/> | Strongly disagree |
| <input type="checkbox"/> | Don't know |

Q8a. Please tell us the reason for your answer to Q8 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed for wardens to continue to be community-based, so they can continue to be proactive in the support they provide to communities.

Q9. To what extent do you agree or disagree with wardens being community-based?

Please select **one** option.

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Strongly agree |
| <input type="checkbox"/> | Tend to agree |
| <input type="checkbox"/> | Neither agree nor disagree |
| <input type="checkbox"/> | Tend to disagree |
| <input type="checkbox"/> | Strongly disagree |
| <input type="checkbox"/> | Don't know |

Q9a. Please tell us the reason for your answer to Q9 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed to retain six teams covering two districts each, with a minimum of one team leader and three wardens per team, and to distribute the further 14 wardens across the teams according to need.

Q10. To what extent do you agree or disagree with this approach?

Please select **one** option.

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Strongly agree |
| <input type="checkbox"/> | Tend to agree |
| <input type="checkbox"/> | Neither agree nor disagree |
| <input type="checkbox"/> | Tend to disagree |
| <input type="checkbox"/> | Strongly disagree |
| <input type="checkbox"/> | Don't know |

Q10a. Please tell us the reason for your answer to Q10 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

We have proposed to reduce the Community Warden service by 32 warden posts and two management posts to achieve the savings required.

Q11. To what extent do you agree or disagree with this approach to achieve the £1 million saving?

Please select **one** option.

<input type="checkbox"/>	Strongly agree
<input type="checkbox"/>	Tend to agree
<input type="checkbox"/>	Neither agree nor disagree
<input type="checkbox"/>	Tend to disagree
<input type="checkbox"/>	Strongly disagree
<input type="checkbox"/>	Don't know

Q11a. Please tell us the reason for your answer to Q11 in the box below.

Please do not include any personal information that could identify you or anyone else within your response.

To retain a community-based approach, we have proposed to allocate wardens to electoral wards. Wards may be grouped to reach a population ratio of approximately 6,000 to 12,000 residents per warden.

Q12. To what extent do you agree or disagree with our proposals to ...?

Select **one** option per proposal/row.

Proposals	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know
Allocate wardens to electoral wards						
Group wards to reach a population ratio of approximately 6,000 to 12,000 residents per warden.						

Q12a. Please tell us the reasons for your answers to Q12 in the box below.

If your comment relates to a specific proposal in Q12, please make that clear in your answer.

We have proposed to identify the wards in which to base all wardens using data and information as described in the Geographical Allocation Policy on pages 7 to 9.

Q13. To what extent do you agree or disagree with this approach?

Please select **one** option.

<input type="checkbox"/>	Strongly agree
<input type="checkbox"/>	Tend to agree
<input type="checkbox"/>	Neither agree nor disagree
<input type="checkbox"/>	Tend to disagree
<input type="checkbox"/>	Strongly disagree
<input type="checkbox"/>	Don't know

Q13a. Please tell us the reason for your answer to Q13 in the box below.

If you think we have missed out any data, information, or considerations from the proposed Geographical Allocation Policy, please include these in your answer.

Q14. Please tell us how the proposed service changes could affect you or the person / organisation you are responding on behalf of.

Please do not include any personal information that could identify you or anyone else within your response.

Due to the size of the changes being proposed to the Community Warden service (reduction in numbers and changes to allocations) it is quite possible for there to be changes to the level of service you currently receive.

Q15. What would you like us to ensure is considered or put in place if wardens need to be withdrawn from an area?

Please do not include any personal information that could identify you or anyone else within your response.

Q16. If the Community Warden service is withdrawn from your area, what alternative sources do you think you would turn to?

Please select **all** that apply.

<input type="checkbox"/>	Adult Social Care services
<input type="checkbox"/>	Charities or voluntary sector organisations
<input type="checkbox"/>	Community groups
<input type="checkbox"/>	District / Borough council
<input type="checkbox"/>	Doctor / GP
<input type="checkbox"/>	Kent Police
<input type="checkbox"/>	Parish / Town council
<input type="checkbox"/>	Don't know
<input type="checkbox"/>	Other, please tell us: <div style="border: 1px solid black; display: inline-block; width: 450px; height: 25px; vertical-align: middle;"></div>

We have completed a consultation stage Equality Impact Assessment (EqIA) on the proposed changes to the Community Warden service.

An EqIA is a tool to assess the impact any service change, policy or strategy would have on age, sex, gender identity, disability, race, religion / belief or none, sexual orientation, pregnancy or maternity, marriage and civil partnership and carer's responsibilities.

The equality impacts are summarised on page 12. The full EqIA is available online at kent.gov.uk/communitywardenreview or in hard copy on request.

Q17. We welcome your views on our equality analysis and if you think there is anything else we should consider relating to equality and diversity. Please add any comments below:

Please do not include any personal information that could identify you or anyone else within your response.

Q18. Do you have any additional feedback on our proposals and/or suggestions on how else we could make savings to our Community Warden service budget?

Section 3 – More About You

We want to make sure that everyone is treated fairly and equally, and that no one gets left out. That's why we are asking you these questions. We will only use this information to help us make decisions and improve our services.

If you would rather not answer any of these questions, you don't have to.

It is not necessary to answer these questions if you are responding on behalf of an organisation.

Q19. Which of the following best describes your working status? Please select **one** option.

<input type="checkbox"/>	Working full time
<input type="checkbox"/>	Working part time
<input type="checkbox"/>	On a zero-hours or similar casual contract
<input type="checkbox"/>	Temporarily laid off
<input type="checkbox"/>	Freelance / self employed
<input type="checkbox"/>	Unemployed
<input type="checkbox"/>	Not working due to a disability or health condition
<input type="checkbox"/>	Carer
<input type="checkbox"/>	Homemaker
<input type="checkbox"/>	Retired
<input type="checkbox"/>	Student
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q20. Are you...? Please select **one** option.

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female
<input type="checkbox"/>	I prefer not to say

Q21. Is your gender the same as your birth? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q22. Are you ...? Please select **one** option.

<input type="checkbox"/>	Heterosexual / Straight
<input type="checkbox"/>	Bi / Bisexual
<input type="checkbox"/>	Gay man
<input type="checkbox"/>	Gay woman / Lesbian
<input type="checkbox"/>	I prefer not to say
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

Q23. Which of these age groups applies to you? Please select **one** option.

0-15	<input type="checkbox"/>	16-24	<input type="checkbox"/>	25-34	<input type="checkbox"/>	35-49	<input type="checkbox"/>	50-59	<input type="checkbox"/>
60-64	<input type="checkbox"/>	65-74	<input type="checkbox"/>	75-84	<input type="checkbox"/>	85+ over	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>

The Equality Act 2010 describes a person as disabled if they have a long standing physical or mental condition that has lasted, or is likely to last, at least 12 months; and this condition has a substantial adverse effect on their ability to carry out normal day-to-day activities. People with some conditions (cancer, multiple sclerosis and HIV/AIDS, for example) are considered to be disabled from the point that they are diagnosed.

Q24. Do you consider yourself to be disabled as set out in the Equality Act 2010? Please select **one** option.

- Yes
- No
- I prefer not to say

Q24a. If you answered 'Yes' to Q24, please tell us the type of impairment that applies to you.

You may have more than one type of impairment, so please select all that apply. If none of these applies to you, please select 'Other' and give brief details of the impairment you have.

- Physical impairment
- Sensory impairment (hearing, sight or both)
- Longstanding illness or health condition, such as cancer, HIV/AIDS, heart disease, diabetes or epilepsy
- Mental health condition
- Learning disability
- I prefer not to say
- Other, please tell us:

Q25. To which of these ethnic groups do you feel you belong? Please select **one** option.
(Source 2011 Census)

White English	<input type="checkbox"/>	Mixed White & Black Caribbean	<input type="checkbox"/>
White Scottish	<input type="checkbox"/>	Mixed White & Black African	<input type="checkbox"/>
White Welsh	<input type="checkbox"/>	Mixed White & Asian	<input type="checkbox"/>
White Northern Irish	<input type="checkbox"/>	Mixed Other*	<input type="checkbox"/>
White Irish	<input type="checkbox"/>	Black or Black British Caribbean	<input type="checkbox"/>
White Gypsy/Roma	<input type="checkbox"/>	Black or Black British African	<input type="checkbox"/>
White Irish Traveller	<input type="checkbox"/>	Black or Black British Other*	<input type="checkbox"/>
White Other*	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Asian or Asian British Indian	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Asian or Asian British Pakistani	<input type="checkbox"/>	I prefer not to say	<input type="checkbox"/>
Asian or Asian British Bangladeshi	<input type="checkbox"/>		
Asian or Asian British Other*	<input type="checkbox"/>		

*Other - If your ethnic group is not specified on the list, please describe it here:

Q26. Do you regard yourself as belonging to a particular religion or holding a belief? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

Q26a. If you answered 'Yes' to Q26, which of the following applies to you? Please select *one* option.

<input type="checkbox"/>	Christian
<input type="checkbox"/>	Buddhist
<input type="checkbox"/>	Hindu
<input type="checkbox"/>	Jewish
<input type="checkbox"/>	Muslim
<input type="checkbox"/>	Sikh
<input type="checkbox"/>	I prefer not to say
<input type="checkbox"/>	Other, please tell us: <input type="text"/>

A Carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Both children and adults can be carers.






Q27. Are you a Carer? Please select **one** option.

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	I prefer not to say

EASY READ QUESTIONNAIRE

Section 1. About you

Question 1.

	<p>Tick 1 box only</p> <p>Are you filling in this survey for</p>
	<p>Yourself? <input type="checkbox"/></p>
	<p>Someone else who uses the Community Warden Service? <input type="checkbox"/></p>
	<p>Something else? Like a community group or business. Tell us the name in the box below.</p> <div data-bbox="448 1346 1382 1464" style="border: 2px solid black; height: 50px; width: 100%;"></div>
	<p>If you are filling in this survey for someone else, give their answers.</p>

Question 2.














LP1 5PD

**Write the first 5 letters and numbers of your
postcode in the box below**







LP1 5PD 

Do not tell us your whole postcode.








Questions 3.

	<p>How did you find out about this survey? You can tick more than 1 box.</p>
	<p>Facebook <input type="checkbox"/></p>
	<p>Twitter <input type="checkbox"/></p>
	<p>On the Nextdoor website <input type="checkbox"/></p>
	<p>A friend or family member <input type="checkbox"/></p>
	<p>A community warden <input type="checkbox"/></p>
	<p>Community Warden Service email <input type="checkbox"/></p>
	<p>Email from Let's talk Kent or Engagement and Consultation team <input type="checkbox"/></p>
	<p>Website kent.gov.uk <input type="checkbox"/></p>
	<p>A Kent County Council councillor <input type="checkbox"/></p>
	<p>Local councillor <input type="checkbox"/></p> <p>Newspaper <input type="checkbox"/></p>
	<p>Poster or postcard <input type="checkbox"/></p>
	<p>Something else. Tell us in the box below. <input style="width: 100%; height: 30px;" type="text"/></p>


Question 4.

	<p>Have you used the Community Warden Service? Tick 1 box only.</p>
	<p>Yes <input data-bbox="1310 539 1399 624" type="checkbox"/></p>
	<p>No <input data-bbox="1310 757 1399 842" type="checkbox"/></p>
	<p>I do not know <input data-bbox="1310 954 1399 1039" type="checkbox"/></p>
	<p>If you said yes, go to Question 5 below.</p>
	<p>If you said no, go to Section 2 on page 9.</p>


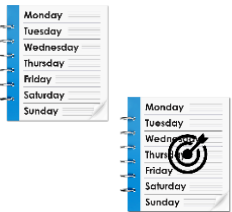




Question 5.

	<p>What help did the wardens give you? You can tick more than 1 box.</p>
	<p>Community safety Like with the Covid pandemic or crime. <input type="checkbox"/></p>
	<p>Personal support for a better quality of life Like advice about money or housing. <input type="checkbox"/></p>
	<p>Community engagement Like getting to groups or doing volunteer work. <input type="checkbox"/></p>
	<p>Linking up organisations Like linking the police or other Council services. <input type="checkbox"/></p>
	<p>Partnering with my organisation Like sharing local knowledge. <input type="checkbox"/></p>
	<p>Something else. Tell us in the box below. <input type="text"/></p>

Question 6.

	<p>How many times have you used the Community Warden Service?</p>
<p>1</p>	<p>Tick 1 box only.</p> <p>1 time <input type="checkbox"/></p>
<p>2 +</p>	<p>2 times or more <input type="checkbox"/></p>

Question 6a.

	<p>If you said 2 times or more in Question 6, tell us how many times you used the service.</p>
	<p>Tick 1 box only.</p>
	<p>At least once a week <input type="checkbox"/></p>
	<p>Once a fortnight. A fortnight is 2 weeks. <input type="checkbox"/></p>
	<p>Once a month <input type="checkbox"/></p>
	<p>2 times a year <input type="checkbox"/></p>
	<p>Less than 2 times a year <input type="checkbox"/></p>
	<p>I was supported in the past. <input type="checkbox"/></p>
	<p>Please tell us how long this was for.</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
	<p><input type="checkbox"/></p>



Something else. Tell us in the box below.

Question 7.



How does the Community Warden service help you? You can tick more than 1 box.



I get information, community news or advice.



I get help on services, care, or support I did not know about or was hard to get.



I feel safer.



I feel less lonely.



I feel healthier or happier.



It does not help me.




I do not know.





Something else. Tell us in the box below.

Question 7a.

	<p>You can use this box to say more about how the Community Warden Service helps you.</p>
	

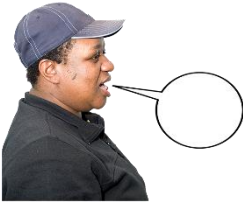

Section 2. Our plans

	<p>Page 11 of the consultation booklet tells you about our plans to change the Community Warden Service.</p>
	<p>We think we should not change the aims or how our wardens can help you.</p>





Question 8.

	<p>How much do you agree with keeping the main aims of the service? Tick 1 box only.</p>
	<p>I really agree <input type="checkbox"/></p>
	<p>I mostly agree <input type="checkbox"/></p>
	<p>I do not mind <input type="checkbox"/></p>
	<p>I mostly do not agree <input type="checkbox"/></p>
	<p>I really do not agree <input type="checkbox"/></p>
	<p>I do not know <input type="checkbox"/></p>



Question 8a.

	<p>Tell us more about your answer to Question 8 in the box below.</p> <p>Why did you say that?</p>
	









Question 9.

	<p>We think wardens should stay based in the community.</p> <p>We think it is easier for them to see when people and communities need help.</p>
      	<p>How much do you agree that wardens should stay in the community?</p> <p>Tick 1 box only.</p> <p>I really agree <input data-bbox="1310 689 1398 768" type="checkbox"/></p> <p>I mostly agree <input data-bbox="1310 819 1398 898" type="checkbox"/></p> <p>I do not mind <input data-bbox="1310 949 1398 1028" type="checkbox"/></p> <p>I mostly do not agree <input data-bbox="1310 1079 1398 1158" type="checkbox"/></p> <p>I really do not agree <input data-bbox="1310 1209 1398 1288" type="checkbox"/></p> <p>I do not know <input data-bbox="1310 1339 1398 1417" type="checkbox"/></p>



Question 9a.

	<p>Tell us more about your answer to Question 9 in the box below.</p> <p>Why did you say that?</p>
	









Question 10.

	<p>We think we should have 6 teams of wardens. And each team should support two districts.</p> <p>We think each team should have 1 team leader and 3 wardens.</p> <p>We think the other 14 wardens should work with teams that need the most help.</p>
      	<p>How much do you agree with our plans for the teams?</p> <p>Tick 1 box only.</p> <p>I really agree <input data-bbox="1315 909 1402 994" type="checkbox"/></p> <p>I mostly agree <input data-bbox="1315 1032 1402 1117" type="checkbox"/></p> <p>I do not mind <input data-bbox="1315 1151 1402 1236" type="checkbox"/></p> <p>I mostly do not agree <input data-bbox="1315 1270 1402 1355" type="checkbox"/></p> <p>I really do not agree <input data-bbox="1315 1388 1402 1473" type="checkbox"/></p> <p>I do not know <input data-bbox="1315 1507 1402 1592" type="checkbox"/></p>



Question 10a.

	<p>Tell us more about your answer to Question 10 in the box below. Why did you say that?</p>
	









Question 11.

	<p>We think we can save the £1 million that we need to save by cutting 32 warden jobs and 2 manager jobs from the Community Warden Service.</p>
      	<p>How much do you agree with our plan to save £1 million like this?</p> <p>Tick 1 box only.</p> <p>I really agree <input data-bbox="1316 689 1404 772" type="checkbox"/></p> <p>I mostly agree <input data-bbox="1316 806 1404 889" type="checkbox"/></p> <p>I do not mind <input data-bbox="1316 922 1404 1005" type="checkbox"/></p> <p>I mostly do not agree <input data-bbox="1316 1039 1404 1122" type="checkbox"/></p> <p>I really do not agree <input data-bbox="1316 1155 1404 1238" type="checkbox"/></p> <p>I do not know <input data-bbox="1316 1272 1404 1355" type="checkbox"/></p>


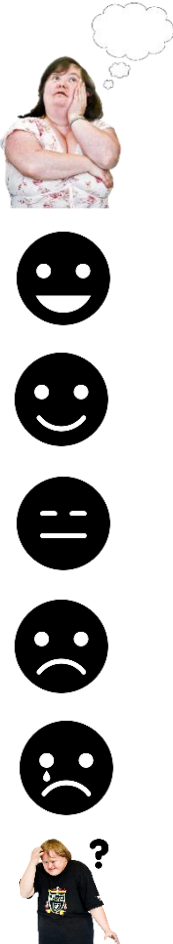
Question 11a.

	<p>Tell us more about your answer to Question 11 in the box below. Why did you say that?</p>
	



Question 12.

	<p>In our plan, wardens would work in some electoral wards across Kent.</p> <p>An electoral ward is an area that has a councillor who speaks up for the people living there.</p> <p>Each county is split into different electoral wards.</p>
      	<p>How much do you agree with our plans to have wardens in electoral wards?</p> <p>Tick 1 box only.</p> <p>I really agree <input data-bbox="1313 808 1401 893" type="checkbox"/></p> <p>I mostly agree <input data-bbox="1313 949 1401 1034" type="checkbox"/></p> <p>I do not mind <input data-bbox="1313 1090 1401 1176" type="checkbox"/></p> <p>I mostly do not agree <input data-bbox="1313 1232 1401 1317" type="checkbox"/></p> <p>I really do not agree <input data-bbox="1313 1373 1401 1458" type="checkbox"/></p> <p>I do not know <input data-bbox="1313 1529 1401 1615" type="checkbox"/></p>









Question 12a.

	<p>In our plan, each warden would support between 6,000 and 12,000 people in Kent.</p> <p>This means we might group smaller wards together if they do not have many people.</p>
	<p>How much do you agree with our plans group smaller electoral wards together?</p> <p>Tick 1 box only.</p> <p>I really agree <input type="checkbox"/></p> <p>I mostly agree <input type="checkbox"/></p> <p>I do not mind <input type="checkbox"/></p> <p>I mostly do not agree <input type="checkbox"/></p> <p>I really do not agree <input type="checkbox"/></p> <p>I do not know <input type="checkbox"/></p>



Question 12b.

	<p>Tell us more about your answer to Questions 12 and 12a in the box below.</p> <p>Why did you say that?</p>
	



Question 13.

	<p>We will use information about what communities need to decide where the wardens should work.</p> <p>See page 12 of the consultation booklet for more information on this.</p>
      	<p>How much do you agree with our plan to do this? Tick 1 box only.</p> <p>I really agree <input type="checkbox"/></p> <p>I mostly agree <input type="checkbox"/></p> <p>I do not mind <input type="checkbox"/></p> <p>I mostly do not agree <input type="checkbox"/></p> <p>I really do not agree <input type="checkbox"/></p> <p>I do not know <input type="checkbox"/></p>





Question 13a.

	<p>Tell us more about your answer to Question 13.</p> <p>Do you think we have missed anything important about who needs community wardens most?</p> <p>If yes, please tell us in the box below.</p>
	

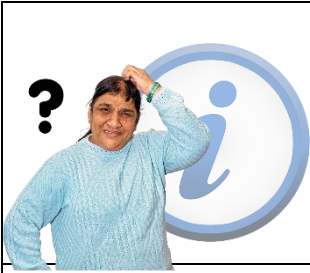
Question 14.

	<p>Tell us how our plans for the Community Warden Service might change things for you below.</p>
	

Question 15.

	<p>We are thinking about making some big changes to the Community Warden Service.</p> <p>It will probably change how you can use the Community Warden Service.</p>
	<p>In the future there might not be a warden working in your area.</p>
	<p>If this happens, tell us below about anything important we can do for you.</p>
	

Question 16.



If the Community Warden service is stopped in your area, where do you think you will go for help?

You can tick more than 1 box.



Adult Social Care services in the council.

This service helps people stay independent, safe and well

Charities or voluntary organisations

District or Borough council

GP or doctor

Kent Police


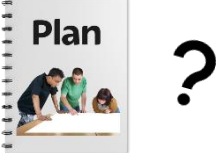




Parish or Town council

Voluntary or community groups



I do not know

Something else. Tell us in the box below.


Question 17.

	<p>We want people to have the same rights and be treated fairly. This is called equality.</p>
	<p>We thought about if our plans for the Community Warden Service would be worse for some people more than others.</p>
	<p>Our plans will be worse for these 4 groups</p> <ul style="list-style-type: none"> • older people • women • disabled people or people who are ill for a long time • people who are carers
	<p>This is because these people use the Community Warden Service the most.</p>
	<p>Is there anyone else we have missed out?</p> <p>Can we do anything else to make sure our plans are fair for everyone?</p> <p>You can tell us in the box below.</p>
	




Question 18.

	<p>Do you want to tell us anything else about our plans for saving money in the Community Warden Service?</p> <p>Can you think of other ways we could save money?</p> <p>You can tell us in the box below.</p>
	





Section 3. More about you

	<p>We ask these questions to make sure everyone is treated fairly and equally and to make our services better.</p> <p>You do not have to answer the next questions if you do not want to.</p>
---	--

Question 19.












	<p>How old are you? Tell us in the box below.</p>
 	<p>Age <input data-bbox="1161 835 1404 969" type="text"/></p> <p>I do not want to say <input data-bbox="1297 1010 1385 1095" type="checkbox"/></p>

Question 20.

	<p>Are you a Carer?</p> <p>A Carer is anyone who cares for someone else and is not paid for it.</p>
  	<p>Yes <input data-bbox="1313 1444 1401 1529" type="checkbox"/></p> <p>No <input data-bbox="1313 1552 1401 1637" type="checkbox"/></p> <p>I do not want to say <input data-bbox="1313 1659 1401 1744" type="checkbox"/></p>

Question 21.





Tick 1 box only. **Are you**

	<p>Working full time</p>	<input type="checkbox"/>
	<p>Working part time</p>	<input type="checkbox"/>
	<p>On a casual or zero-hours contract This means you do not have regular work</p>	<input type="checkbox"/>
	<p>Not working for a short time because employer has not got any work for you</p>	<input type="checkbox"/>
	<p>Not working</p>	<input type="checkbox"/>
	<p>Working for yourself</p>	<input type="checkbox"/>
	<p>Not working because of a disability ill health</p>	<input type="checkbox"/>
	<p>A Carer</p>	<input type="checkbox"/>
	<p>A homemaker. This means someone looks after the family home</p>	<input type="checkbox"/>
	<p>Retired. This means you do not work at all any</p>	<input type="checkbox"/>
	<p>A student</p>	<input type="checkbox"/>
	<p>I do not want to say</p>	<input type="checkbox"/>

Something else. **Tell us in the box below.**





Question 22.

How do you describe yourself?

	Female	<input type="checkbox"/>
	Male	<input type="checkbox"/>
	I do not want to say	<input type="checkbox"/>
	Other or I want to use my own words	<input type="checkbox"/>

If you said Other, tell us in the box below.

Question 23.

	Is your gender the same as when you were born? Tick 1 box only.
	Yes <input type="checkbox"/>
	No <input type="checkbox"/>
	I do not want to say <input type="checkbox"/>

Question 24.

Which ethnic group are you?






Tick 1 box only.

White English	<input type="checkbox"/>	Asian or Asian British Other	<input type="checkbox"/>
White Scottish	<input type="checkbox"/>	Mixed White and Black Caribbean	<input type="checkbox"/>
White Welsh	<input type="checkbox"/>	Mixed White and Black African	<input type="checkbox"/>
White Northern Irish	<input type="checkbox"/>	Mixed White and Asian	<input type="checkbox"/>
White Irish	<input type="checkbox"/>	Mixed Other	<input type="checkbox"/>
White Gypsy/Roma	<input type="checkbox"/>	Black or Black British Caribbean	<input type="checkbox"/>
White Irish Traveller	<input type="checkbox"/>	Black or Black British African	<input type="checkbox"/>
White Other	<input type="checkbox"/>	Black or Black British Other	<input type="checkbox"/>
Asian or Asian British Indian	<input type="checkbox"/>	Arab	<input type="checkbox"/>
Asian or Asian British Pakistani	<input type="checkbox"/>	Chinese	<input type="checkbox"/>
Asian or Asian British Bangladeshi	<input type="checkbox"/>	I do not want to say	<input type="checkbox"/>




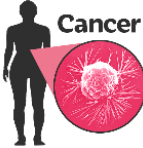



If you have said Other, tell us in the box below.

Question 25.

	<p>Are you disabled?</p> <p>A disability is if you have a problem or illness to do with your mind or body that makes doing everyday things harder for you.</p>
 	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/></p> <p>I do not want to say <input type="checkbox"/></p>








Question 26.

If you said yes to Question 25, tell us about your disability.

	<p>You might have more than one type of disability. You can tick more than 1 box.</p>
     	<p>Physical disability <input type="checkbox"/></p> <p>Sensory disability, like sight or hearing loss <input type="checkbox"/></p> <p>A long illness or health problem cancer or epilepsy <input type="checkbox"/></p> <p>Mental health illness <input type="checkbox"/></p> <p>Learning disability <input type="checkbox"/></p> <p>I do not want to say <input type="checkbox"/></p>

If your disability is not in the list, tell us in the box below.

If

	What is your sexuality?
	Heterosexual or straight <input data-bbox="1316 338 1406 421" type="checkbox"/>
	Bi or bisexual <input data-bbox="1316 465 1406 548" type="checkbox"/>
	Gay man <input data-bbox="1316 577 1406 660" type="checkbox"/>
	Gay woman or lesbian <input data-bbox="1316 696 1406 779" type="checkbox"/>
	I do not want to say <input data-bbox="1316 808 1406 891" type="checkbox"/>
	Other <input data-bbox="1316 920 1406 1003" type="checkbox"/>

you have said Other, tell us in the box below.

Question 28.

What is your religion? Tick 1 box.

	I do not have a religion	<input type="checkbox"/>
	Christian, any time	<input type="checkbox"/>
	Buddhist	<input type="checkbox"/>
	Hindu	<input type="checkbox"/>
	Jewish	<input type="checkbox"/>
	Muslim	<input type="checkbox"/>
	Sikh	<input type="checkbox"/>
	I do not want to say	<input type="checkbox"/>
	Other	<input type="checkbox"/>

If you have said Other, tell us in the box below.



**Thank you for filling in our survey.
We will use what you say to plan our
changes to the Community Warden
Service.**

Appendix 2 – Alternative Funding Explored

Various avenues are currently being pursued. So far there have been no viable options that would significantly offset the savings required. Options being looked at include:

- National lottery funding – Cost of Living fund. Statutory bodies including County Councils are not eligible.
- National lottery funding – Reaching Communities fund. Applications from statutory bodies including County Councils can be made. The fund is unable to assist with projects which would be the ‘statutory duty or expected activity’ for the council to provide. (It could be argued that KCWS contribution to Care Act duties makes it an expected activity.) Timescales for the application process are also fairly extended.
- Kent Ambassadors – Information has been provided to the Kent Ambassadors, seeking their support to explore options with their contacts/networks.
- S.106 funding – Only suitable to fund capital/assets, not staffing costs.
- Community Infrastructure Levy (CIL) – A fund received by district councils which KCC may be able to access. Conversations are being pursued on whether this is feasible and a possibility.
- UK Shared Prosperity Fund - A fund received by district councils which KCC may be able to access. Conversations are being pursued.
- A Town Council and a Parish Council have also suggested or offered that they could sponsor/provide funding for some of a warden’s costs.
- An organisation that provides some funding for wardens in another county was identified and met with. Unfortunately, the level of funding was very small.
- ASCH and Public Health – a number of conversations have taken place given wardens direct and indirect support to ASCH, and contribution to wider determinants of health, but given current financial pressures, funding from these areas has not been viable.
- Health and Care Partnership (HCP) funding – Conversations continue, facilitated by ASCH partners who sit on HCPs.
- Corporate sponsorship – requirements are being explored, and there is a draft policy for sponsorship in KCC. There are associated procurement rules and legal complexity, and the draft policy advises that obtaining and maintaining sponsorship is time-consuming.

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Appendix 3 – Recommended Geographical Allocation Policy (GAP)

The recommended indicators / data, available at ward level, to be modelled to identify districts and wards of highest need:

- Obj 1 – Community safety and resilience
 - % of lone parent households with dependent children
 - % of people over 65 living alone
 - % of people providing 50+ hours of unpaid care per week
 - Prevalence of domestic abuse
 - Level of children’s social care referrals progressing to assessment
 - Prevalence of anti-social behaviour
 - Level of scams reported to Trading Standards
 - Obj 2 – Supporting the elderly and vulnerable
 - Indicators of loneliness
 - Level of Homecare clients
 - % of people over 65
 - % of people with a disability or long-term impairment
 - Obj 3 – Foster community cohesion & wellbeing
 - Indicators of low wellbeing
 - Low levels of community engagement (sports, hobby, youth club and social club and community organisation membership)
 - Obj 4 – Assist with navigating public services
 - Deprivation data relating to barriers to housing and services
 - Distances from nearest GP, urgent care and A&E.
- Rurality (using [the Rural Urban classification](#)).

The indicators are in different formats e.g. rates, numbers, percentages and have different data ranges. An index score for each indicator will be calculated. To arrive at an overall score for each objective, the index scores will be combined with equal weighting. The scores for Objectives 1, 3 and 4 will be equally weighted, Objective 2 will have a greater weighting, and a further score for rurality will be included. These five scores will then be used in geographical/data modelling, allowing wards to be ranked by need.

The KCWS has always had a strong emphasis on partnership working, therefore alongside this modelling of data, final allocation decisions will take into account:

- Recent changes to public transport and community buildings (which may highlight areas of greater isolation)
- Conversations with Adult Social Care (inc. impact of new locality model)
- Kent Police’s new neighbourhood policing model
- Areas of high crime for which warden placements are not appropriate
- Areas already well supported by services whose remit overlaps with KCWS
- Conversations with district and borough councils and local CSUs
- Conversations with Kent Association of Local Councils (KALC)

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EQIA Submission – ID Number

Section A

EQIA Title

Kent Community Warden Service recommended service model post public consultation

Responsible Officer

Deborah Kapaj - GT EW

Type of Activity

Service Change

Service Change

Service Redesign

Service Redesign

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

No

Details of other Service Activity

Agreed budget reduction implementation

Accountability and Responsibility

Directorate

Growth Environment and Transport

Responsible Service

Community Safety/Growth and Communities

Responsible Head of Service

Stephanie Holt-Castle - GT GC

Responsible Director

Stephanie Holt-Castle - GT GC

Aims and Objectives

Due to KCC's significant financial pressures, KCC took a budget decision in February 2023, which included a reduction of the base budget for the Kent Community Warden Service (KCWS), this service budget is to be reduced by £1m by 2024/25.

To achieve the savings, significant reductions to staffing levels will be required with a corresponding review and redesign of the operational service. The service had already been considering a geographical allocation policy to ensure resources are targeted where need and impact will be greatest. Now that the budget has been reduced, this Initial work has been further informed by the public consultation held 12 July to 3 October 2023.

This significant reduction to the budget will reduce resource and capacity to support communities, with negative impacts more significant for the elderly, people with a disability or long-term impairment and carers, most of whom are female and the main service users and are also some of the most vulnerable* residents within our communities.

(* Residents may be additionally vulnerable due to disability or long-term impairment, those who are elderly and living alone, being socially and/or digitally isolated, be more at risk of being targeted or becoming victims of scams/rogue traders or experience financial challenges, all of which can negatively impact health and mental wellbeing, with a higher likelihood of these residents needing additional support from the public or voluntary sector service, including health, social care, police and the district, town or parish councils.)

Service

Wardens currently provide a proactive and visible service within Kent's communities. There are many ways in which they help to improve residents' quality of life and allow communities to thrive. They help residents to feel safe. They support the elderly and vulnerable, and work with communities to foster a sense of cohesion and wellbeing.

Working with partners, they put in place preventative and early intervention measures to deliver solutions to help Kent's residents and communities' flourish.

KCWS currently operates with six teams, each covering two of the 12 Kent districts. The service structure and operations has been based on a workforce of 70 uniformed staff which includes six team leaders (TL) and 64 wardens.

Proposals for change

Staff and partner feedback from pre-consultation engagement helped develop a proposed option to take forward for formal public consultation.

The proposed option was made up of the following:

- Retain the service's wide remit (variety of ways it supports residents and communities).
- Retain its community-based proactive approach.
- Retain a presence in all 12 districts that:
 - o Reduces the number of uniformed wardens (70 to 38) and management posts (3 to 1), and retains the Business Coordinator .
 - o Sets a minimum team size for each of the six teams, that will each cover two districts.
 - o Enhances team size and thereby district coverage for districts with higher evidenced need.
 - o Allocates wardens to specific wards in each district where they will focus/target their work (i.e. coverage of a whole district will no longer be possible.)
- Adopt a Geographical Allocation Policy (GAP - see Appendix 1) which will use data and indicators of need to identify:
 - o Districts with higher need, informing which teams will be enhanced beyond the minimum of 1 Team Leader and 3 wardens.
 - o Then, along with partner information (see Appendix 1), identify wards with highest need in each district to be prioritised for warden allocation.

Indicators proposed for use in the GAP reflect the protected characteristics which will be impacted most significantly using current service user data and public consultation feedback high % of people who: are over 65, over 65 and living alone, have a disability or long term impairment, or provide 50+ hours of unpaid care per week. The various indicators also identify a number of relevant disadvantages, issues, vulnerabilities and barriers. These are outlined in full in the decision paper.

Equality & Diversity aims and objectives

Only 20% of consultees provided comment on the equality impact assessment. Themes from those comments were focused on concerns of impact for elderly and vulnerable, those with a disability, with physical or mental health concerns, those in rural areas, deprived residents, carers and young people/children.

To confirm if the protected characteristics data collected in the public consultation broadly reflects the data

already collected by the service or reflects the Kent demographic (2021 census).

The elderly, people with a disability or long-term impairment and carers, most of whom are female represent the majority of service users. The public consultation data shows these groups were reached and responded.

To confirm the protected characteristics that may be more negatively impacted by a change to the service.

The impact on elderly, people with a disability or long-term impairment and carers, most of whom are female should not be under estimated. All these groups will be impacted by the changes to the service due to reduced staffing levels.

In summary, the impact has been assessed as moderate to severe:

Over 65's – high to severe

Disabled - high

Females – high to severe

Carers – moderate to high

These groups have been prioritised in the selection of needs data being used to develop the Geographic Allocation Policy.

To identify how negative impacts on specific groups can be avoided or mitigated.

The current service provided coverage across Kent, but even now is a relatively small size, and capacity means there is more demand than can be met. Reducing warden numbers by half means the negative impacts cannot be avoided nor mitigated. Instead, the recommended model seeks to direct the resources available to those areas of highest need, which will leave some communities with very minimal or no warden support.

Working alongside other public and voluntary sector organisations the aim will be to work more effectively in partnership to ensure that best value is achieved from the collective resources available.

Working alongside other public and voluntary sector organisations the aim will be to work more effectively in partnership to ensure that best value is achieved from the collective resources available.

To identify any positive impacts that could be achieved from the service change.

No positive impacts identified.

To identify any other data that should be considered within the Geographic Allocation Policy to mitigate negative equality impacts.

It should be noted that Digital Exclusion is considered a form of social inequality and the physical presence of a warden in the community is positive for digitally excluded residents as it enables them to connect in person and access services through the warden. Reducing or removing this physical presence in the community is likely to be an added barrier to accessing support in the future in the areas identified with a lesser need.

Digital exclusion data was considered in discussion with Kent Analytics for inclusion in the model. However,

this data would heavily overlap with indicators for older people and deprivation (barriers to accessing services) already included in the GAP analysis.

CONCLUSION: A negative impact (ranging from moderate to severe) on elderly(over 65's), people with a disability or long-term impairment and carers, the majority of whom are female cannot be avoided nor sufficiently mitigated through a Geographical Allocation Policy (GAP). Any existing support, which cannot be continued by the service will be managed through handovers to other agencies as needed.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Stakeholder engagement prior to launch of public consultation

27 February 2023 – Service wide meeting with all Kent Community Warden Service staff. Workshop sessions were held with staff to begin gathering views on what the service should look like going forward, and what needs to be considered if any changes are made.

15 Mar 23 – 6 Apr 23 – Staff Hub. A private area on Let's Talk Kent was launched to which all KCWS staff were invited so that they could: respond to a survey; submit questions; and submit feedback. The survey was designed to seek quantitative and qualitative information to help shape proposed options for a public consultation.

5 Apr 23 – 2 May 23 – Partner hub and 1:1 meetings. During this pre-election period a private area on Let's Talk was launched with a limited number of stakeholders invited to respond to a survey regarding the future of KCWS to help shape proposed options to take to public consultation. Those invited included; Chief Executives and Community Safety Leads for the 12 district councils, Kent Police, Kent Fire and Rescue Service (KFRS), Adult Social Care, Trading Standards, Kent Resilience Team and the Kent Association of Local Councils (KALC). One to one meetings were offered to District and Borough Council Chief Executives to discuss and collect views. Meetings were held with; KFRS, KALC and the following districts: Folkestone and Hythe, Sevenoaks, Tunbridge Wells and Tonbridge and Malling.

Public consultation (held between 12 July and 3 October 2023)

The consultation was promoted within KCC and externally via social media, email, press releases and articles.

Promotional material (posters and postcards) were available at KCC libraries and at Gateways to raise awareness and direct public online to find out the details of the changes proposed and how to tell us their views. Contact details for requesting hardcopy and easy read materials were also made available, as well as being able to request alternative formats and languages.

Community warden teams were provided with postcards and posters to use in community venues they have relationships with. They also had hard copy and easy read consultation documents for the service users that wardens work with who may not have access to a computer or require, so that they can also submit their views.

Wardens often work with vulnerable* people and those that are hard to reach. They have also worked with refugees. They were asked to support this consultation by facilitating the groups to be aware of, understand and respond to the consultation.

Efforts were made to engage through KCC staff groups and the voluntary, community and social enterprise sector (VCSEs) etc to target areas of limited data. This did not identify any additional significant impacts

The public consultation received a good level of response, this table shows the breakdown by type of respondent.

RESPONDING AS...

Number of consultees in total (1,357) and %

Yourself (as an individual)

1,004 74%

On behalf of someone who uses the Community Warden service

52 4%

A partner agency (e.g. Kent Police, Kent Fire and Rescue Service, Health services / provider)

39 3%

A representative of a local community group or residents' association

33 2%

On behalf of a Parish / Town / Borough / District Council in an official capacity

41 3%

A Parish / Town / Borough / District / County Councillor

29 2%

On behalf of a charity or voluntary, community and social enterprise (VCSE)

48 4%

A Kent Community Warden service member of staff

12 1%

A KCC employee

50 4%

An educational establishment, such as a school or college

7 1%

On behalf of a local business

10 1%

Other

24 2%

Prefer not to say / blank

8 1%

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

Yes

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

The updated geographical allocation policy would ensure the wardens, albeit fewer in number, are better targeted to areas where they are needed most.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

Yes

Details of negative impacts for Age

66% of KCWS's service users are 65 or over. 46% are 75 or over. 31% of public consultation responses were from those aged 75 or over, this lower percentage is likely due to the wider audience that responded with over 20% of responses from organisations, KCC employees or partner agencies and other local councils.

Although only 1% of young people age 16-24 are identified as service users, the public consultation received no responses from this age group. There were several VSCE organisations that represent children and young people that were targeted to promote and/or respond to the consultation.

A significant reduction in the number of wardens will be a significant reduction in the overall number of residents in Kent that can be supported by the service and the impact on elderly residents cannot be avoided.

The KCC EqIA risk matrix tool estimates risk using the scale of impact, the likelihood and the number of

people affected. In this case, the potential impact is moderate to significant, likely (due to the size of proposed reduction to the service) and would impact a large number of people aged 65 and over, making it a high to severe impact. Confirmed by over 500 consultation responses from people aged over 65.

Older people are identified as one of eight groups more likely to be digitally excluded than others. Mature and older people (age 56+) are a socio-demographic group highlighted as being more at risk of digital exclusion. This represents 147,780 households (21.9%) in the KCC area, with areas in the east of the County more likely to be digitally excluded compared to the west of the County. (Digital Exclusion In Kent June 2021 - Kent Analytics report)

These residents may not like new technology and prefer information by post or in person and are likely to be more significantly impacted by the withdrawal or reduction of the physical presence of the warden service in their community compared to those who prefer to access services and information online. Comments received during the public consultation indicate the value of a presence in the community and at meetings/hubs and knowing alternative ways to contact were needed. It must be noted that some residents, due to age-related hearing loss may be prevented from accessing services by telephone.

A lack of digital access (combined with age and age-related disability), whether due to a lack of technology, skills or confidence, creates a significant barrier to accessing services online, by email or social media, in addition the barriers to using the telephone will leave some residents unable to access services without the assistance of family, friends or other agency staff if these residents lose access to a community warden.

Mitigating Actions for Age

Indicators recommended for use in the geographical allocation policy include identifying areas to allocate a warden based on high % of people who are over 65, the level of Homecare clients and over 65 and living alone. Ensuring the limited resources is targeted toward this group.

Where a warden can no longer continue supporting an existing community / existing service user, strategies will be developed with local partners (parish and district councils, community services) providing a handover and contact details of remaining local services for the resident**.

It is only after the recommended indicators and partner information to consider within the GAP has been agreed, that the processes of finalising the data modelling steps can be done, followed by partner discussions to identify wards with highest need in each district to be prioritised for warden allocation. This can only realistically be progressed after the staff consultation and is expected to take a number of months (i.e. sudden service changes will be avoided). This timeline will allow Team Leaders to manage handovers first of all for the impact of the staff reductions, and then any staff moves to new communities. Team Leader posts will remain constants throughout these changes. Not only will they support the coordination of identifying alternative support (which will vary due to varying assets in each district), but their contact details will be available to those losing their warden support during that time of transition, whilst the alternative support beds in.

The Community Wardens will retain their broad remit, but the service acknowledges that the Securing Kent's Future strategy has been introduced since the proposals were developed and New Models of Care and Support has been prioritised. As such Community Wardens will continue to take referrals from ASCH in the designated wards and where capacity and time allow, beyond those areas.

**This will take into account the needs of the resident such as any disabilities or digital exclusion considerations requiring alternative communication methods, finding appropriate solutions as wardens are accustomed to do.

Responsible Officer for Mitigating Actions – Age

Team Leader

20. Negative impacts and Mitigating actions for Disability

Are there negative impacts for Disability?

Yes

Details of Negative Impacts for Disability

30% of service users surveyed identify as being disabled. 23% of public consultation respondents identified as being disabled with 5% identified as having sensory disability (hearing and/or sight loss), meaning they face additional barriers when communicating, including use of the telephone and/or accessing/understanding written information.

A significant reduction in the number of wardens will be a significant reduction in the overall number of residents in Kent that can be supported by the service and this cannot be avoided.

The KCC EqIA risk matrix tool estimates risk using the scale of impact, the likelihood and the number of people affected. In this case, the potential impact is moderate to significant, likely (due to the size of proposed reduction to the service) and would impact many people (247 consultation responses, although fewer in this group compared to age), making it a high to severe impact.

Disabled people are identified as one of eight groups more likely to be digitally excluded than others and where deafness of speech impairment is relevant, may also be unable to use the telephone to communicate and access support.

Mitigating actions for Disability

Indicators proposed for use in the geographical allocation model include identifying areas to allocate a warden based on a high percentage of people with a disability or long term impairment, high % of people who are over 65, the level of Homecare clients, high % of those over 65 living alone and indicators of low wellbeing.

Where a warden can no longer continue supporting an existing community / existing service user, strategies will be developed with local partners (parish and district councils, community services) providing a handover and contact details of remaining local services for the resident. Where need is identified by the Community Warden, refer to Adult Social Care and Health to assess care needs. Further detail of timescales and arrangements for handovers will be as previously described in the mitigations for age.

The Community Wardens will retain their broad remit, but the service acknowledges that the Securing Kent's Future strategy has been introduced since the proposals were developed and New Models of Care and Support has been prioritised. As such Community Wardens will continue to take referrals from ASCH in the designated wards and where capacity and time allow, beyond those areas.

Comments received during the public consultation indicate the value of a presence in the community and at meetings/hubs and knowing alternative ways to contact were needed. It must be noted that some residents, due to deafness including age-related hearing loss or speech impairment cannot access services by telephone.

Responsible Officer for Disability

Team Leader

21. Negative Impacts and Mitigating actions for Sex

Are there negative impacts for Sex

Yes

Details of negative impacts for Sex

63% of service users surveyed are female. 52% of respondents of the public consultation were female.

A significant reduction in the number of wardens will be a significant reduction in the overall number of residents in Kent that can be supported by the service and this cannot be avoided.

The KCC EqIA risk matrix tool estimates risk using the scale of impact, the likelihood and the number of people affected. In this case, the potential impact is moderate to significant, and also likely (due to the size of proposed reduction to the service) and would impact a large number of people in this group (326 females responded to the consultation), making it a high to severe impact.

Mitigating actions for Sex

Indicators proposed for use in the geographical allocation model include identifying areas to allocate a warden based on high % of people who are over 65, and over 65 and living alone. Sex has not been given its own indicator but the age and sex profile in Kent shows that as age increases there is a greater ratio of females to males. This suggests the age indicators will reflect the higher proportion of females the wardens currently support and will support in the future due to a focus on supporting the elderly.

Where a warden can no longer continue supporting an existing community / existing service user, strategies will be developed with local partners (parish and district councils, community services) providing a handover and contact details of remaining local services for the resident. Where need is identified by the Community Warden, refer to Adult Social Care and Health to assess care needs. Further detail of timescales and arrangements for handovers will be as previously described in the mitigations for age.

The Community Wardens will retain their broad remit, but the service acknowledges that the Securing Kent's Future strategy has been introduced since the proposals were developed and New Models of Care and Support has been prioritised. As such Community Wardens will continue to take referrals from ASCH in the designated wards and where capacity and time allow, beyond those areas.

footnote 2 https://www.kent.gov.uk/__data/assets/pdf_file/0019/14725/Mid-year-population-estimates-age-and-gender.pdf

Responsible Officer for Sex

Team Leader

22. Negative Impacts and Mitigating actions for Gender identity/transgender

Are there negative impacts for Gender identity/transgender

No

Negative impacts for Gender identity/transgender

Not Applicable

Mitigating actions for Gender identity/transgender

Not Applicable

Responsible Officer for mitigating actions for Gender identity/transgender

Not Applicable

23. Negative impacts and Mitigating actions for Race

Are there negative impacts for Race

No

Negative impacts for Race

Not Applicable

Mitigating actions for Race

Not Applicable

Responsible Officer for mitigating actions for Race

Not Applicable

24. Negative impacts and Mitigating actions for Religion and belief

Are there negative impacts for Religion and belief

No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable
Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
Yes
Negative impacts for Carer's responsibilities
17% of service users surveyed identify as a carer. 16% of the respondents identified as a carers in the public consultation, which corresponds to the service user demographic.
A significant reduction in the number of wardens will be a significant reduction in the overall number of residents in Kent that can be supported by the service and this cannot be avoided.
The KCC EqIA risk matrix tool estimates risk using the scale of impact, the likelihood and the number of people affected. In this case, the potential impact is moderate to significant, and also likely (due to the proposed size of reduction to the service). Although 167 carers responded to the public consultation, the service supports fewer in this group (than age, sex or disability groupings), making it a medium to high impact.
Mitigating actions for Carer's responsibilities
Indicators proposed for use in the geographical allocation model include identifying areas to allocate a

warden based on % of lone parent households with dependent children and % of people providing 50+ hours of unpaid care per week. These indicators will support the targeting of the service toward this group.

Where a warden can no longer continue supporting an existing community / existing service user, strategies will be developed with local partners (parish and district councils, community services) providing a handover and contact details of remaining local services for the resident. Where need is identified by the Community Warden, refer to Adult Social Care and Health to assess the carer's needs. Further detail of timescales and arrangements for handovers will be as previously described in the mitigations for age.

The Community Wardens will retain their broad remit, but the service acknowledges that the Securing Kent's Future strategy has been introduced since the proposals were developed and New Models of Care and Support has been prioritised. As such Community Wardens will continue to take referrals from ASCH in the designated wards and where capacity and time allow, beyond those areas.

Responsible Officer for Carer's responsibilities

Team Leader

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From: Derek Murphy, Cabinet Member for Economic Development
Simon Jones, Corporate Director, Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee – 18 January 2024

Subject: 23/00121 - Kent and Medway Economic Framework

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: All

Summary: This report introduces a new draft Kent and Medway Economic Framework. This sets out a high-level strategy which will guide activity to support the sustainable growth of the county's economy, through to 2030.

The Framework is a non-statutory document. It does not set out any specific future resource commitments for KCC. It will, however, help to make the case for future Government funding and powers, in the context of the forthcoming closure of the South East Local Enterprise Partnership. It will also provide a basis on which partners in local government, business, education, and the voluntary sector can work together in support of common objectives.

A first draft Framework was prepared in September, following earlier consultation on the emerging themes and structure. Further consultation took place in the autumn, including with Kent and Medway Economic Partnership and Kent and Medway Leaders. This revised draft takes account of comments received.

Recommendations:

The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development, on behalf of Kent County Council, on the proposed decision to:

- endorse the Kent and Medway Economic Framework;
- support the Kent and Medway Economic Partnership in its implementation; and
- delegate to the Director Growth and Communities to take any necessary actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision,

as shown at appendix A.

1. Background

- 1.1 In August 2020, Kent and Medway Leaders and Kent and Medway Economic Partnership (KMEP) approved an *Economic Renewal and Resilience Plan*.

This was a short-to-medium term strategy which set out a series of actions to support the economy during the recovery from the Covid-19 pandemic.

- 1.2 As the Renewal and Resilience Plan came to the end of its natural life, Leaders agreed in late 2021 to prepare a longer-term Kent and Medway Economic Framework, which would help to guide actions to support the growth and prosperity of the region through to 2030. The Framework has been developed in the context of:
 - structural changes within the economy, especially the accelerating progress to decarbonisation and digital technology and the prospects that this brings for new forms of economic activity and workforce skill demands;
 - other strategic developments such as the Local Skills Improvement Plan and the range of economic strategies agreed at local authority and sub-county level; and
 - the forthcoming closure of the South East Local Enterprise Partnership, which historically has been used by Government as a vehicle for distributing and managing funding for local economic development and regeneration projects and the transfer of the Local Economic Partnership responsibilities to Kent County Council.
- 1.3 The proposed broad themes, ambitions and areas identified for action were considered by Leaders and the Cabinet Committee in 2022, and by KMEP in March 2023. Subsequently, a draft Framework document was produced in September. Consultation on the draft took place during this autumn with Kent and Medway local authorities, KMEP members and other key partners.
- 1.4 Following this consultation, an updated document has been prepared with revised ambitions and areas for action. A table summarising these is attached at Annex 1. The revised Framework document is attached at Annex 2.
- 1.5 A summary of the feedback we received during the consultation process is attached at Annex 3.
- 1.6 The Equality Impact Assessment is attached at Annex 4.

2. Key principles

- 2.1 Changes in Britain's national economy shape many of the factors affecting Kent and Medway but our local economy which borders the capital city of London, the Thames Estuary and our coast facing continental Europe has many distinctive features which this new economic framework seeks to improve.
- 2.2 Five key principles have underpinned the development of the Framework:
 - It is a 'high level' strategy aimed at improving the standard of living in Kent and Medway. It sets out an overall 'narrative' for the development of the Kent and Medway economy. It outlines a series of ambitions/themes that are intended to provide areas of focus for shared activity. It does not set out a detailed action plan: instead, the Framework identifies areas for action which partners

in Kent and Medway can develop to forward the overall objectives of the Framework.

- Its ambitions and suggested areas for action are evidence-based: it seeks to build on Kent and Medway's strengths and address the county's weaknesses.
- It is a partnership strategy. While KCC has taken the lead in its development, it is anticipated that it will be 'owned' collectively by Kent and Medway Leaders and endorsed by KMEP with delivery involving a range of other partners connected to KMEP as the County's formally recognised Economic Growth Board. It is intended to align with, and add value, to other local plans and strategies. As already described, it has been extensively consulted upon to ensure wide stakeholder support.
- The document meets new requirements from Government to prepare and implement an Economic Strategy as former Local Economic Partnership responsibilities are transferred to Kent County Council from April 2024. The framework covers recommendations set out in the government's Local Economic Partnership transition guidance.
- It does not come with a central resource. There is no 'Economic Framework budget,' or a direct connection to a specific external funding source or central team but government has indicated that local economic strategies could be used as reference points for any future government funding streams allocated to Kent and Medway for economic development. Having a Framework in place, with partnership support, ought to be helpful in making the case for additional investment, and in helping partners to work together where there is mutual benefit.

3. Overview of content

3.1 The draft Economic Framework contains a summary analysis of Kent and Medway's economic strengths and opportunities, including its strong recent record in job creation and business stock expansion, its diverse and resilient business base, key sectoral strengths, connectivity, and innovation assets. It also highlights some challenges, especially associated with workforce skills, some significant geographical disparities and (in comparison with other parts of the Greater South East) a persistent relative productivity deficit.

3.2 Across these opportunities and current opportunities and challenges, it considers the transformational 'structural' trends (especially decarbonisation, increasingly sophisticated digitalisation, and long-term demographic change) that will impact on all aspects of the economy over the coming decade.

3.3 Based on this analysis, the draft Framework outlines a high-level objective of achieving a Kent economy which is more "productive, sustainable and inclusive" by 2030. To achieve this, it identifies five ambitions to:

- **Enable innovative, productive, and creative businesses**, through both the expansion of Kent and Medway's capabilities at the 'leading edge' of technology and by increasing opportunities for productivity growth across all sectors through adaption in response to technology and climate change, access to premises and potential for investment.
- **Widen opportunities and unlock talent**, building on (and extending) a strengthened relationship between employers and education at all levels,

supporting progression within the workforce and overcoming barriers to participation in economic activity.

- **Secure resilient infrastructure for planned, sustainable growth**, supporting joint work across Kent and Medway to maintain a dynamic understanding of the county’s infrastructure needs, and making the case for investment in its national connectivity infrastructure and the resilience of local business-critical infrastructure.
- **Place economic opportunity at the centre of community renewal and prosperity**, recognising the link between employment and business growth and improved health and social outcomes – aiming to improve these through innovation and higher productivity.
- **Create distinctive, diverse, and vibrant places**, identifying Kent and Medway’s diversity, ‘polycentricity’ and rural environment as a key strength and promoting investment through locally led strategies across the county.

3.4 These are brought together in the diagram below:

Fig. 1: Summary of the draft strategic framework



3.5 The key elements of the framework will be underpinned by the cross-cutting commitment to decarbonisation and reaching net zero in the county by 2050.

4. Implementation

- 4.1 The Economic Framework proposes 21 high-level ‘areas for action’ across the five ambitions. These are summarised in Annex 1. While flexible, these provide greater clarity to the focus of the Framework. They focus on areas for action that apply across Kent and Medway and they are intended to have county-wide significance.
- 4.2 The proposed actions do not imply a funding commitment from KCC. In some cases, KCC may have a leading role. But others will be led by KCC’s partners, the Kent Districts, higher and further education and elsewhere, with KCC in a supporting role. The Framework will provide a material support for proposals for external funding and for new (delegated) powers where appropriate.
- 4.3 It is anticipated that KMEP and its new subgroups will have a significant role in overseeing delivery of the Framework. At its last meeting on 5th December, KMEP formally agreed to align its future work programme with the five Framework ambitions.

5. Implications

Financial

- 5.1 There are no direct financial implications for KCC arising from the Framework. However, it will shape KCC’s future priorities in relation to economic development. This may include areas in which KCC plays a leading role, for example in relation to inward investment and direct business finance, as well as potential new areas of activity.

Equalities

- 5.2 An Equality Impact Assessment has been prepared and is attached at Annex 4. This has not identified any negative equalities impacts at strategic level (although individual initiatives taken forward with reference to the Economic Framework will be subject to further impact assessments).

Data protection

- 5.3 There are no data protection implications.

6. Next steps

- 6.1 Following Cabinet Member endorsement (and final endorsement by KMEP and Kent and Medway Leaders, anticipated at their next meetings), it is anticipated that the Framework will be launched in early spring.

7. Recommendations

- 7.1 The Cabinet Committee is asked to consider and endorse, or make recommendations to the Cabinet Member for Economic Development, on behalf of Kent County Council, on the proposed decision to:

- endorse the Kent and Medway Economic Framework;

- support the Kent and Medway Economic Partnership in its implementation; and
- delegate to the Director Growth and Communities to take any necessary actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision,

as shown at appendix A.

8. Background documents and appendices

Appendix A: Proposed Record of Decision

Annex 1: Draft Economic Framework Ambitions and Action Areas

Annex 2: Draft Kent and Medway Economic Framework

Annex 3: Summary of Consultation on the First Draft Framework

Annex 4: Equality Impact Assessment

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KENT COUNTY COUNCIL –PROPOSED RECORD OF DECISION

DECISION TO BE TAKEN BY:

Derek Murphy, Cabinet Member for
Economic Development

DECISION NO:

23/00121

For publication

Key decision: YES

Subject Matter / Title of Decision: Kent and Medway Economic Framework

Decision:

As Cabinet Member for Economic Development, I agree, on behalf of Kent County Council to:

- (i) ENDORSE the Kent and Medway Economic Framework;
- (ii) SUPPORT the Kent and Medway Economic Partnership in its implementation; and
- (iii) DELEGATE to the Director Growth and Communities to take any necessary actions, including but not limited to entering into contracts or other legal agreements as required to implement this decision.

Reason(s) for decision:

In August 2020, Kent and Medway Leaders and Kent and Medway Economic Partnership (KMEP) approved an Economic Renewal and Resilience Plan. This was a short-to-medium term strategy which set out a series of actions to support the economy during the recovery from the Covid-19 pandemic.

As the Renewal and Resilience Plan came to the end of its natural life, Leaders agreed in late 2021 to prepare a longer-term Kent and Medway Economic Framework, which would help to guide actions to support the growth and prosperity of the region through to 2030.

Cabinet Committee recommendations and other consultation:

A first draft Framework was prepared in September 2023, following earlier consultation on the emerging themes and structure. Further consultation took place in the autumn, including with Kent and Medway Economic Partnership and Kent and Medway Leaders.

The proposed decision will be considered by Members of Growth, Economic Development and Communities Cabinet Committee at their meeting on 18 January 2024.

Any alternatives considered and rejected:

Do nothing: There is no statutory requirement to develop an Economic Framework, however, the absence of an up-to-date Kent and Medway economic strategy could jeopardise the case for future public investment into the county.

Reduced scope: A Framework could have been developed with a shorter time horizon, taking account of current spending pressures. However, the purpose of the Framework is to 'make

the case' for longer term investment in Kent, this would be of no real benefit, and would mean that further work will be required in the next couple of years.

Any interest declared when the decision was taken and any dispensation granted by the Proper Officer:

.....
signed

.....
date

The table below summarises the 21 ‘action areas’ contained in the draft Framework:

Ambition 1: Enabling innovative, productive, and creative businesses.	
1.	Develop an enhanced place-based innovation partnership for Kent and Medway
2.	Focus support to business on measures that will increase long-term productivity and resilience and the adoption of new ideas
3.	Leverage Kent and Medway’s quality of life, connectivity, and other assets in ensuring that it is a welcoming place for visitors and investors
4.	Support the conditions for growth, through the supply of business space and access to business support and finance
Ambition 2: Widening opportunities and unlocking talent.	
5.	Embed the Local Skills Improvement Plan at the heart of a closer relationship between employers, further education, and other skills providers
6.	Invest in Kent and Medway’s skills infrastructure to harness the potential of the long-term transformational trends identified earlier in the Framework and support the growth of our sectoral strengths
7.	Retain and develop talent, supporting young people to enter sustainable and rewarding work
8.	Build flexibility across the adult skills system to support progression in work and a focus on Kent and Medway’s shared priorities
Ambition 3: Securing resilient infrastructure for planned sustainable growth.	
9.	Maximise the benefits of international connectivity
10.	Collaborate across Kent and Medway to understand our infrastructure needs across a complex landscape
11.	Ensure that Kent and Medway’s digital infrastructure meets the dynamic evolution of business need and technology development
12.	Support Kent and Medway’s energy potential
Ambition 4: Placing economic opportunity at the centre of community wellbeing and prosperity.	
13.	Ensure that everyone who wants a job can access work
14.	Develop a new strategic partnership with Health, to address the economic determinants of health inequalities
15.	Build links between anchors of growth and key investors and local community opportunity
16.	Embed economic opportunity at the centre of local regeneration
Ambition 5: Creating diverse, distinctive, and vibrant places.	
17.	Grow Kent and Medway’s dynamic creative and cultural economy
18.	Support the development of a network of creative and innovative places

- | |
|--|
| 19. Develop and enhance Kent's rural economy |
| 20. Develop long-term solutions to invest in Kent and Medway's natural environment and historic assets |

Kent and Medway Economic Framework

Revised Draft

January 2024

Contents

Contents	1
1. Introduction.....	2
2. Kent and Medway’s economic landscape	8
3. The outlook to 2030.....	19
4. Introducing our Objectives and Ambitions.....	25
5. Ambition 1: Enabling innovative, creative and productive businesses	28
6. Ambition 2: Widening opportunities and unlocking talent	33
7. Ambition 3: Securing resilient infrastructure for planned, sustainable growth	39
8. Ambition 4: Placing economic opportunity at the centre of community renewal and prosperity.....	45
9. Ambition 5: Creating diverse, distinctive and vibrant places.....	50
10. Collaboration for sustainable growth: Delivering the Framework.....	55

Introduction to the current draft

This document is a final draft of the Kent and Medway Economic Framework. It follows consultation on an earlier draft prepared in September 2023. Please note that for publication, the Framework will be formatted with images and maps, and it is anticipated that a summary version will also be prepared for wider circulation.

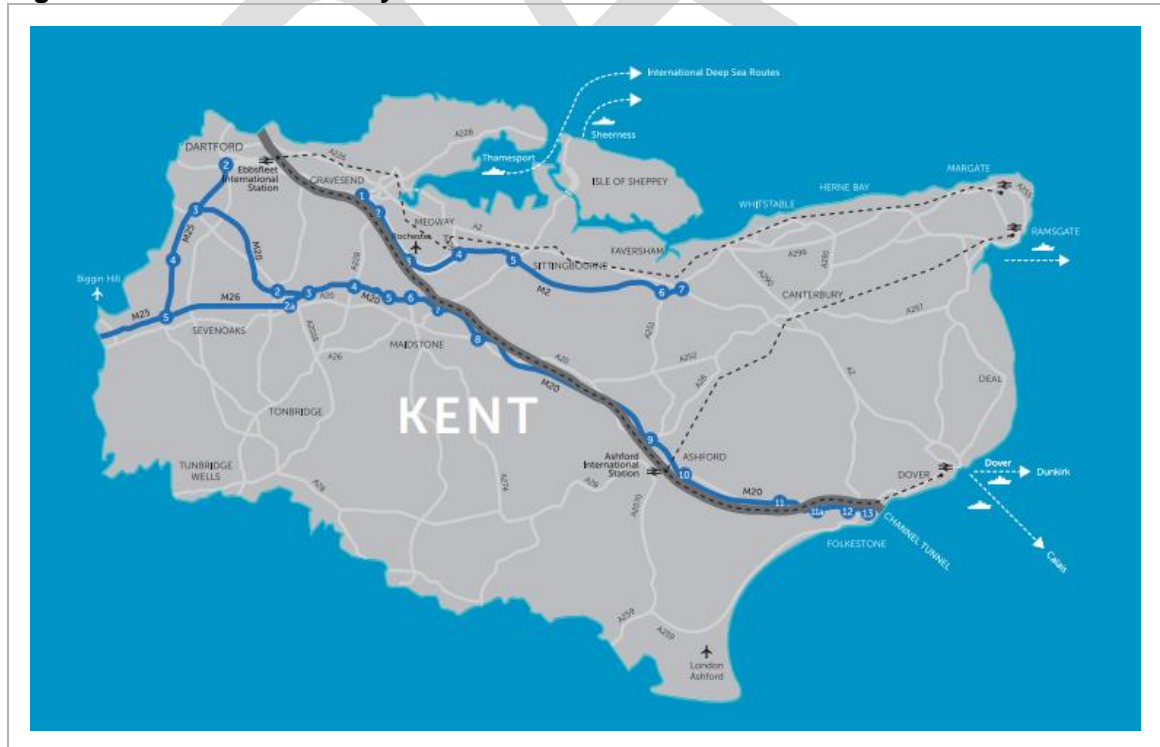
1. Introduction

Welcome to the draft Kent and Medway Economic Framework. Looking ahead to 2030 in a growing, diverse and dynamic county, it sets out our priorities to build and safeguard a prosperous economy: increasingly productive, sustainable and inclusive.

Introducing Kent and Medway

- 1.1** Covering some 1,400 sq miles across 13 local authority areas, Kent and Medway is a large, growing and ambitious region at the UK's gateway to continental Europe.
- 1.2** We enjoy a rich history and a distinctive environment, including the Kent Downs and High Weald Areas of Outstanding Natural Beauty, protected marshes and coastline and UNESCO World Heritage Sites at Canterbury and the White Cliffs of Dover. But we are also at the heart of the UK's European trade flows, with important science and innovation assets and we are closely integrated with the dynamic economy of London and the South East. And with rapid population, business and employment growth in recent years, we are a place where people want to live and businesses want to invest.

Figure 1-1: Kent and Medway in context



Looking back and looking forward: The case for a new Economic Framework

- 1.3** This new Economic Framework replaces the *Kent and Medway Economic Renewal and Resilience Plan*, adopted in 2020 to chart the county's recovery from the Covid-19 pandemic¹. Taking a longer view, the last county-wide economic strategy was the *Regeneration Framework* approved in 2010 as the economy started to recover from the global financial crisis.
- 1.4** Looking back over this period, much has been achieved. Just before the *Regeneration Framework* was adopted, High Speed One opened, transforming much of the county's rail infrastructure and opening up opportunities for housing and commercial growth and reinvestment in the Thames Estuary and East Kent. We have continued on this rail investment journey, with the new Thanet Parkway station opening in 2023. We have accommodated significant population growth through nationally-significant developments such as Ebbsfleet Garden City and throughout the county: between 2010 and 2021, Kent and Medway's population grew by around 144,000, roughly equivalent to an additional district the size of Thanet. Over the same period, we generated 131,000 net additional jobs. We have also substantially extended our capacity for innovation and growth, as our university clusters at Canterbury and Medway have expanded and we have seen new investment in key business locations such as Discovery Park and Kings Hill.
- 1.5** This all provides a strong platform for the future. However, as the analysis in the next chapter makes clear, there is more to be done to realise Kent and Medway's potential and to ensure that the county is as productive, sustainable and inclusive as it can be. And while local economic indicators such as overall productivity or workforce skill levels tend to change gradually over time, the technological, environmental and policy landscape has changed radically over the past decade. Looking to forward to 2030, partners in Kent and Medway have prepared this new Economic Framework to ensure that together, we can make the most of opportunities that are ahead of us – and respond to the challenges.

A flexible Framework that will evolve over time

- 1.6** This Framework looks ahead to 2030. This time horizon has been chosen carefully. It is longer than a single electoral cycle – so the ambitions that it sets out respond to longer-term need and opportunity, rather than current funding availability or detailed national policy priorities, and some will take time to be realised. But 2030 is close enough to be visible on the horizon, and for trends to be anticipated. There will also need to be some significant changes in the rest of this decade if longer-term policy commitments are to be made, especially in the context of the UK's decarbonisation agenda.

¹ Kent and Medway Leaders/ KMEP (August 2020), [Kent and Medway Economic Renewal and Resilience Plan](#)

- 1.7 In this context, we have followed a sequential approach in developing the Framework. First, we started with a fresh view of the evidence, considering the ‘state of Kent and Medway’ and the outlook for the future. This led to a set of high-level objectives - essentially, a statement of what we want the county’s economy to be (more) like, informing a series of ambitions and action areas for the future.

Figure 1-2: Framework logic sequence



Source: SQW

- 1.8 Developing our ambitions and key action areas involved extensive consultation with businesses and other partners, including through Kent and Medway Economic Partnership and its Business Advisory Board. However, we live in an uncertain and dynamic world, and even plans with strong partner support will need to respond to events. The Economic Framework is therefore a **flexible statement of shared priorities, not a detailed action plan**. It will evolve over time, as new opportunities and challenges emerge, and delivery will take place through a range of partners.

The changing strategic context

- 1.9 We have developed this Framework in the context of a range of policies, plans and strategies at national and local level. Looking across the strategic landscape, **five key themes** are especially relevant:

Devolution and the changing policy landscape for local economic growth

- 1.10 There is a growing consensus that decisions to support local economic development can best be taken locally. A series of local ‘**devolution deals**’ have been agreed between Government and cities and counties across England, especially focused on areas such as transport, workforce skills and support for business and innovation. In parts of the country, these are well-advanced, and work is underway to explore the opportunities for Kent and Medway. The Economic Framework highlights some of the priority themes towards which devolved powers or funding could make a significant difference.
- 1.11 More immediately, **the economic development landscape is changing with the Government’s recent decision to close local enterprise partnerships**. As the role of the former South East local enterprise partnership transfers to Kent and Medway, there is a new opportunity to make decisions closer to home, and to re-focus on the priorities that matter to local partners. This Framework will help to support local decision-making, and the continued

role of **Kent and Medway Economic Partnership** (KMEP) as the county-wide economic growth board².

The policy commitment to decarbonisation and net zero

- 1.12** The UK is legally committed to net zero carbon emissions (over a 1990 baseline) by 2050, a process that will involve far-reaching changes in industrial processes, transport networks and heating systems. Significant progress will need to be made towards this commitment during the lifetime of this Economic Framework, as the UK's *Net Zero Strategy* sets out³. Locally, all the local authorities in Kent and Medway have set out detailed climate change strategies: both Medway Council and Kent County Council declared a climate emergency in 2019; and KCC is committed to reducing greenhouse gas emissions from its own estate and activities to Net Zero by 2030⁴. Across Kent and Medway, the *Energy and Low Emissions Strategy* outlines a route map to achieving a “*competitive, innovative and resilient low carbon economy*”⁵.
- 1.13** From an economic strategy perspective, the decarbonisation imperative creates opportunities for innovation and technology development, as well as an urgent need for adaptation by businesses and the workforce. This has been a focus of activity for some time (for example through business support programmes such as LOCASE), although is likely to accelerate over the timeframe of this Framework.

The productivity imperative...

- 1.14** Despite its strengths as a place to do business and as an environment for innovation, the UK's relatively weak productivity performance compared with other major economies is widely recognised as a key challenge. The Government's response, set out as “*employment, education and enterprise everywhere*” sets out a commitment to ensuring the benefits of economic growth are felt across the country, linked with support for devolution highlighted above⁶. While national industrial and economic strategies tend to frequently evolve, the need to drive up productivity as a key determinant of living standards will remain central to national government.

... in the context of a broader view of the economy

- 1.15** Increasingly, national and local policy highlights the links between productivity, pay and employment and health, wellbeing and wider social outcomes. The *Levelling Up White Paper* published in 2022 made this explicit, also emphasising the importance of ‘community pride’

² This also responds to recent guidance from Government. See HM Government (2023), [Guidance for local authorities delivering business representation and local economic planning functions](#)

³ HM Government (October 2021), [Net Zero Strategy: Build Back Greener](#). See Chapter 2 for further detail.

⁴ Kent County Council, [Climate Emergency Statement](#)

⁵ [Kent and Medway Energy and Low Emissions Strategy: Meeting the Climate Change Challenge](#) (June 2020)

⁶ HM Government (March 2023), [Spring Budget 2023](#), p.44

and sense of place in creating successful local economies. Locally, the *Kent and Medway Integrated Care Strategy* contains a clear link with economic strategy, focusing on the health impacts of the cost of living crisis and the need to address the social and economic determinants of health outcomes⁷.

The local strategic landscape

1.16 Finally, there is an extensive range of key strategies and plans at local and county-wide level, many of which are relevant to this Framework:

- Across **Kent and Medway**, there is a long history of collaboration on joint strategy development. The *Kent and Medway Energy and Low Emissions Strategy* sets out a plan to achieve net zero by 2050, recognising the potential of a greener economy to "invest in new jobs and low carbon infrastructure; support innovation, re-skilling and retraining"⁸. Work is also underway to develop a county-wide *Infrastructure Mapping Tool*. There has also been a substantial strategic focus across Kent and Medway on workforce skills development, with the county acting as a national trailblazer for a *Local Skills Improvement Plan*, which was approved in 2023⁹.
- In **Kent**, the County Council's overall strategic plan for 2022-26 is set out in *Framing Kent's Future*¹⁰. Enabling economic growth, and ensuring that prosperity is shared across the county, are key priorities within *Framing Kent's Future*, within an objective to 'level up Kent'. Also relevant to this Framework is the emerging *Local Transport Plan (LTP5)*, which sets out a strategy to respond to the context of the transition to net zero and which will be published as a consultation draft in summer 2024¹¹. **Medway's Council Strategy** sets out a vision of a "waterfront university city, connecting innovation, people and place and driving growth for all"¹², and is supported by the longer-term emerging *Medway 2037* strategy.
- The economic development plans and strategies of the 12 **District Councils** are also important. In some cases, these are set out within District corporate plans; in others, they are adopted as separate strategies. In all cases, there is an important relationship between strategies for economic development and growth and the planning system, set out within the 14 local plans across Kent and Medway¹³.

⁷ Kent and Medway Integrated Care System (2022), [Kent and Medway Interim Integrated Care Strategy](#)

⁸ Kent County Council/ Medway Council (2020), [Kent and Medway Energy and Low Emissions Strategy: Meeting the Climate Change Challenge](#)

⁹ Kent Invicta Chamber of Commerce (2023), [Kent and Medway Local Skills Improvement Plan](#)

¹⁰ Kent County Council (2022), [Framing Kent's Future](#)

¹¹ Kent County Council (June 2023), [Emerging Local Transport Plan: Turning the Curve towards Net Zero](#)

¹² Medway Council (2023), [Council Strategy 2023-24](#)

¹³ i.e. the 13 Local Plans and the Kent Minerals and Waste Local Plan

1.17 Strategic partnerships are also well-established at sub-county level, enabling groups of local authorities to cooperate on economic issues at the most appropriate geography. **East Kent Leadership Group** (EKLG) brings together Ashford, Canterbury, Dover, Folkestone and Hythe, and Thanet; **Greater North Kent** involves Dartford, Gravesham, Maidstone, Medway and Swale; and **West Kent Partnership** supports Sevenoaks, Tonbridge and Malling and Tunbridge Wells. Looking beyond the county, the **Thames Estuary Growth Board** champions the transformation of the Estuary from the City of London to North Kent and South Essex, and internationally, the **Straits Committee** supports partnership working with our neighbours in France and Belgium.

1.18 The strategic landscape is complicated, as we would expect from a large and complex county. The Economic Framework does not seek to duplicate existing strategy at county-wide or local level, but we have sought to ensure alignment, and we reference the relevant strategies where appropriate later in the Framework.

Framework structure

1.19 The remainder of this Framework is set out in nine further chapters:

- **Chapter 2** sets out the economic landscape within which the Framework has been developed, outlining the strengths, weaknesses, opportunities and threats facing the county's economy and the key issues that need to be addressed.
- **Chapter 3** introduces our objectives and our five 'Ambitions' for the Kent and Medway economy.
- Building on this, **Chapters 4-8** explain the Ambitions and outline a series of areas for action over the Framework period to 2030.
- Finally, **Chapter 9** sets out our approach to delivery and how we will measure progress over time.

1.20 In addition, **Annex A** presents a summary 'SWOT' analysis of the Kent and Medway economy. A separate **Economic Evidence Base** has also been prepared as a supplementary document, providing further detail to the analysis set out in Chapter 2.

2. Kent and Medway's economic landscape

Kent and Medway has a large, diverse and distinctive economy, closely integrated with the economy of the Greater South East and with significant national infrastructure assets linked with the UK's gateway to Europe. Recent years have seen rapid employment growth and there are significant opportunities ahead linked with our entrepreneurial businesses, innovation potential and improving skills base. This chapter sets out a picture of the county's economy, highlighting recent performance, key strengths and assets on which we can build.

Scale and diversity: Kent and Medway's economic geography

A large, complex and polycentric economy...

- 2.1** With a population of around 1.87 million and generating annual gross value added of about £44 billion, Kent and Medway is a large and complex economy¹⁴.
- 2.2** The county is clearly defined by its peninsular geography, and it is widely recognised as the **'garden of England'** and as the **UK's primary gateway to continental Europe**. But its scale also embraces substantial diversity. Around 45% of the county's population lives in Greater North Kent, stretching from Dartford via Gravesham and Medway to Swale and Maidstone. Historically, an important area of industrial activity along the Thames Estuary and the Medway, North Kent has seen substantial industrial restructuring and diversification over recent decades, leading to some of the UK's most significant (and successful) regeneration projects in, for example, Bluewater, Chatham Maritime and Rochester Riverside, while the county town of Maidstone is an important regional service centre. East Kent accounts for a further 35% of the county's residents, incorporating the UK's largest passenger port at Dover, the concentration of universities at Canterbury, coastal towns historically reliant on domestic tourism but increasingly developing as vibrant creative economies, and the major growth centre of Ashford. Some 20% live in West Kent – although West Kent accounts for a somewhat higher share of total jobs in the county, reflecting the large and diverse employment base in Tonbridge and Malling, and dynamic service-based economies in Sevenoaks and Tunbridge Wells.
- 2.3** **This diversity is reflected in the county's 'polycentricity'**. While Medway is the largest single urban area, no single centre dominates: instead, there is a network of larger and medium-sized towns (as illustrated in Figure 2-1) and smaller settlements, leading to complex travel patterns. Between these urban areas, much of the county is rural, including some of England's highest-value and most productive agricultural land. Much of rural Kent is

¹⁴ For comparison, Kent and Medway's economy is about the same size as that of Northern Ireland and larger than four of the nine current Mayoral Combined Authorities.

also covered by environmental designations, including the two Areas of Outstanding Natural Beauty and extensive Metropolitan Green Belt.

Figure 2-1: Settlements with populations of over 20,000



Source: ONS Mid Year Population Estimates for Built Up Areas and Subdivisions, 2020; SQW analysis. Some contiguous urban areas are merged in the analysis. Combined settlements of 20,000 pop. minimum

... with important connections beyond Kent and Medway

- 2.4** Links *beyond* Kent and Medway are important as well. Connections with London are highly significant, both for commuters (and people working for London employers but based in Kent) and supply chain businesses. Locally, there are also important flows between Dartford and Sevenoaks and Bexley and Bromley, and between Tunbridge Wells and East Sussex. The major international connections at Dover and Eurotunnel are also important economic assets in their own right, and drive a large transport and logistics industry.

The state of Kent and Medway: Recent economic performance

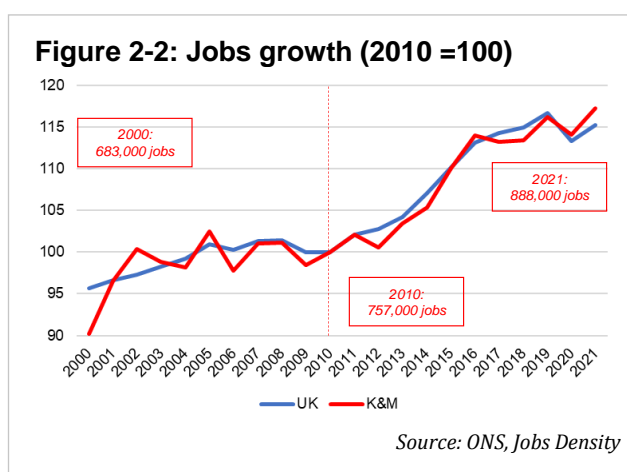
- 2.5** As set out in the Introduction, Kent and Medway has grown rapidly over the past decade, in terms of population, economic output and employment. But on some indicators, there is scope for improvement – and given the county’s scale and diversity, averages often obscure considerable divergence at local level. The following paragraphs provide a snapshot of the ‘state of the county’, which is set out in more detail in the accompanying evidence base.

We have seen rapid population and workforce growth... which is set to continue into the future

- 2.6 Kent and Medway's population has grown rapidly in recent years**, increasing by 144,000 between 2010 and 2021. This level of growth equates to a 8.4% increase in the county's population, compared with around 6.8% nationally¹⁵.
- 2.7** The 'working age' population has grown more slowly, reflecting a steadily ageing population – although it is worth noting that the concept of 'working age' (notionally defined as people aged between 16 and 64) is becoming more fluid as people work for longer, and more flexibly. But **the 'working age' population also grew at a faster rate in Kent and Medway than the national average** (with growth of 4.5%, compared with 3.7% across the UK).
- 2.8** Looking to the future, Office for National Statistics projections anticipate strong continued population growth of around 13% between 2018-30 (compared with around 9% growth nationally)¹⁶. Over the same period, the working age population is also expected to grow, by around 6% (double the UK rate of increase). The consequence is that **the county's share of the national working age population is likely to rise steadily over time, from around 2.7% in 2021, to 3.3% by 2040**. Kent County Council's own forecasts, taking account of planned housing growth, anticipate even higher levels of population growth than this.
- 2.9** A larger workforce will generate increased economic activity over time – and in relative terms, Kent and Medway's significance in the national economy will grow. But **ensuring that growth is sustainable – environmentally as well as economically – will require sustained investment in infrastructure** and in the development of the county's economic potential to make the most of its increased capacity.

We have a steady record on job creation... but there is potential for more

- 2.10** In 2021, there were **888,000 jobs** in Kent and Medway - an increase of 131,000, or 17%, since 2010. Since 2010, the pace of jobs growth has been broadly in line with the UK average, rising rapidly to 2016 and plateauing somewhat in subsequent years.
- 2.11** However, **there may be capacity for more**. The job density (the number of jobs per working age resident) has increased over time, but it is still lower than the national average¹⁷. Some of this is



¹⁵ ONS, Mid Year Population Estimates

¹⁶ ONS, Population projections, 2018 based

¹⁷ 0.78 jobs per resident aged 16-64 in Kent and Medway, compared to 0.85 in the UK (ONS, Jobs Density)

accounted for by out-commuting, although the county's overall jobs density is lower than in some other counties on the edge of London¹⁸.

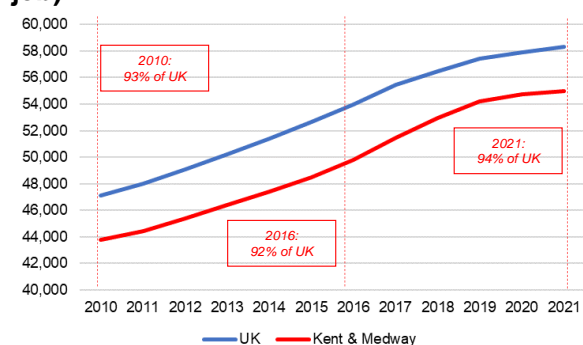
2.12 Unemployment is relatively low, with a 'claimant count' of 3.4% of residents aged 16-64¹⁹, and employers report challenges in filling vacancies. But at the same time, economic activity (i.e., people of 'working age' who are in work or looking for work) has fallen since the pandemic, partly through older workers not returning once the Covid crisis passed, and partly through increased levels of people out of the labour market through ill-health. And while county-wide figures approximate to the national picture, there are significant concentrations of local economic inactivity, especially in coastal Kent.

2.13 Overall, the labour market picture is complicated: high vacancy rates and challenges for employers in obtaining the people they need, at the same time as higher numbers outside the workforce. Maximising the potential of the local workforce is a key challenge – nationally, as well as in Kent and Medway.

There is scope to increase productivity

2.14 Kent and Medway's GVA per filled job (a conventional measure of productivity) was around **£55,000** in 2021. This equates to around 94% of the UK average, a gap which has narrowed slightly in recent years. The UK average is quite strongly influenced by London and a handful of highly productive regions: compared with other regions across the country, Kent and Medway is in the 'middle of the pack'. However, **there are significant differences within the county**: productivity is some 10% above the national average in West Kent, and 20% below in East Kent, with the consequence that it underperforms some of its neighbours in the South East.

Figure 2-3: Productivity (GVA £ per filled job)



Source: ONS, Smoothed GVA (B), current prices, by ITL1 and ITL2 regions

2.15 Productivity matters because it is the main driver of economic growth and prosperity: essentially, increased productivity (more output per hour or per job) drives salary growth and tax take. Increasing productivity is therefore a key policy goal, especially in the context of generally weak UK productivity growth (relative to historical and international comparators) over recent years. Three observations are worth making, which inform the approach set out in this Framework:

¹⁸ 0.88 in Surrey, 0.83 in West Sussex, 1.00 in Hertfordshire (although 0.77 in Essex, which in many respects has a similar economic profile to Kent and Medway).

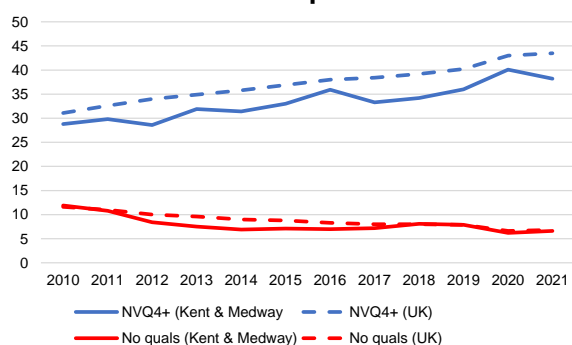
¹⁹ Compared with the UK rate of 3.7% (ONS/ DWP, July 2023)

- **Productivity growth isn't just about growing the most productive sectors**, or the highest-value jobs (although that is important). Some sectors are, on average, more productive than others and this does have an influence on overall productivity²⁰. But there is scope for productivity gain in *all* sectors, through greater technology adoption, stronger workforce skills, better connectivity to link people with jobs, and so on²¹. A broad-based economic framework should therefore take account of these opportunities for incremental improvement, as well as the potential for change at the 'leading edge'. This is likely to be especially important in Kent and Medway, given our sectorally-diverse, SME-dominated economy.
- **Productivity growth is likely to be gradual.** It may be accelerated by specific major investments, but generally it is the consequence of incremental improvements, sustained over time and heavily influenced by the national context.
- **Productivity growth is important, but it isn't quite everything.** More productive jobs ought to generate higher pay and this should, over time, lead to higher living standards. But not all valuable activity generates monetised 'output', and a highly 'productive' economy might not necessarily be a sustainable or equitable one. Overall, local strategy ought to help ensure that productivity gains are captured locally, both in pay and quality of life.

Kent and Medway has a workforce skills challenge – but a concerted focus is yielding results

2.16 Over time, there has been a steady improvement in workforce qualification levels. In 2010, around 12% of the working age population had no formal qualifications, a figure which had almost halved by 2021. The share of the 16-64 population qualified to NVQ4+ almost increased by a third over the same period. This partly reflects the steady progress of demographic change, as older workers (who are less likely to hold formal qualifications) leave the labour market and younger workers join.

Figure 2-4: Population aged 16-64 qualified to NVQ4+ and with no qualifications



Source: ONS, Annual Population Survey

²⁰ The distribution of functions *within* sectors is also important (for example, headquarters facilities and R&D functions will typically generate higher levels of output per job than sales and distribution functions within the same sector).

²¹ Institute for Government (2021), [Firing on all cylinders: Why restoring growth is a matter for every UK sector](#)

- 2.17** However, despite the positive direction of travel, **Kent and Medway continues to have a workforce skills ‘deficit’**, which has been persistent over time. Workforce qualifications lag behind the rest of the UK at intermediate and higher qualification levels. At Level 2, attainment levels are actually higher in Kent and Medway than they are nationally, but at Level 3, there is a 2.5 percentage point gap, widening to over five percentage points at Level 4²². The percentage of the workforce qualified to both Levels 3 and 4 is lower than the UK rate in nine of Kent and Medway’s 13 local authority areas (with especially low rates in Swale and Thanet). This matters both for individual outcomes and opportunities and for the ability of existing employers and new investors to secure the skills they need – and the skills they are likely to need in the future.
- 2.18** Consequently, there has been a **strong focus on addressing workforce skills challenges in recent years**. Further education provision has been consolidated and strengthened, alongside significant progress in developing links between skills providers, employers and other strategic partners. Following the *Economic Renewal and Resilience Plan* in 2020, this was given added impetus with the creation of the **Kent and Medway Employment Task Force**: since then, it has been reinforced through the new, employer-led Local Skills Improvement Plan and specific sector initiatives, the further development of which is central to the approach outlined later in the Framework.

There has been major investment in transport connectivity – but Kent and Medway faces some unique challenges

- 2.19** The period since 2010 has seen significant investment in transport infrastructure. Between 2015 and 2021, some £720 million was spent on transport capital schemes in Kent, taking account of investment from the Local Growth Fund and expenditure by national bodies such as Network Rail and National Highways²³. This contributed significantly to the delivery of the county’s last Local Transport Plan and to its objective of securing economic ‘growth without gridlock’, with major schemes including key junction improvements (such as M20 Junction 10a at Ashford and M2 Junction 5 at Sittingbourne) and numerous projects to unlock major developments, improve town centre connectivity and improve active travel opportunities.
- 2.20** The future capital investment picture is uncertain, especially in the context of high inflationary pressures. However, **Kent and Medway faces significant transport infrastructure challenges over the rest of the decade**. As well as demand generated from new developments (in the context of the county’s rapidly expanding population), the emerging LTP highlights demand from the *existing* community and the need to manage it effectively, in the context of Kent and Medway’s distributed population and business base and its complex travel patterns.

²² ONS, Annual Population Survey.

²³ Kent County Council (June 2023), [Emerging Local Transport Plan: Turning the Curve towards Net Zero](#)

2.21 In addition, **Kent and Medway’s international connectivity provides a unique set of challenges.** The Port of Dover and Eurotunnel provide the most efficient Channel crossing points for passenger traffic and roll-on-roll-off freight: as such, they are a vital link in the UK’s supply chains and export markets. However, constrained infrastructure at the ports, combined with susceptibility to disruption through weather events, strike action and so on frequently leads to negative impacts on Kent’s road network. In 2022, Operation Brock (the traffic management scheme that holds HGVs on the M20 while queuing for Eurotunnel and the Port of Dover) was activated for about a third of the year²⁴, imposing severe impacts on the wider network and the communities it serves.

2.22 At the same time, while the county has seen substantial ‘sunk’ investment in international rail connectivity²⁵, our international stations at Ashford and Ebbsfleet have not been served by stopping international trains since the pandemic, partly due to the impact of border control processes. **For Kent and Medway’s economy, international connectivity and proximity to continental Europe ought to be a key, distinctive asset: strategic infrastructure constraints prevent it being realised, imposing costs on the local economy and costs on the UK as a whole.**

Improvements in digital connectivity have been transformational

2.23 **There has been transformational progress in the delivery of digital infrastructure over the past decade.** Commercial investment and public support through the Kent and Medway Superfast Broadband Programme and successor initiatives meant that by 2022, some 95% of premises in the county were able to access a superfast service, with 62% able to access gigabit speeds²⁶. Work continues to develop solutions for the remaining premises concentrated in more rural parts of the county that are unable to secure a superfast service – although staying ahead of the curve will be important as digital technology transforms working practices and business models.

Inequalities remain significant

2.24 Within a diverse county, there are some significant concentrations of disadvantage. These are especially concentrated in coastal East Kent, parts of North Kent and on a smaller scale, in most of the county’s urban centres. Local concentrations tend to be persistent over time, and reflect a combination of limited access to opportunities for labour market progression and a range of complex factors linked with the housing market, health conditions and access to services. In this context, **overall economic growth is essential but insufficient to generate better outcomes at local level**, and the Economic Framework will need to be one element of a broader approach to ‘levelling up Kent’.

²⁴ Ibid.

²⁵ Including the stations themselves and more recent public investment in rail infrastructure.

²⁶ Ofcom (2022), [Connected Nations 2022](#)

Making the most of our key assets

2.25 The summary above suggests good progress over the past decade in relation to skills improvements, infrastructure investment and the county's overall employment and productivity trajectory – albeit with significant challenges that will need to be addressed over the rest of the decade. Beyond this, there are three key 'assets' which will provide an important platform for future growth, relating to the **diversity of the county's business stock and sectoral composition**, strengths in our **knowledge base and innovation potential**, and Kent and Medway's wider **quality of life, quality of place and the quality of its food production**. All of these need to be nurtured and invested in -

Business and sectoral diversity

2.26 Business is central to future economic growth: put simply, employment is either created by existing businesses expanding, new businesses starting up, or businesses from elsewhere deciding to locate in the county. In 2022, there were around 74,000 active enterprises in Kent and Medway, with the total business stock increasing by almost a third between 2010 and 2022²⁷.

2.27 Overwhelmingly, **the majority of businesses are small and micro enterprises** – to a somewhat greater extent than the national average. However, this dominance of SMEs overlooks some of the county's larger private sector employers (such as Laing O'Rourke in construction, Pfizer in pharmaceuticals, Saga Group in travel and financial services, and BAE Systems in manufacturing among many others), as well as the expansion of individual firms over time from micro to medium-sized businesses. Supporting SMEs with the appetite and capacity for growth has been a focus of activity for some time, through initiatives such as the Kent and Medway Business Fund.

2.28 In 'headline' terms, our sectoral profile is also diverse and complex. The largest sector in employment terms is wholesale and retail, followed by health and care, business services, construction and hospitality-related activities. Relative to the rest of the UK, the large employment sector in which Kent and Medway is 'over-represented' is construction (which has grown rapidly in recent years, and in which Kent is substantially more productive than the UK average).

2.29 This headline view masks some important local concentrations (such as manufacturing in Swale). It also overlooks significant activities which are not sufficiently captured in standard data, either because they cut across conventional sector definitions, or because they are

²⁷ ONS, UK Business Count. This figure refers to active enterprises. Alternatively, the UK Business Count refers to 86,000 'local units' (which also include branches in Kent and Medway of businesses based elsewhere). Both figures are commonly used. The 'enterprise density' (the number of businesses relative to the 'working age' population) also increased by around 15% over the same period.

relatively small in absolute employment terms, but are rapidly growing or generate disproportionately high levels of output. Examples include:

- **Life sciences**, including the large concentration of activity at Discovery Park (and to a smaller extent Kent Science Park) and links with the wider health system
- **Creative, digital and tech**, underpinned by ‘place-based’ investment (such as at Folkestone Creative Quarter and Chatham Historic Dockyard) and the Creative Estuary initiative, as well as by the emergence of an established ‘cross-sectoral’ digital media sector
- **Food production and agritech**, including Kent’s highly productive land-based sector (especially in fresh food and horticulture), as well as the county’s substantial food and drink manufacturing base.

Innovation assets and the knowledge base

2.30 Kent and Medway’s universities have expanded in recent years, and contain some significant innovation assets. Across the University of Kent, Canterbury Christ Church University and the University of Greenwich, key research capabilities include:

- **Biosciences**, including the Industrial Biotechnology Centre at the University of Kent, building on the University’s expertise in molecular processing; the Biomedical Science Research Group at the University of Greenwich and Canterbury Christ Church University’s Stem Cell Research and Bio-engineering Laboratory (SCRABEL at Medway).
- **Computing and data science**, including Kent’s Institute of Cyber Security for Society (iCSS), one of 19 Academic Centres of Excellence in Cybersecurity Research recognised by the National Cyber Security Centre and the EPSRC.
- **Engineering**, including Greenwich’s Centre for Process Innovation and, from an applied perspective, Canterbury Christ Church’s Engineering, Design, Growth and Enterprise (EDGE) Hub
- **Plant science**, especially linked with Kent’s food and drink industry, where university strengths are complemented by NIAB-EMR at East Malling, a non-university research and technology organisation in commercial horticulture and land-based science.

2.31 These capabilities map onto some of the emerging sectoral strengths highlighted above. Bringing the two together, initiatives such as the **Growing Kent and Medway** programme funded by UK Research and Innovation (see Chapter 5) seek to put innovation into practice, and there are strong (and growing) links between the county’s universities and key centres of commercial innovation, research and development such as Discovery Park.

2.32 However, **on some conventional measures of ‘innovation’, Kent and Medway performs relatively poorly.** Business and enterprise expenditure on R&D is comparatively low in Kent

and Medway, reported at around 64% of the UK average per business in 2018²⁸. Private sector non-profit R&D is also very low, and Kent and Medway's share of Innovate UK grant income is lower than in all its neighbouring counties. The challenge is to build on the county's academic and commercial strengths – especially in those areas of activity in which it has distinctive capabilities – to develop the innovation 'ecosystem' and support business growth over time, while recognising that there are opportunities for innovation throughout the economy – including in firms that are unlikely to seek any form of public support, but which are highly successful in a range of sectors.

'Sense of place' and quality of life

- 2.33** As well as the 'hard' assets described in terms of infrastructure, business stock and science and technology capabilities, Kent and Medway's quality of life offer is important in attracting and retaining investors and in creating an environment in which people want to live, work and visit. This is underpinned by the natural environment cited earlier, as well as by the county's stock of cultural and leisure assets and by its proximity and ease of access to London.
- 2.34** Importantly, much of this is inherently associated with some of Kent and Medway's key economic strengths: for example, there is a clear connection between the natural environment, the food and drink offer, the county's proposition to visitors and the creative economy – as well as the combined benefits that these provide to residents. **Quality of life and quality of place are integral to the county's economic growth, as well as consequences of it.** They are also all central to Kent and Medway's health and wellbeing, as explored further in Chapter 8.

Bringing it together: key issues for the Economic Framework

2.35 Summarising the 'state of Kent and Medway', we can see that:

- Overall, **Kent and Medway has a diverse and dynamic economy**, which has been successful in recent years in increasing employment, growing its business stock and attracting investment
- Recent and forecast population growth (including *working age* population growth) is substantially higher than the UK average, and is transformational in parts of the county. Linked with this, Kent's 'share' of the UK population is rising fairly rapidly. It's a place where people want to live, and it enjoys a substantial stock of 'quality of life' assets which are important to enhance and protect.
- **The county is polycentric and complex.** Kent is easy recognisable as a location and a brand. But in *economic geography* terms it is quite complicated: it has rural, urban, suburban and coastal dimensions, but there are strong connections across all of them.

²⁸ BEIS/ NESTA, [Research and development spatial data](#). Reported at €6,500 per business in Kent and Medway in 2018, compared with €10,200 across the UK as a whole, using Eurostat data. More recent BERD data is only published by ONS at regional (i.e., South East) level.

Local distinctiveness and diversity is therefore vital to the Framework– but so are the complex links across places and industries within a dense geography that is both ‘peninsular’ and integrated into London and the wider South East.

- **We have some very distinctive assets and characteristics.** These include the county’s role as a gateway for imports and exports (and the economic role that this plays and the challenges it brings), the cultural and creative renaissance of its coastal towns, and the highly productive land-based sector in the ‘garden of England’.
- **These are accompanied by important opportunities for innovation and economic growth.** These include the sectors highlighted above, the growing university base at Canterbury and Medway, and key centres for innovation, such as Discovery Park in relation to life sciences, in the context of a broad-base, largely small-business dominated economy with opportunities for growth that are widely dispersed and often ‘under the radar’.
- **We are impacted by workforce skills challenges and pressures** – but in the context of significant progress in recent years.
- **Spatially, the county is quite unequal** – which is visible at high level in the sub-regional disparities between West and East Kent, but which also impacts at local level and correlates with wider outcome inequalities

3. The outlook to 2030

Building on the analysis of the 'state of Kent and Medway' in Chapter 2, this chapter looks at the medium-term outlook for the next few years. It then considers how the future of the economy will be shaped by a series of transformational trends, which will impact all sectors and activities and to which the Economic Framework will need to respond.

The medium-term outlook

- 3.1 This Economic Framework has been prepared in the context of a challenging macroeconomic outlook.** Despite strong recovery from the Covid-19 pandemic, inflationary pressures driven by the high energy costs and supply chain challenges and exacerbated by the Russian invasion of Ukraine have led to weak economic growth. In 2023, the Office for Budget Responsibility (OBR) anticipated that the UK economy would not return to pre-Covid levels of output until mid-2024²⁹. While employment has been resilient (in Kent and Medway and across the UK), the impacts of the wider economic picture on the 'everyday' economy are easily visible in the cost of living crisis and the consequent impacts on consumer spending.
- 3.2** The picture is expected to brighten in the next few years: the OBR anticipates UK GDP growth of 2.5% in 2025, falling to about 1.75% by 2027, in the context of continued employment growth. However, it highlights several structural challenges for the UK, linked with weak business investment, low productivity growth and lower labour market participation than would have been the case pre-Covid. In this context, the OBR forecasts that real living standards will still be lower than pre-pandemic levels in 2027/28.
- 3.3** Three observations are worth making on this medium-term outlook. First, it gives us an indication of the conditions within which the Economic Framework will be delivered: these are likely to involve significant constraints on public spending and a need for imaginative solutions. Second, it emphasises the importance of economic growth and productivity gain and the need to focus on that locally. Third, the key factors underpinning the OBR's forecast (Covid, Ukraine, the energy crisis) were unknown a few years ago: building our resilience to future shocks was a key pillar of the *Economic Renewal and Resilience Plan* and will remain important.

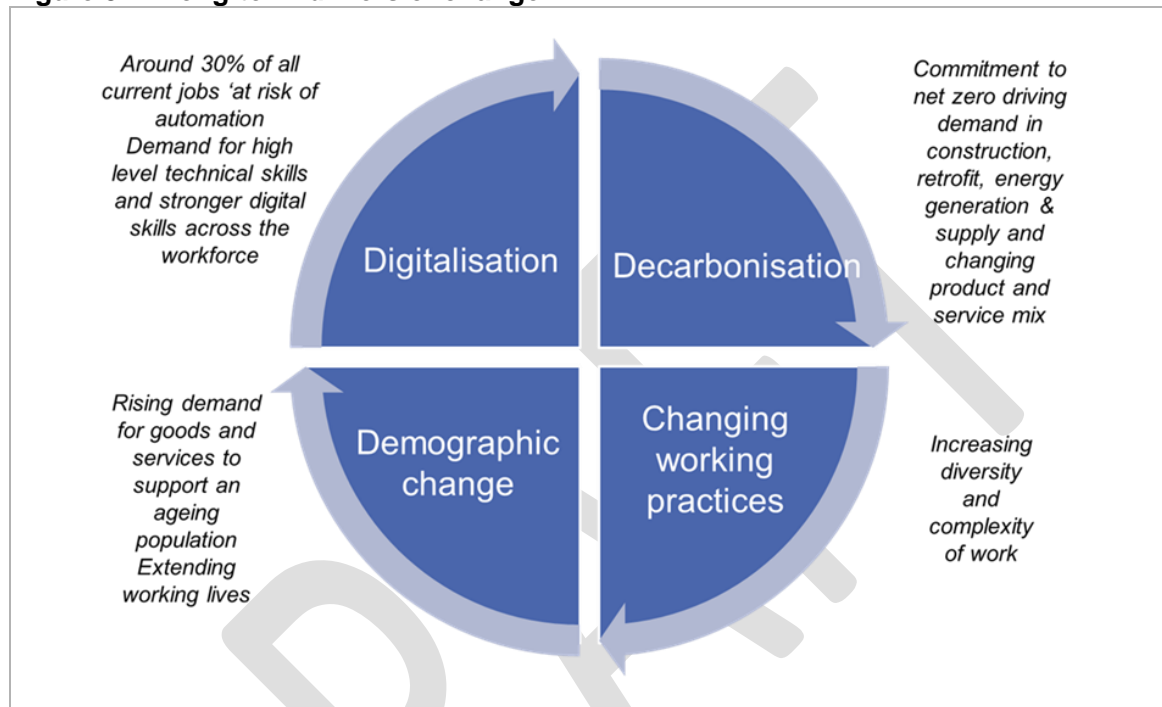
The longer term: Key transformational trends

- 3.4** These medium-term forecasts take us a long way into the period covered by the Economic Framework. In parallel, all economic activity will be influenced by longer-term structural trends. These will apply to all advanced economies, but the way in which they interact with

²⁹ Office for Budget Responsibility (March 2023), [Economic and Fiscal Outlook](#)

our economic structure will influence the opportunities we have available locally and how we can respond to them. We have identified four key ‘macro trends’: **decarbonisation and the route to net zero, digitalisation, demographic change** and the **impact of changing working practices**. These are interlinked, but we consider each in turn in the paragraphs below.

Figure 3-1: Long-term drivers of change



Source: SQW

Decarbonisation and the path to net zero

- 3.5** As highlighted in the review of the policy context in Chapter 1, the UK’s commitment to net zero carbon emissions by 2050 will have an impact across the economy: all businesses will need to become low carbon businesses, and plans for future infrastructure investment are cast in the context of the intermediate targets set by the Government. The scale of the change will be far-reaching: while different sectors will make progress at different rates depending on the availability of new technology, the Government anticipates emissions reductions by 2035 (against a 1990 baseline) of up to 76% in industry, 59% in transport and 62% in heat and buildings³⁰.
- 3.6** Kent and Medway’s economy is less carbon-intensive than that of many other parts of the country. There has also been very significant progress made in recent years: **between 2010 and 2021, total greenhouse gas emissions in Kent and Medway fell by 35%** (compared with a UK total reduction of around 30%), despite the county’s rapid population and employment growth over the same period³¹. While there is much more to do (especially in

³⁰ HM Government (October 2021), *Net Zero Strategy: Build Back Greener*, p.79

³¹ HM Government (2023), UK local authority greenhouse gas emissions 2005-21

terms of transport emissions, where the total reduction has been lower), the transition is already well underway.

3.7 Opportunities for Kent and Medway include:

- **The decarbonisation of energy generation.** There is already significant offshore wind energy generated off the Kent coast. Other opportunities being explored include the potential for a Small Nuclear Reactor at Dungeness, securing nuclear jobs in the area following the decommissioning of the existing power station, and opportunities for green hydrogen production in the Thames Estuary³², as well as opportunities for micro-generation and district heating networks.
- **Opportunities in Kent and Medway's large construction sector**, as the industry responds to requirements for higher environmental standards and the use of modern methods of construction, as well as energy efficiency retrofit in the existing building stock.
- **More resource efficient methods of production:** There is relatively little large-scale, energy-intensive industry in the county. But as regulatory pressures rise and financial incentives change, there will be an increasing demand to increase the sustainability of production across the economy.
- **Investment in sustainable agriculture and horticulture and regenerative farming methods**, and the scope for innovation that this involves. Linked with this, investment in natural carbon storage, through the management and protection of grasslands, saltmarshes etc., will make an important contribution to the county's decarbonisation targets.
- **Transport decarbonisation**, through provision of infrastructure for electric vehicles and zero carbon and active travel options and the development of railfreight infrastructure.

3.8 From an employment perspective, research has identified three categories of 'green jobs', which are likely to see growing demand: **new jobs** relating directly to the transition to net zero (such as hydrogen cell technicians), **jobs affected by the transition** that will need enhanced competencies and capabilities (such as architects and environmental consultants), and **existing jobs that will be needed in greater numbers** (such as insulation installers). Linked with Kent and Medway's Local Skills Improvement Plan, significant investment is being made by the county's further education colleges to support a network of green skills centres responding to the opportunities highlighted above.

3.9 In addition, some businesses will face structural changes and the need to adapt. Potentially, the challenges are greater for smaller firms further away from the leading edge of technology development, and it will be important to support their adaption and resilience.

³² Thames Estuary Growth Board, [Hydrogen Route Map](#)

Digitalisation

3.10 ‘Digitalisation’ refers to the transformation of the economy through massively increased use of data and the development of digital technologies such as artificial intelligence, machine learning and robotics. Digitalisation isn’t about change within a single industry; rather, it is about the use of ‘general purpose’ technologies with a wide range of applications across industries.

3.11 Three aspects of the transformational impacts of digitalisation are especially relevant:

- **Disruptive effects on industry:** Use of digital technology leads to greater efficiency, with firms that have the capacity and capability to invest and adopt more likely to benefit from productivity gains and improved competitiveness. But its ‘transformative’ power is in the convergence of technologies to drive entirely new industries (wearable devices or gaming, for example), which in turn drive applications elsewhere. A consequence is the breakdown of traditional industry sectors and markets, leading to a recognition of digitalisation as the ‘fourth industrial revolution’.
- **Impacts on the labour market:** Estimates of the potential impact of automation on jobs vary greatly, although most studies suggest that while new technologies will substitute for labour in some sectors, this is likely to be more than offset by job creation. However, technology is changing the way in which work is done, with the potential for positive and negative impacts on working conditions; the need and opportunity for job changes over the course of the working life; changing demand for skills; and the ability to work remotely.
- **Impacts on services,** potentially helping to overcome relative remoteness, and including the development of new ways of accessing health and care, which in turn impact on the development of new goods and services and demand for jobs.

3.12 Successive studies have demonstrated improved the link between digital technology adoption and productivity³³. However, relatively weak levels of technology adoption, especially among SMEs, have been cited as a key factor in the UK’s poor productivity performance compared with other major economies³⁴: as with the transition to net zero, there is a need to build resilience as well as innovation.

Demographic change

3.13 Between 2019 and 2039, Kent and Medway’s population is set to increase by 19% to 2.22 million. But the population aged between 16 and 64 will only increase by 15% - a significant rate of growth, but highlighting the county’s steadily ageing population.

³³ OECD (2020), *Digital technology adoption, productivity gains in adopting firms and sectoral spill overs*; MAKE UK (2022), [Digital Adoption: The missing link in productivity growth](#)

³⁴ Jurgen Maier (2017), [Made Smarter Review: Report to the UK Government](#)

3.14 Demographic change has three implications for the future of the economy:

- There will be **rising demand for goods and services to support the ageing population**. This includes rising demand for health and social care, but it will also mean a focus on technologies to support personal independence, and the capabilities needed to implement these.
- A **rising 'dependency ratio'** is likely to be a further spur to investment in technology to effect productivity gain. In this context, demographic change is likely to reinforce the drive to digitalisation highlighted earlier.
- Third, **working lives will become longer**. Pension reform is already extending working life, and increasing numbers want to work past conventional retirement age. For many, this presents a great opportunity; for others (especially those in physically demanding jobs or jobs vulnerable to technology change) it presents a major challenge.

Changing working practices

3.15 Finally, in the context of extended working lives, we can expect the *nature* of work to become more diverse and complex over the coming years. Key trends include:

- Increased part-time working. Part-time work as a percentage of total hours worked increased sharply after the 2008/09 recession, and has remained at around 37% of total employment since.
- Increased self-employment. Around 13% of those in employment in Kent and Medway are self-employed (compared with 10% nationally). This includes freelance workers, who are often project-based and are especially common in parts of the creative and digital industries.
- Increased 'independent' work. Official estimates of people with second jobs (about 3.5% of all in employment) have been largely constant since the 1990s. But these are unlikely to fully account for the rise in new technology-enabled forms of earning, which may also be augmented by the rise of zero hours contracts and 'gig economy' work.
- Increased diversity of working styles and locations, with the move towards 'hybrid' and home-based working for many roles (creating additional flexibility for many people, but also demanding new approaches to team development and the provision of suitable workspace) and increasing flexibility in the definition of the 'working day'.

3.16 This increase in 'alternative' forms of work contract is often seen in a negative light. But for other workers (and businesses), it can also provide greater choice, and in some sectors (such as digital media), project-based freelancing is very common. Either way, more frequent career changes are likely to become more common in the future.

3.17 Some of these changes will also bring distinct opportunities for Kent and Medway. As more people are able to work remotely, the county's 'quality of life' assets combined with relative

proximity and good connectivity to London offer an opportunity for more people to work as well as live locally, even if their employment base is 'formally' located elsewhere – helping to drive local business activity, as well as reduce the costs of out-commuting.

Looking forwards

- 3.18** Looking towards 2030, we can be reasonably certain that these trends will persist: decarbonisation is enshrined in law and international agreements; the advance of digital technology has its own momentum, and demographic change is long-term and underway. Whatever happens in the economic cycle, they will all be central to Kent and Medway's economic transition over the next few years.

DRAFT

4. Introducing our Objectives and Ambitions

Looking ahead to the rest of the decade, we want to build on the assets and strengths identified earlier to develop Kent and Medway's economy in a way that responds to the long-term structural 'drivers of change' that we face. This chapter introduces our overall framework, setting out three overarching objectives and a series of 'ambitions' that we describe in more detail in the chapters that follow.

Framework structure

4.1 Our high level economic framework sets out:

- **Three overarching Objectives:** supporting the development of an economy that is more "productive, sustainable and inclusive". These are essentially statements of general desirable outcomes: they are not unique to Kent and Medway, but set out a direction of travel.
- **Five Ambitions:** key themes, within which we have set out a series of 'areas for action' at county-wide level over the medium term.

Figure 4-1: The economic framework



- 4.2** Across all of these, we recognise that *economic, social and environmental* outcomes are inherently linked: so all the actions proposed within the Framework should have positive impacts on wider wellbeing.

Unpacking the Framework: The three objectives

- 4.3** Looking to 2030, we want Kent and Medway's economy to be more:

- **Productive:** As we set out earlier, productivity is the key driver of economic growth. To improve living standards and the competitiveness of our business base, we need to raise productivity over time.
- **Sustainable:** The climate emergency and achieving net zero is the central 'change' factor driving long-term economic adjustment. This impacts all aspects of the 'economy' (i.e., it relates to the promotion of those business activities at the leading edge of low carbon innovation, as well as adaption across the business base, but it also relates to all other factors in the economic system (energy systems, housing, transport, skills, and so on). So it impacts across the whole Framework and our subsequent Ambitions.
- **Inclusive:** Inequalities in Kent are relatively sharp and impact on most other wellbeing outcomes (and indeed economic growth overall). But while higher productivity and higher investment should drive higher pay in aggregate, it won't automatically benefit everyone. Technological advances also have transitional downsides which need to be mitigated.

- 4.4** These three Objectives are easy to state and are generally uncontentious. Progress against them can also be readily measured: for example, we can assess changes in Kent and Medway's productivity, inequality and carbon footprint over time). Although they are set out at high level...

- All action in support of economic development in Kent and Medway ought to contribute positively to them, or at least demonstrate that if there is a negative impact in relation to any one of the Objectives, then this is mitigated and substantially outweighed by positive impacts elsewhere. This should influence (for example) the support that the public sector gives to individual businesses or investors and the way in which major investments are designed.
- Achieving the Objectives won't (just) be the result of the specific action areas set out in this Framework: they will also need to be driven by other strategies and plans and by 'mainstream' activity.
- They will also depend on factors outside local control. For example, overall macroeconomic conditions will influence productivity growth, and Government policy will influence progress towards net zero. We recognise this – but in that context, we can still seek to effect change locally.

Introducing the five Ambitions

4.5 To help deliver our three Objectives, there are some key themes on which action should be focused over the next few years. We have called these the five 'Ambitions', and they seek to:

- Enable innovative, productive and creative businesses
- Widen opportunities and unlock talent
- Secure resilient infrastructure for planned, sustainable growth
- Place economic opportunity at the centre of community wellbeing and prosperity
- Create diverse, distinctive and vibrant places

4.6 The Ambitions are also interconnected, support each other and should be seen as an integrated package. Within each Ambition, we have defined a series of 'action areas': in defining these:

- **We have focused on areas for action that apply across Kent and Medway**, or are of county-wide significance. We have not sought, for example to set out specific infrastructure investments or current projects. The consequence is a limited number of strategic action areas that are principally relevant to an economic agenda.
- **The areas for action are flexible.** There may be several different ways of achieving them, both at county-wide and local level, and the detail of individual projects and initiatives will evolve over time. The point is that they help to focus the Ambitions we have outlined.
- While they are not dependent on a single source of funding, **they will require investment which is not directly within the control of any one local partner.** In that context, we recognise the significant funding constraints that are faced by local government and which are likely to persist for several years. Some of the areas for action will require central Government support – through grant, investment or devolved powers: the Ambitions provide an agenda through which delivery options can be explored and developed, not (at this stage) costed business plans.

4.7 The next five chapters introduce each of our Ambitions in turn.

5. Ambition 1: Enabling innovative, creative and productive businesses

Looking to 2030, our first Ambition focuses on increasing business investment and growing innovative capacity and resilience – both at the ‘leading edge’ of technology and across the economy.

Defining the Ambition

- 5.1** We want Kent and Medway to be – increasingly – a place in which businesses with the potential for growth can thrive. We want to attract new investment, and reinvestment into the county, and we want to ensure that firms have access to the right space and infrastructure to enable them to grow. But we also recognise that Kent and Medway has innovation assets and opportunities that are often dispersed and are not always joined up and coordinated. Through this Ambition, we focus on supporting successful firms to expand, innovate and adapt to change.

A stronger ‘place-based’ innovation partnership

- 5.2** Although on many traditional measures of innovation Kent and Medway underperforms relative to its neighbours in the South East, the evidence base set out in Chapter 2 demonstrates that there are significant opportunities for growth, especially (but not exclusively) linked with our emergent strengths in life sciences, food and agritech, digital technology and renewable energy.
- 5.3** In recent years, significant progress has been made through collaboration between local government, our universities and colleges and business in taking forward ‘transformational’ projects that strengthen the links between the knowledge base and industry – for example in the establishment of the EDGE Hub and Kent and Medway Medical School and through long-term collaboration at Discovery Park. A key example of what can be achieved is visible through the **Growing Kent and Medway** project, which brings together expertise from across the county’s research and development institutions to support innovation in the food and drink sector:

Box 5-1: Growing Kent and Medway³⁵

Growing Kent and Medway is the first project in the county to be funded by the UK Research and Innovation Strength in Places Fund, an initiative which seeks to link together local research and industrial strengths where this can lead to new opportunities for innovation and growth in the sector and support healthy and sustainable food production.

The project has a bold ambition to “*make our region the most dynamic and successful location in the world for horticulture and agri-technology*”. Led by NIAB, the UK’s largest horticultural research and development centre based in East Malling, it brings together capabilities from across the county’s R&D institutions (including the Medway Food Innovation Centre at University of Greenwich, Canterbury Christ Church University’s Industrial Agri-Engineering Hub, and University of Kent’s Biotechnology Hub), making research facilities available to industry alongside R&D grants and business support. It also coincides with the development of new commercial glasshouses at East Malling, as part of NIAB’s GreenTech Hub for Advanced Horticulture.

Growing Kent and Medway also supports a wider focus on sector development, including through the preparation of the *Workforce 2030 Agrifood Skills Strategy* and a programme of work to support firms in reducing their carbon footprint.

- 5.4** There ought to be opportunities to build on the experience of Growing Kent and Medway to strengthen the county’s ‘innovation ecosystem’ (put simply, the way in which business, research strengths and access to finance, networks and support work together to enable new ideas and collaborations to come forward). This can be challenging in Kent and Medway because of the dispersed and diverse nature of the economy – but the potential to build a cluster of higher-value activity in areas of local comparative advantage could be significant.

Action Area 1: Developing an enhanced place-based innovation partnership

Across Kent and Medway, we will develop a stronger partnership between higher and further education, government and business to develop a more coordinated approach to cluster development, focused on those areas in which the county has a relative advantage. This will aim to build stronger links between businesses and the local ‘knowledge base’, gaining greater recognition of Kent and Medway’s assets on a national scale.

³⁵ See [Growing Kent and Medway](#)

Creativity, productivity and resilience

- 5.5** While innovation is often seen as being about the invention of new products, often in a scientific context, it can also be about introducing existing technologies to the firm, introducing process improvements that increase productivity or enabling new ideas to come forward.
- 5.6** Adopting and adapting to new technologies is especially important in the light of the need to respond to the twin challenges of digitalisation and decarbonisation highlighted in Chapter 3. But there is evidence that relatively slow adaptation to new technologies among SMEs contributes to the UK's comparatively weak productivity growth. Existing programmes in Kent and Medway (such as the Kent and Medway Business Fund) already have a focus on increasing capacity for productivity improvements, and we have a positive business support landscape, delivered by 'county-wide' bodies such as Kent Invicta Chamber and at local level. Elsewhere in England, the Made Smarter has successfully had a focus on the introduction and adoption of digital enabling technologies and will be rolled out to Kent and Medway over the coming years.
- 5.7** More broadly, innovation is also about the ability to take advantage of and build on new ideas. While we say more about Kent and Medway's 'creative economy' in Chapter 9, creativity is central to opportunities in all sectors.

Action Area 2: Focusing support to business on measures that will increase long-term productivity resilience and the adoption of new ideas

Where direct support is made available to business, we will focus it increasingly on productivity and decarbonisation outcomes and drivers and opportunities for 'process innovation' and the adoption of existing innovations, as part of an increasingly joined-up business support offer.

A coordinated, practical welcome to investors

- 5.8** Kent and Medway is an open county, which welcomes new investment (and reinvestment from firms that have already located here). Since 2019, Locate in Kent, the county's inward investment agency, has supported over 300 companies to invest in Kent and Medway, supporting some 9,400 jobs³⁶. Increasingly however, the focus is less on headline job 'creation', and more on the added value that investment can bring, through the quality of employment, opportunities for training and development and the wider contribution to the local economy. In that context, there is evidence that firms securing foreign direct investment

³⁶ Locate in Kent

are more 'productive (on average) than domestic counterparts, and that they also have a positive impact on local firms within the supply chain³⁷.

- 5.9** Promoting Kent and Medway's opportunities is important in securing external investment. But attracting new business to the county also involves collaboration across a number of partners, joining up infrastructure, planning, access to workforce skills, and so on. It also involves reinforcing positive perceptions of the county: as the analysis in Chapter 2 demonstrates, Kent and Medway's assets are significant, but they can often be overlooked, especially in the context of some of the infrastructure pressures that the county faces (discussed further in Chapter 7). Communicating the offer and substantive investment need to go hand in hand, through a coordinated approach to place marketing.

Box 5-2: Brompton, Ashford

In 2022, the UK's largest bicycle manufacturer, Brompton, announced its decision to locate a new manufacturing plant and headquarters facility in Ashford. The scheme will bring around £100 million investment to the area, with some 1,500 jobs on site from 2027 (and around 4,000 in total, when supply chain jobs are taken into account).

The project demonstrates Kent's attractiveness as an investment location: the company considered several options before deciding to locate in Ashford, with access to London via High Speed One an important factor. But joint working across the local authorities, skills partners and others to ensure a joined up offer and to engage the investor in longer-term benefits were also important in securing the investment.

Action Area 3: Attracting and welcoming investors to Kent and Medway

We will leverage Kent and Medway's quality of life, skills base, connectivity and other assets to ensure that it is a welcoming place for investors. This will include joining up the offer across several partners, working flexibly to present an integrated package.

Supporting the wider conditions for growth

- 5.10** Kent and Medway has a buoyant commercial property market, with the most recent *Kent Property Market Report* highlighting strong demand for lab space (reflecting the availability of space in Kent in contrast to severely constrained supply across much of the South East); high take-up of industrial and distribution space in the context of some very large developments coming forward, such as Aylesford 750; and a post-pandemic increase in

³⁷ ONS (2015), [Foreign Direct Investment and labour productivity: A micro-data perspective 2012-15](#)

demand for flexible office space³⁸. However, a lack of expansion space for SMEs is frequently observed, potentially holding back firms' growth ambitions. Recent analysis has highlighted an imbalance between the supply of employment land and workspace and actual demand from new investors and from firms already active in the local economy: securing a better understanding of the market will be important in monitoring the Economic Framework as it is delivered.

- 5.11** Likewise, we know that many SMEs experience challenges in securing the finance they need to support their growth ambitions, especially where they are developing new products and services – the innovative activity that this Framework seeks to promote. There is also evidence that some groups of entrepreneurs are less likely to benefit from business networks and support than others, reflected in (for example) a substantial gender gap in entrepreneurship and business ownership³⁹. Together with the workforce development actions described in the next chapter, we will seek to support the 'conditions for growth' for small businesses across the economy.

Action Area 4: Supporting the conditions for growth

While commercial space will often be delivered by the market without the need for intervention, there are often barriers to bringing forward the type of workspace that the economy needs and which will support future growth. We will work to identify the economic need for workspace to support SME expansion, aggregating and demonstrating demand to the market where it exists. Beyond this, we will take an active role in bringing forward new development, investing in co-working and innovation space, de-risking sites and providing investor confidence.

Building on our experience of the Kent and Medway Business Fund, we will continue to support SMEs in accessing finance, where it will lead to our objectives of a more “productive, sustainable and inclusive” economy.

³⁸ Locate in Kent (2022), *Kent Property Market Report*

³⁹ UK Government (2019), [The Alison Rose Review of Female Entrepreneurship](#)

6. Ambition 2: Widening opportunities and unlocking talent

Our second Ambition focuses on the skills and talent of the workforce – supporting greater employer engagement and leadership in the skills system, joining up the offer and ensuring continued investment in the skills that are needed to respond to long-term structural change.

Defining the Ambition

- 6.1** Great progress has been made in recent years in strengthening workforce skills in Kent and Medway. But the skills that the economy needs and the way in which work is done are constantly evolving in the light of the structural trends set out earlier. Planning for the future and bringing supply and demand into a better balance can help to overcome the skills ‘shortages’ that employers often face, and provide more opportunities for people to enter and progress within the workforce.
- 6.2** Looking towards 2030, our ambition is for a skills system which is increasingly joined up and integrated: which informs and responds to student choice, brings employers and providers together for mutual benefit and retains flexibility and capacity for innovation. Ultimately, this will support continued improvement in Kent and Medway’s headline skills and qualification profile – but more importantly, it will support business productivity and capacity for growth, and progression in work and higher pay for employees.

Putting employers at the heart of skills planning

- 6.3** The *Economic Renewal and Resilience Plan* placed a strong emphasis on workforce skills development and access to employment as part of Kent and Medway’s pathway out of the Covid-19 crisis. This led to the creation of the multi-agency Employment Task Force at the end of 2020 and the development of a comprehensive workforce skills evidence base the following year⁴⁰, and ran in parallel with the refresh of Medway’s *Skills and Employability Plan* and a series of strategies at sub-county level.
- 6.4** In parallel, the Government launched its approach to encouraging greater employer leadership in skills planning, launching ‘Local Skills Improvement Plans’ in 2021. Led by Kent Invicta Chamber of Commerce, Kent and Medway was one of six ‘trailblazer’ LSIPs launched the following year, and in 2023, the first full LSIP was published⁴¹. The LSIP provides a “roadmap to support the region in addressing skills needs and shortages”, focused on evidence

⁴⁰ KMFP/ Employment Task Force (2021), [Kent and Medway Workforce Skills Evidence Base](#)

⁴¹ Kent Invicta Chamber of Commerce (August 2023), [Kent and Medway Local Skills Improvement Plan](#)

of current and future employer demand. Recognising the complexity of the economy and those areas of relative and emergent strength outlined earlier, it takes a sectoral approach, focusing on the construction, manufacturing, fresh food, health and care and education sectors, with scope for this to be expanded flexibly over time. As well as setting out evidence of need and demand, it identifies actions to improve sector perceptions, support in-work learning, and so on.

- 6.5** It is relatively ‘early days’ for the LSIP process. But combined with the strategic leadership of the Employment Task Force and the expanded employer links of Kent and Medway’s further education colleges, there are positive opportunities to build on the leading role that the county has taken nationally.

Action Area 5: Embedding the Local Skills Improvement Plan at the heart of a closer relationship between employers, further education and other skills providers to meet current and future skills needs

We will develop a longer-term process of flexible skills planning, with support from a wide range of partners and with growing reach into the business community. This will lead to better alignment of skills provision with current and future employer demand, reducing skills imbalances and bottlenecks and enabling greater responsiveness to the needs of the economy.

Skills infrastructure to drive technology transition

- 6.6** Planning for future demand also means investing in the infrastructure needed to provide it, especially in relation to those technologies that demand the use of new equipment and techniques. Further investment is especially important in Kent and Medway, given the need to keep pace with (and maximise the potential of) the county’s rapid population growth.
- 6.7** Over the past decade, we have been successful in securing capital investment in skills development, often by bringing together funds from a wide range of sources where there is a strong business case for investment (for example, in higher education, the compelling case for a new Kent and Medway Medical School was met through a complex and pragmatic mixture of national, local, university and philanthropic sources). Allied with the LSIP process, partners have more recently been successful in securing significant investment in new facilities to meet the skills and training demands of the decarbonisation imperative:

Box 6-1: New investment in green skills⁴²

With Government funding alongside the LSIP process, Kent's further education colleges have invested in a series of new facilities designed to address the skills needs associated with the transition to net zero.

The **Green Skills Factory** at MidKent College's Maidstone campus focuses on the construction sector, including a Home Energy Centre to provide practical experience of renewable energy technologies. At Ashford and Canterbury, EKC Group's **Green Engineering Centres** aim to help businesses recruit new staff and retrain existing employees, and also provide facilities for employers to find out how automation, robotics and other sustainable technologies can benefit their business. North Kent College's **Green Horticultural Centre** at Hadlow supports a range of courses focused on decarbonisation in the food and farming sector, helping rural land-based businesses to build their sustainability credentials.

Apart from direct benefits to businesses and learners, these three projects are important to highlight for three reasons. First, they demonstrate the extent of complementarity and joint working across the county's further education sector. Second, they illustrate alignment with Kent and Medway's industrial and sectoral opportunities. Third, they demonstrate the 'cross-industrial' nature of the decarbonisation agenda and its integration with the advance of wider digital technologies. All three dimensions will be important in future investment in the skills estate.

- 6.8** Linked with better evidence of need and a stronger 'coalition' of employers and providers, we will continue to secure long-term capital investment in future skills:

Action Area 6: Investing in Kent and Medway's skills infrastructure to harness the potential of the long-term transformational trends we have identified and support the growth of our sectoral strengths

We will seek to secure investment in skills capital to respond to the county's growing working population, reflecting its identified sectoral strengths and responding to the transformational trends we have identified. This will lead to increased capacity for high quality skills provision, enabling the delivery of the priorities set out in the LSIP (and leading to reduced skills constraints and higher productivity over time).

⁴² Kent Invicta Chamber of Commerce/ LSIP (2023), [Strategic Development Funded facilities](#)

Supporting young people into sustainable and rewarding work

- 6.9** In the context of a relatively tight labour market and our focus on developing an increasingly employer-responsive system, we aim to ensure that young people across the county, at all levels, are able to access work that is fairly rewarded, sustainable and offers the potential for future progression. Strengthened relationships with employers will make an important contribution to this, through the development of full-time programmes and the promotion of employer and learner demand for Apprenticeships.
- 6.10** In parallel, Kent and Medway’s pool of graduate talent is a significant asset for the county: in 2020/21, there were around 42,000 student enrolments in Kent and Medway at both undergraduate and postgraduate level⁴³. Significant efforts to widen participation has been made in recent years (indeed, Kent and Medway Medical School is specifically designed with this as a core objective), and the county is an important recruitment base for our universities and an important employment destination. There is a net outflow of new graduates from Kent and Medway – unsurprisingly, given the proximity of the London jobs market. But there could be benefits to local SMEs from greater engagement with the local graduate pool.

Action Area 7: Retaining and developing talent

We want to develop the pipeline of talent entering the labour market at all levels. We will focus on enabling new entrants, at all levels, to enter work that is productive, sustainable and rewarding, making the most effective use of the combined resources that the public sector has available – for example in using flexible funding to ‘bolt on’ additional provision to existing full-time programmes to help people into work.

Working with the universities and business, we will also seek to develop new approaches to the retention of graduate talent, where there are benefits to local SMEs as well as to new entrants to the workforce.

⁴³ Estimated number of students in Kent and Medway, after adjusting for estimated numbers at University for the Creative Arts and University of Greenwich campuses located outside the county.

Box 6-2: Universities at Medway

Currently hosting around 7,000 students, the Universities at Medway demonstrate the success of sustained commitment and partnership working over time, in the context of a long-term, transformational regeneration programme.

Established as a collaboration between Canterbury Christ Church, the University of Greenwich and the University of Kent at Chatham Maritime, the campus benefits from hosting some of the universities' leading institutions. Within Kent and Medway's areas of sectoral advantage, these include the University of Greenwich's Natural Resources Institute and Medway Food Innovation Centre; Canterbury Christ Church's Institute of Medical Sciences, and the University of Kent School of Pharmacy – supporting leading research and innovation activity alongside efforts to widen participation and expand the reach of higher education.

Progression at work

- 6.11** Progression in the workplace is associated with higher productivity and higher pay. But there is evidence that employees often become 'stuck' in low-paid jobs for a variety of reasons, including limited opportunities to progress in the workplace, lack of qualifications, and caring and other responsibilities that constrain choices⁴⁴. This has a negative impact on individual outcomes, especially as demand for occupations requiring lower qualifications steadily diminishes over time. But it can also limit the stock of skills available within businesses, reducing their ability to invest in new technology and ways of working and limiting their competitiveness. In a tight labour market (which over the long term is likely to tighten further as the population ages and dependency ratios rise), we also want to unlock the talent that we have available.
- 6.12** The Local Skills Improvement Plan identified employer demand for greater provision of short courses for existing employees: as the process develops, there should be further opportunities for employer leadership. In parallel, there are opportunities to collaborate further to support flexibility and make the most effective use of existing skills budgets:

⁴⁴ DWP (July 2021), [Supporting progression out of low pay: A call to action](#)

Action Area 7: Flexibility to focus on Kent and Medway's shared priorities

The Employment Task Force has already initiated work to consider how the adult education offer can be most effectively coordinated across Kent and Medway to enable people to enter and progress in work. We recognise the devolved adult skills powers that many parts of the country have: we will continue to develop collaborative solutions to make the system work as effectively as possible and we will seek to influence employers' use of available budgets.

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7. Ambition 3: Securing resilient infrastructure for planned, sustainable growth

Our third Ambition focuses on securing the infrastructure that Kent and Medway needs to support long-term sustainable growth. This will include action at national as well as local level, recognising the county's stock of nationally-important infrastructure assets.

Defining the Ambition

- 7.1** The Economic Framework is not an infrastructure plan. The 13 Local Plans set out the infrastructure requirements linked with planned growth, and there is collaboration at sub-county level to understand the cross-border impacts of development. The emerging Local Transport Plans for Kent and Medway also set strategic transport priorities. However, reliable infrastructure provision is essential to local economic growth, both in opening up new locations for housing and employment, and in making it easier for people and businesses to access jobs and markets.
- 7.2** Consequently, infrastructure quality and supply has been central to previous economic strategies and there has been a strong relationship between infrastructure prioritisation (especially transport infrastructure) and economic development objectives. For example, in Kent and Medway, most of the former Local Growth Fund (a capital fund intended to support regional economic growth plans) was invested in transport schemes.
- 7.3** Looking to 2030 and beyond, four factors underpin the continued importance of further infrastructure investment to Kent and Medway's economic growth potential. These relate to the county's **international gateway** function and the opportunities and challenges that this presents; the extent of **planned growth** and the infrastructure requirements that this will generate to enable additional employment and business expansion; the **resilience** of the infrastructure network; and the importance of the energy and transport mix in achieving **decarbonisation** at scale (and the jobs and business opportunities that will arise from it).
- 7.4** Our long-term ambition is for the county to benefit fully from its international connectivity, with a resilient transport and utilities network that can support economic need. Some elements of this extend beyond the lifetime of the Economic Framework, although funding and policy decisions in the period to 2030 will be important.

Benefiting from the UK's international gateway

Investing in infrastructure...

- 7.5** Kent and Medway's international connectivity is a major driver of employment and economic growth: some 48,000 people work in the county's transport and logistics sector, with

extensive distribution activities along the M2 and M20 corridors, as well as at the ports and Eurotunnel themselves. Ease of access to Europe is also a key element of Kent and Medway's visitor economy. Beyond local benefits, our international infrastructure is a critical national asset, with the Channel ports playing a vital role in ensuring the just in time delivery of goods and components between the UK and continental Europe.

- 7.6** The short crossing between Dover/ Eurotunnel and the Continent mean that Kent will always be the UK's primary roll-on-roll off freight and passenger route. The resilience of the crossing should therefore be a national priority. However, as the analysis in Chapter 2 demonstrates, constrained infrastructure at the Port of Dover, combined with the impact of additional disruption and border checks have meant that the use of 'Operation Brock' to manage travel flows has increased recently – with severe consequences for local residents and businesses.
- 7.7** Improving long-term reliability will demand significant national infrastructure investment, in:
- Adding **additional capacity to hold HGVs waiting to cross the Channel**, to reduce reliance on Operation Brock and the disruption it causes locally. This will need to involve new infrastructure across the South East, as well as in Kent itself.
 - **Making better use of the strategic road network** to spread the burden of traffic heading to and from the Port of Dover and Eurotunnel. Currently, most freight traffic is routed via the M20. But more use could be made of the A2/M2 corridor, linked with the proposed **Lower Thames Crossing** scheme connecting Kent and Essex⁴⁵. This would require major investment in the A2/ M2, as well as the Lower Thames Crossing, but would also help to provide more direct access to the Channel crossings from the East Midlands and the North.
 - Future **railfreight** development.
- 7.8** This will mean proposals at national scale, requiring national investment. We will continue to work with Government to build the economic case for investment, both for businesses and communities in Kent and Medway and for the UK as a whole.
- 7.9** Kent and Medway has also seen significant sunk investment in **international rail infrastructure**, through the stations at Ashford and Ebbsfleet. These are a unique asset to the county – and ought to be increasingly important, given the need to decarbonise international travel and the opportunity to shift passenger numbers from air to rail. They are also important in realising the (nationally-significant) economic potential of Ashford, Ebbsfleet Garden City and the surrounding area. While international stopping services have not been restored to Ashford or Ebbsfleet since the pandemic, they are key to the UK's European rail connectivity.

⁴⁵ The proposed Lower Thames Crossing will connect the A2/M2 in Kent with the A13 and M25 in Essex, providing a new crossing of the Thames east of the existing Dartford Crossing. See National Highways, [Lower Thames Crossing](#).

Ensuring that our connectivity is restored will reinforce Kent and Medway's role as an outward-facing county at the gateway to Europe.

... and the opportunities of new technology

- 7.10** Beyond infrastructure investment, Kent and Medway's gateway function presents important opportunities for the deployment of new technology to manage freight and passenger flows and border crossings. The logistics industry is already responsive to the application of advanced digital technology to improve efficiency and reduce carbon emissions; at the same time, the Government's *2025 Border Strategy* commits to innovation in the better use of data at border crossing points and measures to improve resilience⁴⁶. The Channel crossings are important 'testbeds' for innovation, with potentially wider benefits across the regional economy.

Action Area 9: Maximising the benefit of international connectivity

We will champion Kent and Medway's international connectivity as a key economic asset for the county – securing investment in the resilience of our ports and their surrounding infrastructure, developing the potential of international rail and making the most of the opportunities for technology and innovation that our international gateway role offers. Central Government is a key partner, especially in taking forward infrastructure investment on the scale required: we will work alongside Government to secure long-term change.

Securing resilient transport infrastructure to support a dynamic economy

- 7.11** Kent and Medway's rapid population and housing growth also creates significant infrastructure demands. The Kent and Medway *Growth and Infrastructure Framework* prepared in 2018 identified a total infrastructure funding requirement based on planned growth of some £16.7 billion between 2017 and 2031, of which almost £4 billion was 'unfunded' through secured or expected sources⁴⁷. This analysis included a wide definition of infrastructure, including education, health and community services, although around £2.3 billion of the indicative 'gap' related to transport investments - a very substantial gap, despite Kent and Medway's success in recent years in securing capital investment.
- 7.12** Kent County Council, Medway Council and the Kent Districts work together closely in identifying the infrastructure requirements linked with planned growth, making the case for advance investment where this will support speed and certainty and focusing on

⁴⁶ HM Government (2020), [2025 UK Border Strategy](#)

⁴⁷ Kent County Council (2018), [Growth and Infrastructure Framework: 2018 update](#)

opportunities to improve sustainable access to our key employment locations and our visitor economy assets. Beyond funding solutions, we also have a strong track record of innovation (for example, Fastrack in Gravesham and Dartford): linked with the county's innovation potential outlined in Chapter 5, there will be opportunities to pilot new ideas and technologies where they can support our transport resilience and contribute to our net zero objectives.

Action Area 10: Understanding our infrastructure needs and developing new solutions

We will work collaboratively across Kent and Medway to identify and prioritise infrastructure needs to support our economic potential, make the case for capital investment and identify opportunities for innovative solutions – especially where they can involve our local knowledge and business base. The planning system is crucially important, and we will continue to develop approaches to collaboration at sub-county and Kent and Medway-wide level.

Looking to the longer term, we will also continue to build the case for future strategic investment (for example, in the extension of Crossrail to Ebbsfleet) even where the timescales for this are substantially beyond current funding horizons.

Linked with the ambitions set out in the draft Kent *Local Transport Plan*, we will ensure that rural communities are supported in overcoming the challenges of relative remoteness – through active travel and public transport investment, as well as in the charging infrastructure that future mobility will require.

Staying in the forefront of digital innovation

- 7.13** The past decade has seen remarkable success in delivering greatly enhanced digital connectivity, both as a result of developments in the market and through the rollout of the Kent and Medway Superfast Broadband Programme, which ensured that the great majority of rural communities were able to secure superfast connectivity, even though it was not viable for this to be delivered by the market alone. Meanwhile, as technology has advanced, the county has seen rapid improvements in connectivity: just 10% of premises had gigabit-capable connections in 2020, compared with 67% of premises two years later. This has of course run in parallel with very significant changes in the way in which technology is used, in enabling ubiquitous remote working and access to a much wider range of digital services.
- 7.14** As the digital frontier advances, we want to ensure that Kent and Medway is on the 'front foot' – including in ensuring excellent connectivity for our highly productive rural communities.

Action Area 11: Ensuring that Kent and Medway's digital infrastructure meets the dynamic evolution of business need and technology development

We will work with local communities and businesses to ensure that Kent and Medway benefits from the delivery of the Government's 'Project Gigabit' initiative to deliver gigabit connectivity to harder-to-reach areas – ensuring that the whole county benefits from the constantly-evolving opportunities presented by digital transformation.

7.15 Linking back to our innovation ambitions set out in Chapter 5 and the 'transformational theme' of digitalisation, we also recognise the opportunities that better digital infrastructure presents for businesses in Kent – enabling more (and higher value) activities to take place locally and driving the development of new goods and services.

Developing Kent and Medway's energy potential

7.16 Kent and Medway has a long history of energy generation, including through the former coal-fired power stations at Kingsnorth and Richborough, the liquefied natural gas terminal at Grain, and the major nuclear power station at Dungeness. The past decade has also seen an expansion of offshore wind (through the London Array, Kentish Flats and Thanet wind farms) and, to a lesser extent, onshore capacity.

7.17 The drive to decarbonise the energy system is leading to new opportunities for energy innovation, including in micro-generation and the rollout of district heating networks. An extensive study of the energy potential of Kent and Medway and neighbouring counties in the South East set out a wide range of opportunities, leading from energy generation to the distribution infrastructure and scope for greater domestic and commercial energy efficiency⁴⁸: these subsequently informed Kent and Medway's *Energy and Low Emissions Strategy*⁴⁹.

7.18 Within Kent and Medway, distinctive opportunities include:

- The potential for **next-generation nuclear energy** at Dungeness through potential investment in a Small Modular Reactor
- Development of **hydrogen** production – most immediately with Ryze Hydrogen's new green hydrogen production facility in Herne Bay, and more broadly with the development of the **Thames Estuary hydrogen 'routemap'**, which links together both opportunities for production, storage and use to develop an integrated 'ecosystem'
- Scope for **renewable energy generation**, including the further development of the offshore opportunities cited above, as well as solar generation (Cleve Hill near Faversham)

⁴⁸ South East LEP/ Coast to Capital LEP/ EM3 LEP (2018), *Energy South to East*

⁴⁹ Kent County Council (2020), [Energy and Low Emissions Strategy](#)

will be the UK's largest solar farm, and is the first to be approved as a Nationally Significant Infrastructure Project).

- 7.19** Some of these opportunities remain in their early stages, and technology is advancing rapidly. Taking advantage of them may require additional investment in grid capacity, as well as work with industry to link demand and supply and to build the associated skills base. But Kent and Medway should be in a strong competitive position to build on its historic energy strengths.

Action Area 12: Supporting Kent and Medway's energy potential

We will drive forward Kent and Medway's potential in new energy technologies, identifying, promoting and making the case for investment opportunities and linking energy generation with our innovation potential and key growth sectors.

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8. Ambition 4: Placing economic opportunity at the centre of community renewal and prosperity

Our fourth Ambition focuses on ensuring that people are able to contribute to Kent and Medway's growth potential and that the benefits of that growth are widely shared, are visible across the county, and contribute to overall quality of life

Defining the Ambition

- 8.1** There are two dimensions to our fourth Ambition. On the one hand, economic growth is essential if we want to create a more prosperous Kent and Medway, where that prosperity is widely spread. Without the factors described in the first three Ambitions – strong and innovative businesses, workforce skills that meet (and help to drive) economic demand, and infrastructure that allows people to work and do business efficiently – we won't achieve the improvements in living standards (or the net zero targets, which rely on greater productivity and efficiency) that we want to see. However, it is unlikely to be *sufficient*: there are barriers that prevent people from participating as fully as they could in the economy. These are often long-term challenges, but need to be addressed to achieve our objective of a “more productive, inclusive and sustainable” economy.
- 8.2** Bringing these two dimensions together, our Ambition to 2030 is for an economy in which more people are economically active, can achieve higher pay and living standards and enjoy a better quality of life as a result. This has obvious benefits for individuals and households – but it also supports the success of the economy as a whole, as we make better use of talent and spend more locally.

Increasing participation and enabling access to work

- 8.3** There is a strong correlation between economic inactivity, ill-health and multiple forms of deprivation: those who are of ‘working age’ but who are involuntarily economically inactive are especially disadvantaged.
- 8.4** Over the long term, economic inactivity levels have fallen – and many people are ‘inactive’ for positive reasons (for example, because they are in full-time education, or because they have sufficient income to choose to retire early). But across Kent and Medway, there were around 55,000 people aged 16-64 who were economically inactive in 2021 for reasons of ill-health – many of whom would want to enter the labour force if they were able to do so. Since the pandemic, there has been a rise in economic inactivity, especially among older workers, with evidence suggesting long-term ill-health as a key driver⁵⁰. The result is an economy which is

⁵⁰ Resolution Foundation (February 2023), [Post-pandemic participation](#)

relatively 'tight', in which employers often struggle to fill vacancies – but where many people face barriers to participation.

- 8.5** Overcoming these barriers requires joint work across several organisations, including DWP, the voluntary and community sector, skills and training providers and the local authorities, linked with the skills and workforce development activities described in relation to Ambition 2. Building on the increased employer leadership through the Local Skills Improvement Plan process, it also means a strong role for business.

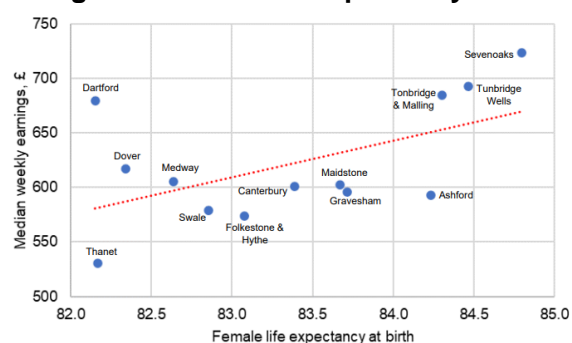
Action Area 13: Ensuring that everyone who wants a job can find work

We will seek to reduce economic inactivity, working across organisations to ensure that more people can access fair work. This will mean influencing future central Government programmes, as well as working collaboratively across organisations.

Developing a new partnership for health and the economy

- 8.6** The relationship between health outcomes and economic outcomes is widely recognised. Across the UK, good health deteriorates faster for people living in the most deprived areas, and women in the least deprived areas in England live a further 19.7 years in good health than those in the most deprived areas⁵¹. This is also visible in the relationship between earnings and life expectancy at district level across Kent and Medway, as illustrated in Figure 8-1.

Figure 8-1: Median weekly resident earnings and female life expectancy



Source: ONS, Life expectancy at birth, 2016-18; Annual Survey of Hours and Earnings 2019-21

- 8.7** Related to this is the relationship between health and productivity performance (i.e., the amount of economic output generated per worker in the local economy). Across the UK, there is a correlation at local authority level between lower output and the incidence of mental ill-health, long-term limiting health conditions and musculo-skeletal health problems⁵². Poor health also has a significant impact on workplace output across the board. Research indicates that across the UK, over 70 million

⁵¹ Health Foundation (January 2022). The equivalent male gap is 18.3 years.

⁵² Greater Manchester Independent Prosperity Review (2019), *Productivity and Pay Research Summary*

working days are lost each year to mental ill health alone⁵³: in Kent and Medway, this is likely to equate to around 1.7 million days lost and potentially £330 million in lost output⁵⁴.

- 8.8** Although the relationship between health and productivity is intuitive, it is complex: health outcomes support economic outcomes, as well as the other way round, and many of the issues underpinning performance are structural and hard to change at local level. But the close association suggests that there is an opportunity for a better-developed ‘shared agenda’ across economic development and health.
- 8.9** This agenda should extend to the resilience of (and opportunities presented by) the health and social care sector, which faces both significant workforce pressures and capacity constraints in the context of Kent and Medway’s population and housing growth, but which is also a driver of innovation and employment opportunity. Securing the right investment in health infrastructure will be critical to the county’s future resilience, while in health and social care, we continue to face a significant challenge in attracting and retaining skilled professionals to the county, especially in parts of eastern and coastal Kent. Major investments, such as in Kent and Medway Medical School are seeking to address this issue by creating new opportunities for workforce development and innovation.

Box 8-1: Kent and Medway Medical School

Kent and Medway Medical School (KMMS) is a collaboration between the University of Kent and Canterbury Christ Church University, and is the first medical school in the county. The driver for the creation of KMMS was a recognition of the severe shortages that Kent and Medway faces in the recruitment of medical professionals, especially in primary care. The case for KMMS also emphasised the need to widen participation from people who may not otherwise have considered medical careers, as well as the potential for a medical school to contribute to Kent and Medway’s growing strengths in life sciences.

KMMS is a good example of health and economic objectives coming together to benefit the county. Recognising its strategic importance, the capital for the new School was part-funded by the Local Growth Fund, which KMEP partners played a major role in securing. Since it opened in September 2020, KMMS has developed an innovative curriculum supporting its widening participation and primary care objectives, and has seen an exceptionally high level of applications for student places.

- 8.10** There are also **opportunities to support health outcomes through Kent and Medway’s key sector strengths**. These include the connections between health and our capabilities in

⁵³ Institute of Employment Studies (2018), *Unlocking Employee Productivity: The role of health and wellbeing in manufacturing*

⁵⁴ Based on gross value added per filled job

life sciences (which were also a consideration in the development of Kent and Medway Medical School). They also include the contribution that Kent's large food sector can make to the health of the population, linked with opportunities for local procurement and the development of Kent and Medway as a 'sustainable food county'.

Action Area 14: Developing a strategic partnership for health and the economy

The *Integrated Care Strategy* for Kent and Medway highlights that many of the key determinants of health are outside the control of the health system, and relate to economic and social factors. We will work together with the Integrated Care System to build a stronger focus on health and the economy, recognising the impact on outcomes and supporting the resilience of the health and care sector. This will support action at local authority level, where significant progress is already being made, as well as across Kent and Medway as a whole.

Linking 'anchors of growth' and community opportunity

- 8.11** The benefits of growth can often feel abstract and diffuse. But in a county with a very extensive programme of major development, it is important that there are direct benefits to local people and businesses as the schemes are implemented, as well as after they are delivered. In Kent and Medway, we have a strong record of ensuring positive social value from our major developments, linked with the workforce objectives that we set out in Chapter 6.

Box 8-2: Social value at Ebbsfleet Garden City

Ebbsfleet Garden City is one of the UK's largest development projects. Already substantially complete, development will continue for over another decade, creating a sustainable 'healthy town' at the heart of the Thames Estuary.

A Garden City Trust has been established to look after Ebbsfleet's community assets in the future. In the meantime, as part of the Ebbsfleet Development Corporation's commitment to social value, it has adopted a Local Employment Initiative, which seeks to secure at least 25% local labour, run a series of employability programmes to support unemployed people and young people not in education, employment or training into work, and to deliver skills development initiatives. Developers are also asked to support the local supply chain, and performance against the Local Employment Initiative and supply chain objectives is regularly monitored.

8.12 Major public and private organisations are also important economic anchors, through their role as major employers and purchasers of goods and services. NHS bodies are increasingly encouraged to see themselves as ‘anchor institutions’, and for this to influence their wider planning; likewise, Kent and Medway’s local authorities have an interest in supporting (for example) Apprenticeships and supported employment opportunities within their organisations, and in encouraging local supply chain development. Importantly, this isn’t about ‘local protectionism’: there are many SMEs in Kent and Medway that serve public sector markets in London and beyond, and we are all best served by competitive markets. But ensuring that opportunities are open to smaller local providers can help to improve quality and reliability and anchor services in the community.

Action Area 15: Building links between anchors of growth, key investments and community opportunity

We will ensure that wider opportunities for economic development, including at local community level, are embedded within Kent and Medway’s major developments and in the approach of our major employers to supply chain development and employment opportunities.

Linking economic opportunity and social need

8.13 As we set out in Chapter 2, spatial inequalities are quite high across Kent and Medway. Some of these are visible between districts: on many indicators, economic performance is generally better in West Kent than it is in East Kent. But some issues are more localised, and are associated with distinct challenges – and even where there are key drivers of economic opportunity nearby, it may not be easy for the local community to access them.

Action Area 16: Embedding economic opportunity at the centre of local regeneration

We have a good track record in joining up strategy at local level. Led by District councils and Medway, in partnership with key local employers and service providers, we will focus on building links between the new and emerging economic opportunities coming forward locally and the potential for local regeneration. We will be active in securing investment from Government and other sources – with locally-led approaches supported by partnership working and evidence at county-wide level.

9. Ambition 5: Creating diverse, distinctive and vibrant places

Our fifth Ambition focuses on maximising the potential of Kent and Medway's distinctiveness and its unique characteristics – and the specific characteristics and opportunities of towns and communities across the county.

Defining the Ambition

- 9.1** Kent and Medway has a strong and recognisable identity, underpinned by the 'Garden of England' brand and the county's distinctive coast, landscapes and heritage assets. These are central to our offer to visitors and investors, and are supported by a diverse range of towns and cities, rural communities and countryside.
- 9.2** Looking to 2030, we want to strengthen the *local* and *county-wide* offers, so that they are mutually reinforcing, support Kent and Medway as a visitor destination and a place to live and invest, and help to drive public and private investment. Within our overall Ambition, we focus on the whole ecosystem that supports our network of 'creative and innovative places': the value of nature, heritage, culture, sport and leisure, creativity and hospitality, and the contribution that our combined offer makes to the visitor economy and to local quality of life.

Championing Kent and Medway's creative economy

- 9.3** There is a strong association between Kent and Medway's 'creative economy', its cultural infrastructure and the county's sense of place and identity. Work for the Creative Industries Policy and Evidence Centre identified a concentration of 'creative micro-clusters' in Kent and Medway: places in which small and micro enterprises and freelancers concentrate, often driven by quality of life, local distinctiveness and proximity to higher education institutions and cultural institutions⁵⁵. These creative clusters – quite widely distributed in Kent and Medway, reflecting the county's polycentricity – are associated with wider benefits: recent research highlights the contribution they make to placemaking, contributing to the stock and quality of cultural institutions and developing the cultural tourism offer, as well as economic growth directly generated by creative sector businesses themselves⁵⁶.

⁵⁵ Creative Industries Policy and Evidence Centre, Newcastle University (2020), [Small Engines of Growth: Understanding creative microclusters](#)

⁵⁶ South East Creative Economy Network, [Places and People: Supporting and growing creative people and places across the South East](#)

Box 9-1: Folkestone Creative Quarter⁵⁷

Recent years have seen rapid growth in Kent and Medway's creative landscape, supported by local initiatives which have developed steadily over time, and by county-wide and regional networks.

In 2002, Creative Folkestone was launched to breathe new life into Folkestone through arts and creativity, establishing a hub of arts-related activity, including affordable workspaces and studios.

Since then, the programme of creative activity has expanded substantially, to include the Folkestone Triennial, the UK's largest exhibition of art and the public realm, which will return to the town in 2025; Folkestone Artworks; Folkestone Book Festival and the Quarterhouse events venue. Supported with substantial philanthropic investment, the Creative Quarter has acted as a focal point for wider regeneration, with Folkestone and Hythe's current £20 million Levelling Up investment supporting improved connectivity between the town centre, Creative Quarter and the harbour.

Across Kent and Medway, distinct initiatives are underway, reflecting the character and assets of local area and combining cultural programming with opportunities for creative business development: demonstrating the value of a sustained approach over time, and the links between culture, regeneration and the development of the visitor economy.

- 9.4** There is a strong evidence base underpinning support for the creative economy in Kent and Medway, which supports and draws on key initiatives such as Folkestone Creative Quarter, the Creative Estuary project, the development of the Turner Contemporary at Margate and Medway's previous bid for UK City of Culture status – all of which offer wider 'placemaking' benefits beyond the creative industries themselves.

Action Area 17: Growing Kent and Medway's dynamic creative and cultural economy

Building on recent initiatives, including the work of the South East Creative Economy Network, we will seek to develop Kent and Medway's creative economy, both as a key sector in its own right and as a contributor to the county's identity, sense of place and quality life, as well as the distinctiveness of our towns and cities.

⁵⁷ [Creative Folkestone](#)

A network of creative and innovative places

Building on local strengths and opportunities

9.5 Linked with this, we want to build Kent's network of creative and innovative places. Looking at Kent and Medway as a whole, 'county averages' often obscure specific local assets and clusters of activity. Some of these are well-known and frequently cited: the strength of the local creative economy in Folkestone and Margate, Canterbury's knowledge base, the digital media sector in Tunbridge Wells, Sittingbourne's manufacturing base, and so on. But often, local strengths and connections are less visible in the standard data, and depend on complex networks of firms and institutions. Understanding our 'network of creative and innovative places' will help in our understanding of the economy as a whole – and in making the case for investment at local level.

Town and city centres at the heart of the local economy...

9.6 Within the context of Kent and Medway's network of places, our town and city centres have a fundamental role. Across the UK, town and city centres have been under pressure in recent years, challenged by structural, technology-driven change in the retail sector. These pressures accelerated during the Covid-19 pandemic, reinforced (in those places more reliant on office-based markets) by the increased shift towards home-working.

9.7 While these challenges are faced by towns and cities across the country, solutions and opportunities depend on local conditions and are likely to be locally driven, within the context encouraging a more diverse range of town centre uses (cultural, heritage and community facilities, flexible workspace, public services, increased residential and so on) and improving the quality of the town centre environment. The Government has also recognised town centre investment as important: the *Levelling Up White Paper* emphasises 'pride in place' and the effect that vibrant town centres can have on local economies and sense of place. A series of funding programmes have also focused on town centre renewal, linked with local strategies – for example through the Levelling Up Fund in Chatham, Canterbury and Sheerness. Local authorities are also looking hard at their own assets and how these can be used to support town centre renewal. Linked with local strengths, we want our town centres to be focal points for economic, cultural and community life, supporting our growing population.

Action Area 18: Supporting our network of innovative and creative places

Across the county, we recognise local diversity and distinctiveness. To support it, we will develop local approaches to town centre investment and renewal, exchanging good practice and reducing competition where there is more to be gained by working together, and joining up investment from often complex sources.

... with a vibrant and productive rural economy

- 9.8** Our highly productive rural economy has some distinctive assets: in relation to its food sector, these are of national importance, and the innovation associated with them is cited in relation to our earlier Ambitions. Beyond this key sector, rural Kent and Medway is entrepreneurial and with a large stock of small and micro enterprises, many of them operating in ‘higher value’ services. Often overlooked, rural Kent and Medway is an important source of growth. However, there is considerable diversity within the rural economy, with some parts of the county experiencing significant isolation and disadvantage.

Action Area 19: Developing Kent’s rural economy

Recognising these distinctive strengths, we will support the sustainable development of the rural economy, ensuring that there is investment in connectivity, workspace and local services linked with the changing nature of work, the growth and resilience of Kent’s important food and farming sector and its natural assets.

Valuing our natural and historic assets

- 9.9** The principal focus of this Economic Framework is on those activities which are mostly concerned with material prosperity: work, business growth, innovation, productivity, and so on. But the ‘economy’ is not an isolated concept: it exists within a wider system and, as the decarbonisation imperative highlights, it is subject to ‘system-wide’ transformational trends. In that context, the Kent Nature Partnership, the body principally concerned with the protection and resilience of the natural environment, sees its role as “*managing the natural environment as a system benefiting biodiversity, people and the local economy*”⁵⁸. Sometimes, the goals of environmental protection and economic growth can appear to conflict – and there are trade-offs to be made, often determined through the planning and regulatory system.

Action Area 20: Valuing the natural and historic environment

Kent and Medway’s outstanding coast and landscapes and our internationally-significant heritage assets make an important economic contribution, to tourism, leisure and quality of life as well as through their intrinsic value. We will maintain and enhance their value, recognising the need for economic growth to be sustainable over time and to consider its wider economic impacts.

In valuing the natural environment, we also recognise the links between environmental quality, local food production, active leisure and health – all of which also underpin the objectives set out in Ambition 4.

⁵⁸ [Kent Nature Partnership](#)

A joined-up approach to place marketing

Developing Kent and Medway's visitor economy...

- 9.10** Our local distinctiveness, creativity and natural environment all contribute to the vibrancy of our visitor economy. Kent and Medway has a large tourism sector, accounting (in 2021) for around 59,000 jobs and £2.6 billion in gross value added (a figure which is likely to have risen substantially in the following year as the economy recovered from the pandemic)⁵⁹.
- 9.11** We are ambitious for the growth of the visitor economy. Over 80% of residents consider that tourism is important for their locality⁶⁰, and there businesses directly engaged in hospitality drive supply chain benefits elsewhere (including in Kent's distinctive food and drink sector). Visit Kent plays a key role in promoting the county and in supporting business development, with much achieved in recent years in enhancing perceptions and supporting the growth of the county as a year-round destination: reflecting this success, Visit Kent was one of the first new Local Visitor Economy Partnerships to be recognise by Visit England.
- 9.12** Looking to the future, there is scope to do more. Recent research has highlighted the range of 'overlooked' or under-appreciated assets that Kent and Medway has, including its diversity, culture and 'work-life balance', many of which are relevant to business visitors and local residents, as well as to the leisure market⁶¹.

Action Area 21: Developing the visitor economy

We will make the most of Kent and Medway's brand, location and quality offer in promoting the county to visitors, complementing our offer to investors. This will include developing an increasingly 'high value' market, through more high-quality hotels and events venues, supporting Kent and Medway's business and leisure offer.

... at the heart of a coordinated approach to the county's 'brand'

- 9.13** Promoting Kent and Medway as a visitor destination should also reinforce its attractiveness as a place to live, work and invest as well. Continuing to develop Kent's 'brand', ensuring that there is a coherent, compelling and mutually reinforcing offer, will be important in making sure that we make the most of the opportunities highlighted in this Framework.

⁵⁹ Visit Kent, Cambridge Model data

⁶⁰ Visit Kent

⁶¹ Visit Kent/ Visit Essex/ East Sussex CC/ SELEP [Toposophy], [Place Recovery Network: Stakeholder consultations, findings and implications](#)

10. Collaboration for sustainable growth: Delivering the Framework

This Framework sets out a high-level plan for taking forward our Ambitions over the medium-to-long term, looking forward to 2030. Delivery will depend on a range of funding sources and the coordination over time of a range of projects. This chapter explains our approach to delivery and how we will monitor progress.

A collaborative approach to delivery

- 10.1** This Economic Framework is ‘owned’ by the Kent and Medway Leaders and by Kent and Medway Economic Partnership, bringing together leaders in business, local government and education. The Leaders and KMEP will maintain oversight progress in relation to all our Objectives and Ambitions.
- 10.2** Aside from formal governance, the way in which we work to progress the Framework is important. This will be underpinned by:
- **Partnership:** Some areas of activity will likely require district leadership, some will probably be driven at county-wide level; all will require business insight; and many will relate to initiatives that emerge nationally. Strong practical local partnerships will be as essential as formal governance in ensuring a focus on those issues that are of distinctive importance to the Kent and Medway economy. KMEP’s Business Advisory Board, the sub-regional partnerships in East Kent, West Kent and Greater North Kent, key partnership bodies such as the Kent and Medway Employment Task Force and sector-based partnerships will all be important.
 - **Initiative:** In some cases, delivery of the Ambitions we have set out will involve central Government investment and may take a long time to come forward, especially where they involve infrastructure delivery. However, much can be achieved through partners working together, often at limited initial cost – and good ideas progressed at pace will often gather momentum and secure resources further down the track. In this context, the Economic Framework should be used flexibly: local initiative will be important, making best use of existing funds and experimenting.
 - **Pragmatism:** Typically, interventions seeking government funding go through a business case process. This needs to be proportionate: across the areas for action, we will start thinking now about the high level case for intervention (“why do we think this will work, and how will we know when it has?”), and we will be robust in that analysis – but delivery at pace will be key.

Approaches to investment

- 10.3** There is no single, central source of funding to deliver against the Ambitions in this Framework. As the Framework acknowledges at the start, public funding is currently constrained and uncertain, although the Government is committed to the devolution of investment funding and some economic development powers, and this may provide opportunities over the lifetime of the Framework.
- 10.4** However, Kent and Medway has a good track record in making the case for investment from multiple funding sources, supported by the private sector: many of the major projects and achievements cited as examples in this Framework started life as initial ideas, and over time secured a mixture of public and private funds, as the case was made. Rather than a central investment strategy, we will work through our collaborative delivery principles to secure delivery resources.

Measuring success

- 10.5** Within this decentralised approach to delivery, we will measure progress (via Kent and Medway Leaders and KMEP) through three routes:
- First, linked with the pragmatic approach to business case development highlighted above, we will monitor in ‘narrative’ terms progress against the 20 areas for action we have identified. In some cases, these areas for action lock into existing formal processes and will develop steadily over time; in others, they will need to involve concerted action from partners. We will bring these together into a high-level ‘action plan’, which can be readily kept under review.
 - Second, we will monitor the overall progress of the Kent and Medway economy against a ‘dashboard’ of indicators relevant to our Objectives of creating a more “productive, inclusive and sustainable” economy. These should be seen as contextual, since many of the influences on them will be outside the control of local partners (for example, overall productivity will be influenced by the performance of the national economy), many change slowly over time, and they should often be seen in the context of wider analysis. But they are helpful in giving us an indication of our overall ‘direction of travel’. Key indicators include:

Table 10-1: Indicative contextual monitoring indicators

Indicator	Description
Productivity	Gross value added per filled job, absolute and relative to the UK average.
Economic activity	Economic activity rates, by age group
Workforce qualifications	Qualification levels of people aged 16-64
GHG emissions	Total GHG emissions, by source
Firm creation and survival	Business starts and survival rates

- Third, these will be supplemented by performance indicators relevant to key activities as they come forward. These will be developed, within the spirit of a decentralised, 'light touch' monitoring approach.

10.6 To support KMEP and the Kent Leaders in monitoring progress, the **Kent Economic Development Officers Group** will maintain ongoing oversight of progress and performance against the action areas.

Keeping the Framework under review

10.7 Finally, it will be important to keep this Framework under review. The period to 2030 will see at least two national and local election cycles, and we will need to respond to new policies and programmes as well as unforeseen events. Alongside an annual review of progress (informed by the approach outlined above), we will consider whether the areas for action remain the right ones: we will adapt accordingly and will ensure that the Framework remains 'live' and up to date.

Annex A: Summary SWOT analysis

A.1 The Evidence Base prepared to inform this Framework contained an analysis of the strengths, weaknesses, opportunities and threats facing Kent and Medway's economy. This formed the basis for the analysis within Chapter 2 of the Framework, and is summarised below:

Table A-1: Summary SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Sectorally diverse, growing and resilient business base • Some significant innovation and technology strengths (e.g., in relation to health and life sciences and food production) • Some major concentrations of economic activity • Strong record of recent job creation (albeit with scope for more, relative to growth in the working age population) and increased economic activity • Proximity to London and the wider employment and business opportunities of the Greater South East • Significant investment in infrastructure over the past 10-15 years, some of which (e.g., High Speed One) has been transformational • Substantial higher education presence, supported by recent investment • Strong (and improved) record of collaboration between partners in public and private sectors • Quality of the natural and historic environment, supporting an excellent 'quality of life' offer 	<ul style="list-style-type: none"> • Relatively weak workforce skills profile (although this has improved over time) • Weak performance on most standard measures of innovation • Relatively high costs in parts of the county and in some areas of activity (for example, cost of living and the absence of London weighting is sometimes highlighted as a recruitment challenge) • High and localised inequalities and concentrations of disadvantage • Some industrial transition legacies, in parts of North and coastal East Kent • Market changes impacting on the vitality of town centres • Some perceptions of relative peripherality
Opportunities	Threats
<ul style="list-style-type: none"> • Proximity to continental Europe and potentially good international connectivity, although currently under-utilised • Population growth driving workforce expansion and higher demand • Some distinctive innovation assets with prospects for future development • Transformational developments associated with nationally-significant regeneration objectives • Potential to retain and develop talent, building on the university base 	<ul style="list-style-type: none"> • Infrastructure pressures, exacerbated by Kent and Medway's unique internationally-significant infrastructure • Economic impact of environmental pressures and climate change • Risk of loss of competitiveness in London and Greater South East • Relative Government prioritisation towards the North and Midlands (for regeneration / 'levelling up' funds) and the 'Golden Triangle' for innovation investment • Risk that existing inequalities could be exacerbated.

Strengths	Weaknesses
<ul style="list-style-type: none">• Improved collaboration and partnership working• Opportunities for growth associated with technology adoption and development• Opportunities arising from increased flexible working	

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Annex B: Summary of action areas

Ambition 1: Enabling innovative, productive and creative businesses

1. Develop an enhanced place-based innovation partnership for Kent and Medway
2. Focus support to business on measures that will increase long-term productivity and resilience
3. Leverage Kent and Medway's quality of life, connectivity and other assets in ensuring that it is a welcoming place for visitors and investors
4. Ensure access to the spaces that businesses need to expand

Ambition 2: Widening opportunities and unlocking talent

5. Embed the Local Skills Improvement Plan at the heart of a closer relationship between employers, further education and other skills providers
6. Invest in Kent and Medway's skills infrastructure
7. Retain and develop talent
8. Ensure flexibility to focus on Kent and Medway's shared priorities

Ambition 3: Securing resilient infrastructure for planned, sustainable growth

9. Maximise the benefits of international connectivity
10. Understand our infrastructure needs and develop new solutions
11. Ensure that Kent and Medway's digital infrastructure meets the dynamic evolution of business need and technology development
12. Support Kent and Medway's energy potential

Ambition 4: Placing economic opportunity at the centre of community wellbeing and prosperity

13. Ensure that everyone who wants a job can access work
14. Develop a new strategic partnership for health and the economy
15. Build links between anchors of growth, key investors and local community opportunity
16. Ensure economic opportunity at the centre of local regeneration

Ambition 5: Creating diverse, distinctive and vibrant places

17. Grow Kent and Medway's dynamic cultural and creative economy
 18. Support our network of creative and innovative places
 19. Enhance Kent's rural economy
 20. Develop long-term solutions to invest in Kent and Medway's natural environment and historic assets
 21. Grow the visitor economy
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Following the preparation of the first draft Framework in September, consultation has taken place with partners. Comments were received (both ‘formally’ and through informal discussion) with:

- DLUHC Area Team
- Economic Recovery Group
- Gravesham Borough Council
- Greater North Kent
- Kent Economic Development Officers Group
- Kent Business Advisors
- Kent and Medway Business Advisory Board
- Kent & Medway Economic Partnership
- Kent & Medway Integrated Care Partnership
- KMEP and BAB individual business members
- Kent Further Education
- Kent Rural Board
- Maidstone Borough Council
- Swale Borough Council
- University of Kent
- Visit Kent

In general, responses were positive regarding the overall framework, structure, and relevance of the key themes. There was also a consensus on the overarching ‘narrative’ and the balance between flexibility and specificity. However, there were two key points of general feedback:

- First, while the Framework is not intended to be a ‘marketing’ document, it was felt that more could be done to ‘capture the imagination’ through a summary narrative at the start, highlighting Kent and Medway’s unique strengths and assets. This will be added as a foreword once the document itself is approved.
- Second, it needs to capture alignment with local plans and strategies, with an additional section within the Framework setting this out; as well as additional ‘case studies’ to demonstrate relevance to all parts of Kent and Medway.

Regarding the five Ambitions, responses noted the following:

Ambition	Feedback received
1. Enable innovative, productive, and creative businesses	<ul style="list-style-type: none"> • There was support for the greater focus on innovation (compared with earlier strategies) and productivity. • In relation to the provision of commercial space, responses highlighted the need to make the case for direct public intervention where the

Ambition	Feedback received
	<p>market will not deliver, and to demonstrate demand through the effective use of data.</p>
<p>2. Widen opportunities and unlock talent</p>	<ul style="list-style-type: none"> • There was support for a range of policies and actions linking together – building on the Local Skills Improvement Plan, Employment Task Force, recent capital investment, etc., and strong recognition that this should be a core strategic theme. • However, responses considered that there is scope for extending the breadth of ambition – for example by emphasising “supporting young people into sustainable and rewarding work” beyond the narrow focus on Apprenticeships in the current draft.
<p>3. Secure resilient infrastructure for planned sustainable growth</p>	<ul style="list-style-type: none"> • There was recognition of alignment with emerging Kent Local Transport Plan. It was also noted the key infrastructure priorities and challenges are well established, and the Framework adds weight to them. • However, there is scope for additional content, in relation to: <ul style="list-style-type: none"> ➢ Acknowledging the importance of co-operation and co-ordination within the planning system ➢ The potential of rail freight ➢ The challenge presented by health infrastructure constraints
<p>4. Place economic opportunity at the heart of community renewal and prosperity</p>	<ul style="list-style-type: none"> • There was little comment in relation to this theme, but support for the focus on Health and the links with economic development – with scope for... <ul style="list-style-type: none"> ➢ Making the connection to health infrastructure constraints (as in previous Ambition) ➢ The importance of the ‘wider determinants of health’ (housing, food, skills, etc.) and the extent to which they involve a wide range of partners
<p>5. Create diverse, distinctive, and vibrant places</p>	<ul style="list-style-type: none"> • There was Support for the combination of factors that contribute to this Ambition – linking environmental quality, town centre renewal, heritage assets and the visitor economy. • But there is scope for greater reference to:

Ambition	Feedback received
	<ul style="list-style-type: none"> <li data-bbox="703 239 1358 309">➤ The rural economy, potentially defining an additional Action Area <li data-bbox="703 320 1331 434">➤ Strengthened narrative in relation to the visitor economy, linking up Kent and Medway's key assets and opportunities.

In addition, a number of specific comments points of detail were received.

These comments have been addressed in the revised draft attached at Annex 2.

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EQIA Submission – ID Number

Section A

EQIA Title

Kent and Medway Economic Framework

Responsible Officer

Natasha White - GT GC

Type of Activity

Service Change

No

Service Redesign

No

Project/Programme

No

Commissioning/Procurement

No

Strategy/Policy

Strategy/Policy

Details of other Service Activity

No

Accountability and Responsibility

Directorate

Growth Environment and Transport

Responsible Service

Growth & Communities

Responsible Head of Service

Steve Samson - GT GC

Responsible Director

Stephanie Holt-Castle - GT GC

Aims and Objectives

Summary and recommendations of equality analysis and impact assessment

Context:

- Purpose of the Economic Framework

The Kent and Medway Economic Framework is a partnership strategy to support the sustainable growth of county's economy to 2030. It will be adopted by Kent and Medway Leaders and the Kent and Medway Economic Partnership (KMEDP), and will provide the strategic basis for KMEDP's work plan and priorities over the coming years, and will help to inform future Government funding.

- Background:

The previous county-wide economic strategy was the Kent and Medway Economic Renewal and Resilience Plan, prepared in 2020. This was a short-to-medium term plan developed in the context of the need to support economic recovery from the Covid-19 pandemic. As the lifespan of the Renewal and Resilience Plan came to an end, Leaders agreed in late 2021 that a longer-term Economic Framework should be prepared, taking account of structural changes (such as transformational decarbonisation) and looking beyond immediate spending priorities.

In parallel, the Government has decided that Local Enterprise Partnerships, which were previously the main conduits for local economic development funding, will close at the end of March 2024, with responsibilities transferred to upper-tier authorities operating across functional economic areas. The Government expects areas to prepare local economic strategies to set out opportunities for growth and investment priorities: in Kent and Medway, the Economic Framework will fulfil this function.

Consultation on an outline framework took place in 2022/23. A full draft Economic Framework was prepared in September 2023. Further consultation took place in autumn 2023, including with KMEP and Kent and Medway Leaders, the business community and other stakeholders and a final version was prepared in January 2024.

- Key themes within the Economic Framework:

The Framework outlines a high-level objective of achieving an economy which is more “productive, sustainable and inclusive” by 2030. To achieve this, it identifies five ambitions to:

- Enable innovative, productive and creative businesses, through both the expansion of Kent and Medway’s capabilities at the ‘leading edge’ of technology and by increasing opportunities for productivity growth across all sectors through adaption to technology and climate change, access to premises and potential for investment.
- Widen opportunities and unlock talent, building on (and extending) a strengthened relationship between employers and education at all levels, supporting progression within the workforce and overcoming barriers to participation in economic activity.
- Secure resilient infrastructure for planned, sustainable growth, supporting joint work across Kent and Medway to maintain a dynamic understanding of the county’s infrastructure needs, and making the case for investment in its national connectivity assets and the resilience of local business critical infrastructure.
- Place economic opportunity at the centre of community renewal and prosperity, recognising the role that employment and business growth play in supporting better health and social outcomes – and recognising how these in turn support higher productivity over time.
- Create distinctive, diverse and vibrant places, identifying Kent and Medway’s diversity, ‘polycentricity’ and rural/ urban mix as a key strength and supporting investment through locally led strategies across the county.

Summary of equality impact:

- Scope

The Economic Framework is a high-level, long-term strategy. While it sets out a series of ‘action areas’, it does not detail specific investment or service delivery proposals. Consequently, the Equality Impact Assessment is focused on whether the ambitions and high-level action areas within the Framework may have an impact (either positive or negative) on any protected characteristics, and whether any action should be taken to amend the Framework or to mitigate any negative impacts.

It is anticipated that more detailed equalities impact analysis should be conducted in relation to any specific project spending or other decisions related to the implementation of the Framework when these arise, although this is not the subject of this EqIA.

Equality impact assessment:

The adverse equality impact rating is currently assessed as Low.

The rationale for this assessment is that there are no strategic ambitions set out within the Framework that are likely to have a negative impact on any protected groups. There are also several proposed action areas that seek to reduce inequalities and barriers to economic opportunity.

However, some action areas are likely to have a greater positive impact on some groups than others (given, for example, the gender or ethnic composition of business owners, or the correlation between protected characteristics and average pay, qualification levels, and so on). It will therefore be important to monitor the impact of specific measures and to consider how positive equalities impacts can be maximised, as well as to monitor cumulative and contextual impacts over time.

While the EqIA is focused on the specific protected characteristics defined in the Equality Act 2010, it also notes that:

- Disadvantage is often multi-faceted and interconnected. For example, socio-economic disadvantage will impact people with different protected characteristics in different ways. This has been taken into consideration within the EqIA and the evidence reviewed/
- Spatial impacts are important. While 'location' is not a protected characteristic, local demographics vary across the county and there are significant spatial inequalities. The Economic Framework explicitly seeks to address these.

Equality Analysis and Impact Assessment - Other:

Other issues

While the analysis works through the protected characteristics identified in the 2010 Act, it should be noted that:

- Some people will face additional challenges in maximising their economic potential as a result of the 'intersection' of different protected characteristics. For example, people with disabilities who are also part of an ethnic minority group are likely face additional barriers to employment .
- Other factors will also influence economic participation. For example, research for the British Business Bank into entrepreneurship and diversity found that "regardless of ethnicity, gender or place, poorer entrepreneurs see less success".
- Spatial differences are likely to be important. Within this analysis, we have used data at Kent and Medway level, reflecting the countywide nature of the Framework. However, there are significant disparities within and between local authority districts, and addressing these is recognised as a priority in the Framework.

Finally, there is a very substantial evidence base on economic inequalities (especially relating to age, gender and ethnicity). While the analysis in this paper provides a summary of the issues that are likely to be especially relevant to the Economic Framework, there would be scope for further investigation. It may be helpful to carry out further analysis as the Framework is delivered and specific interventions to support it come forward.

Judgement

Overall, the risk of negative equalities impacts arising from the Economic Framework is low. This is because:

- The analysis set out above indicates that for each protected characteristic considered, the ambitions and action areas set out in the Framework are likely to be neutral or positive
- Where specific economic equality issues have been identified as part of this EqIA that had not been considered in the drafting of the Framework, but which ought to be addressed, revisions have been made to the final draft
- The Framework itself is a high-level partnership strategy. There are therefore no immediate implications for service delivery or resourcing. Additional EqIAs will therefore be required for specific interventions as appropriate.

Action/ next steps

The issues identified in this EqIA should be considered in the ongoing monitoring of the Framework and in the development of interventions to meet the Framework's ambitions and priorities.

Outcome of the analysis: 'No change'.

Section B – Evidence

Do you have data related to the protected groups of the people impacted by this activity?

Yes

It is possible to get the data in a timely and cost effective way?

Yes

Is there national evidence/data that you can use?

Yes

Have you consulted with stakeholders?

Yes

Who have you involved, consulted and engaged with?

Service users, staff, members, external organisations, statutory partners

Has there been a previous Equality Analysis (EQIA) in the last 3 years?

Yes

Do you have evidence that can help you understand the potential impact of your activity?

Yes

Section C – Impact

Who may be impacted by the activity?

Service Users/clients

Service users/clients

Staff

Staff/Volunteers

Residents/Communities/Citizens

Residents/communities/citizens

Are there any positive impacts for all or any of the protected groups as a result of the activity that you are doing?

Yes

Details of Positive Impacts

1) Screening:

Overall, the analysis demonstrates positive or neutral impacts. In particular, these relate to:

- Recognition within the Framework of the need to take advantage of changing working practices, especially regarding flexible working
- The measures in Ambition 4, focused on increasing participation and enabling access to work.
- The measures proposed to develop a stronger partnership for health and the economy
- The focus in Ambition 2 on widening opportunities and unlocking talent, especially in supporting

progression at work

- The focus in Ambition 1 on enterprise and entrepreneurship, with the potential to increase access to support for groups who currently face barriers

However, the Framework does not commit resources to specific interventions. These will therefore require individual EqlAs as appropriate.

2) Analysis:

Analysis has been carried out in relation to each protected characteristic, taking into account:

- Economic factors relevant to each characteristic. These especially focus on labour market participation, business ownership, workforce qualifications and other aspects relevant to the ambitions of the Economic Framework.
- Potential equalities (positive and negative) that may be realised as a result of the strategy promoted in the Framework
- Potential negative equalities impacts and how these may be mitigated

Age:

- Older people

Evidence gathered and potential issues

Kent and Medway has an ageing population. Between 2020 and 2040, the number of people aged 65 and over is forecast to increase by 39%, compared with growth of 11% in the population overall . There is some variance across the county in the average age of the population, with higher shares of people aged 65+ in Dover, Folkestone and Hythe and Thanet .

Economic inactivity is generally somewhat higher among people aged 50+ than among the 'working age' population as a whole. While overall economic inactivity is lower in Kent and Medway than in the rest of the UK, among people aged 50-64 it is higher (23% of the population, compared with 20% nationally) . While this is not necessarily negative (some people will have sufficient money to choose to leave the workforce), there is evidence that older workers found it harder to return from furlough following the Covid-19 pandemic .

Older people of working age are more likely to be in poor health and to have caring responsibilities for older relatives which may impede their ability to access work . This is especially the case for workers in lower-paid occupational groups: over half of all process plant and machine workers and people in 'elementary occupations' leaving the labour market before state pension age do so because of poor health or caring responsibilities . Consequently, the Department for Work and Pensions identifies 'older workers' as a priority group to assist into employment.

While digital connectivity has improved significantly in recent years, benefiting all age groups, age is a key factor in digital exclusion . This has implications for re-engaging some older workers in the labour market, and in ensuring that people can access services as these are increasingly transferred online.

Regarding older people more broadly, the ageing population means that there will be more people older than retirement age, with likely rising demand for social care and health services over time. This will have a wider economic impact, through demand for labour in the health and social care sector and in the development of products and services aimed at this market.

Potential equalities impacts arising from the Economic Framework

The Framework notes 'demographic change' as a key transformational trend. This informs the series of ambitions and action areas.

More specifically, the Framework emphasises the need for measures to support older workers in the labour market:

- Ambition 2 (Widening Opportunities and Unlocking Talent) highlights the need for action to support progression at work, referencing the caring responsibilities and lack of formal qualifications.
- Ambition 4 (Placing Economic Opportunity at the Centre of Community Renewal and Prosperity) notes the rise in economic inactivity among older workers, especially as a result of ill-health.
- Linked with this, Ambition 4 proposes a "new partnership for health and the economy" which, while not specifically focused on older people, is likely to benefit this group.

It is likely that actions taken in support of these ambitions will have positive impacts on the challenges faced by older people. There are no negative equalities impacts likely to arise.

- Younger people

Evidence gathered and potential issues

Young people are more likely to be unemployed than those in older age groups. In Kent and Medway, almost 10% of people aged 20-24 were unemployed in 2022/23, compared with less than 4% in the 16-64 workforce overall. This is important for longer-term inequalities, given the effect of employment 'scarring', as time unemployed impacts on future career prospects and earnings potential.

Younger workers are also more likely to earn less than the Real Living Wage, and are more likely to work in insecure occupations. While for some, this will be transitional, there is a risk of becoming 'stuck' in low-paid work. Some groups, such as care leavers, are likely to be especially disadvantaged in the labour market.

Potential equalities impacts arising from the Economic Framework

The Framework places a strong emphasis on raising the county's workforce qualifications profile, which is identified as a key strategic challenge. In that context, Ambition 2 (Widening Opportunities and Unlocking Talent) builds on the Local Skills improvement Plan and Workforce Skills Evidence Base in "supporting young people into sustainable and rewarding work" and developing a strengthened relationship between employers and the further education sector. This builds on a wider policy focus on supporting progression among young people which has been reflected in successive county-wide economic strategies.

There are no negative equalities impacts likely to arise, although in developing interventions to deliver the Framework, it will be important to recognise inequalities relating to other protected characteristics among young people, as described below.

Disability:

Evidence gathered and potential issues

Around 22% of people aged 16-64 in Kent and Medway have a 'core' or work-limiting disability. Work-limiting conditions are more likely in women and older workers, and people with work-limiting conditions are underrepresented in professional and managerial roles. There is an earnings gap between those who report work-limiting conditions and those who do not. Nationally, the 'health pay gap' for full-time workers is £2.50 per hour, equivalent to a 15% pay gap.

While work-limiting conditions are more common among older people, there has been faster growth

among younger people of working age. This is driven by sharp increases in reported mental ill-health, although musculoskeletal and cardiovascular conditions are the most common form of work-limiting health condition.

Potential equalities impacts arising from the Economic Framework

The Framework attempts explicitly to draw a connection between economic and health outcomes (including, but not exclusively, disability). This is a new departure relative to previous county-wide economic strategies and is supported by the recent focus of the Integrated Care Partnership on the links between the economy and health. This is reflected in the specific focus in Ambition 4 on “increasing participation and enabling access to work”, including where disability and long-term ill-health is a key factor. There are no specific negative equalities impacts likely to arise.

Sex:

Evidence gathered and potential issues

Over the past 20 years, there has been substantial progress in reducing the employment rate gap between men and women. In 2004, there was a 14pp gap between the percentage of men in Kent and Medway aged 16-64 in employment and the percentage of women (82% to 68%). By 2023, the gap had fallen to 6pp (79% to 73%) . There has also been some convergence in earnings – although median annual female pay in Kent was still only 67% of male annual pay in 2023 .

Factors influencing pay inequality include the type of job they are more likely to do (job selection), how much these jobs pay (job valuation, including the extent of part-time working) and whether they can move into higher-paid jobs (job progression) . The latter is especially influenced by the long-term effects of time out of the labour market (or on lower hours or levels of pay) during childcare (see Pregnancy and maternity below).

While the earnings gap is persistent, the educational attainment gap has been reversed over the past 25 years. Nationally, women under the age of 55 are better qualified on average than men in every age cohort. Analysis for the Institute of Fiscal Studies found that this reversal of the education gap mostly explained the modest narrowing of the pay gap .

There is a gender gap in self-employment, although it appears to be narrowing over time. Around 15% of men in Kent and Medway aged 16-64 were self-employed in 2022, compared with 9% of women . However, while the male self-employment rate has been essentially static over the past two decades, female self-employment has almost doubled. This is in the context of a high rate of self-employment (for both men and women) in the county relative to the national average.

In terms of business starts, there is a long-standing gender imbalance. The ‘Total Early-stage Entrepreneurial Activity’ (TEA) rate measures new business ownership and entrepreneurship: nationally, the male TEA rate was 12.8% in 2022, compared with a female rate of 9.7%. However, there is evidence of a narrowing of the gap in recent years .

More broadly, there has been substantial analysis of the gender gap in entrepreneurship and business ownership, notably in the Rose Review commissioned by the Government in 2019. The Rose Review noted that “if the UK were to achieve the same average share of women entrepreneurs as best-in-class peer countries, this would add £200 billion of new value to the UK economy”. It identified a need to increase funding towards female entrepreneurs, provide greater family care support and “increase entrepreneurial support locally, through relatable and accessible mentors and networks” .

Potential equalities impacts arising from the Economic Framework

In relation to progression in work (and, associated with this, pay inequality), the Framework references greater flexibility in the labour market as a 'transformational trend' to which strategy should respond. It also sets out in Ambition 4 the aim of increasing participation and enabling access to work (as referenced elsewhere in this assessment). In the draft Framework, the narrative contained within this Ambition was largely focused on health: in the light of this EqIA, reference has also been made to issues relating to gender inequality, and this is also reflected in the action within Ambition 2 to support progression at work.

Regarding entrepreneurship, Ambition 1 (Enabling Innovative, Creative and Productive Businesses) references the actions needed to support the 'wider conditions for growth', including securing finance and business space. Following the analysis in this EqIA, this has been extended to specifically reference the supply of finance and business support and networks to support greater diversity in business ownership, reflecting the recommendations of the Rose Review.

Gender identity:

Evidence gathered and potential issues

In the 2021 Census, 0.44% of Kent and Medway residents considered their gender identify to be different from the sex assigned to them at birth. However, this increased to 1.02% among people aged 16-24.

There is evidence that transgender people face a range of disadvantages and vulnerabilities in employment . This includes challenges in getting into work, with prejudice and stereotypes impacting employment prospects. The Government Equalities Office reported in 2019 that trans people were less likely than others to have had a job in the preceding 12 months .

Potential equalities impacts arising from the Economic Framework

There are unlikely to be any negative impacts arising from the Economic Framework. However, Ambition 4 of the Framework sets a priority to "increase participation and access to work", noting the need to overcome barriers to participation. While gender identity is not specifically referenced (the main focus is on health-related barriers), it will be important to consider the range of barriers to employment and progression that people face (including from employers and people in the workplace) in developing interventions.

Race:

Evidence gathered and potential issues

In aggregate, Kent and Medway is somewhat less ethnically diverse than England as a whole, although there is substantial variance within the county (see table included from Census 2021 in attached evidence document).

In general, employment rates are lower for people in ethnic minority groups as a whole than they are for the total population, and economic inactivity rates are higher. However, there is considerable variance between ethnic minority groups. Across the UK, there has been a steady narrowing of the 'employment gap' over the past two decades: in 2004, there was a 14.6pp gap between the employment rate of people aged 16-64 from ethnic minority backgrounds and the employment rate in the 16-64 population overall, but by 2023, this gap had more than halved to 7% .

In relation to business starts, the Total Early-stage Entrepreneurship (TEA) rate was higher among the non-

white population than among the white population in 2022 (16.2% compared with 10.2%), reflecting the trend of the past 20 years. Entrepreneurship rates among immigrants to the UK were also higher than among life-long residents . Minority ethnic-owned businesses are also more likely to be engaged in product or service innovation than non-ethnic minority firms . However, there is evidence of a gap in securing finance and in engaging with business networks . The British Business Bank found that disparities in terms of business outcomes (turnover and profitability) are greatest for female entrepreneurs from minority ethnic backgrounds.

Potential equalities impacts arising from the Economic Framework

The commitments within the Framework to a diverse, enterprising and innovative business base, and to continued measures to support access to work (reducing the employment gap) are likely to be positive from an equalities perspective, and there are unlikely to be any negative impacts. However, it will be helpful for interventions to recognise the barriers that may exist in accessing business support and finance, especially given the important role that local programmes have in these areas.

Religion and belief:

Evidence gathered and potential issues

According to the 2021 Census, 48% of people in Kent and Medway considered themselves to be Christian (compared with 46% in England as a whole), with 41% having no religion. The next largest groups are Muslim, Hindu and Sikh (1.8%, 1.2% and 0.9% respectively), although some groups are quite strongly spatially concentrated (e.g., 8% of residents in Gravesham considered themselves to be Sikh).

There is some national evidence of differential economic outcomes among religious groups. For example, economic activity rates and average pay are lower among Muslims than among other groups . Workforce qualification levels are generally lower among Christian and Muslim groups than others (although in the case of the former, this is linked with the older average age of the population) .

Potential equalities impacts arising from the Economic Framework

The Economic Framework is neutral in respect of impacts relating to religion. There are unlikely to be any negative impacts

Sexual Orientation:

Evidence gathered and potential issues

In the 2021 census, 90.6 of Kent and Medway residents considered themselves to be heterosexual. 2.7% considered themselves to be lesbian, gay, bisexual or other.

There is limited evidence of inequality relating to employment rates, occupational levels and earnings for LGB+ people relative to the rest of the population . However, there is some evidence of discrimination in employment and promotion, despite significant improvement in recent years .

Potential equalities impacts arising from the Economic Framework

The Framework is neutral in respect of impacts relating to sexual orientation. There are unlikely to be any negative impacts, although there are no specific positive measures or impacts likely either.

Pregnancy and maternity:

Evidence gathered and potential issues

There is an established relationship between lack of material resources and poor health during pregnancy. The birth of a new baby can result in additional financial pressures, causing those close to the poverty line to fall below it, especially for single mothers in lower wage occupations.

A key equalities issue is the impact that motherhood can have on long-term earning potential and progression in work. The gender wage gap has reduced over time (mostly because of more rapid improvements in qualification levels among women relative to men), but gender gaps in employment and hours increase substantially following childbirth, as the impact of women switching to more 'family-friendly' but lower-paid work combines with a 'part-time penalty' to slow wage progression .

Potential equalities impacts arising from the Economic Framework

Changes in working practices are recognised as a long-term transformational trend to which employers should be encouraged to respond, and which ought to have positive equalities impacts. Ambition 4 also emphasises flexibility as a means of increasing access to work, including in higher-paid occupations (see also 'caring responsibilities' below).

Marriage and civil partnership:

None identified - we are not aware of any evidence of economic inequalities relating to marriage and civil partnership which are likely to be relevant to the Framework.

Carer's responsibilities:

Evidence gathered and potential issues

Caring responsibilities often limit people's working and earning potential. The distribution of caring responsibilities is strongly skewed by gender: nationally, women provided more than twice as much unpaid childcare as men in 2021, as well as spending substantially more time caring for other adults . The evidence is that this has a significant effect on hours worked, with around 45% of women with caring responsibilities indicating that they would want to take on more paid hours if this were possible . There is also an increasing age dimension to the distribution of caring responsibilities, with more older workers caring for elderly relatives as life expectancies increase .

Potential equalities impacts arising from the Economic Framework

Although unpaid caring activity is not reflected in conventional measures of economic output, it is a very substantial source of social value (and economic value, given that the some of the 'costs' of care would otherwise be borne by the state). The Framework recognises a "broader view of the economy", focusing on the links between productivity, pay and employment and health, wellbeing and wider social outcomes, and stakeholders welcomed this during the consultation process.

The key contribution of the Framework towards increasing equalities in relation to caring responsibilities is in the development of responses to enable flexible working and return to the labour market, as set out in Ambition 4.

Negative impacts and Mitigating Actions

19.Negative Impacts and Mitigating actions for Age

Are there negative impacts for age?

No
Details of negative impacts for Age
Not Applicable
Mitigating Actions for Age
Not Applicable
Responsible Officer for Mitigating Actions – Age
Not Applicable
20. Negative impacts and Mitigating actions for Disability
Are there negative impacts for Disability?
No
Details of Negative Impacts for Disability
Not Applicable
Mitigating actions for Disability
Not Applicable
Responsible Officer for Disability
Not Applicable
21. Negative Impacts and Mitigating actions for Sex
Are there negative impacts for Sex
No
Details of negative impacts for Sex
Not Applicable
Mitigating actions for Sex
Not Applicable
Responsible Officer for Sex
Not Applicable
22. Negative Impacts and Mitigating actions for Gender identity/transgender
Are there negative impacts for Gender identity/transgender
No
Negative impacts for Gender identity/transgender
Not Applicable
Mitigating actions for Gender identity/transgender
Not Applicable
Responsible Officer for mitigating actions for Gender identity/transgender
Not Applicable
23. Negative impacts and Mitigating actions for Race
Are there negative impacts for Race
No
Negative impacts for Race
Not Applicable
Mitigating actions for Race
Not Applicable
Responsible Officer for mitigating actions for Race
Not Applicable
24. Negative impacts and Mitigating actions for Religion and belief
Are there negative impacts for Religion and belief
No
Negative impacts for Religion and belief
Not Applicable
Mitigating actions for Religion and belief
Not Applicable

Responsible Officer for mitigating actions for Religion and Belief
Not Applicable
25. Negative impacts and Mitigating actions for Sexual Orientation
Are there negative impacts for Sexual Orientation
No
Negative impacts for Sexual Orientation
Not Applicable
Mitigating actions for Sexual Orientation
Not Applicable
Responsible Officer for mitigating actions for Sexual Orientation
Not Applicable
26. Negative impacts and Mitigating actions for Pregnancy and Maternity
Are there negative impacts for Pregnancy and Maternity
No
Negative impacts for Pregnancy and Maternity
Not Applicable
Mitigating actions for Pregnancy and Maternity
Not Applicable
Responsible Officer for mitigating actions for Pregnancy and Maternity
Not Applicable
27. Negative impacts and Mitigating actions for Marriage and Civil Partnerships
Are there negative impacts for Marriage and Civil Partnerships
No
Negative impacts for Marriage and Civil Partnerships
Not Applicable
Mitigating actions for Marriage and Civil Partnerships
Not Applicable
Responsible Officer for Marriage and Civil Partnerships
Not Applicable
28. Negative impacts and Mitigating actions for Carer's responsibilities
Are there negative impacts for Carer's responsibilities
No
Negative impacts for Carer's responsibilities
Not Applicable
Mitigating actions for Carer's responsibilities
Not Applicable
Responsible Officer for Carer's responsibilities
Not Applicable

From: Derek Murphy, Cabinet Member for Economic Development
Simon Jones, Corporate Director Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 18 January 2024

Subject: 2023 Infrastructure Funding Statement

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: County Wide

Summary: Kent County Council (KCC) is required by statute to provide a summary of the financial position relating to Developer Contributions for the previous financial year through publication of an annual Infrastructure Funding Statement. This report provides a summary of that Statement.

Recommendation:

The Cabinet Committee is asked to note the contents of the report.

1. Introduction

- 1.1 Through the Community Infrastructure Levy (amendment) (England) (no.2) Regulations 2019, Local Authorities have a responsibility to provide a summary of all financial and non-financial developer contributions that they have been involved with over the course of a given financial year. The Infrastructure Funding Statement (IFS) is the platform through which to do this and must include a report on Planning Obligations relating to Section 106 (S106) of the Town and County Planning Act 1990, Section 278 (S278) of the Highways Act 1980 and the Community Infrastructure Levy (CIL).
- 1.2 Along with summary information, the latest IFS also provides some examples of infrastructure projects that Kent County Council (KCC) has delivered within specific District authority areas during 2022/23. This has been included to demonstrate how developer contributions are an essential tool in unlocking and delivering growth across the county. The statement is produced by the Development Investment Team (DIT) within the Growth and Communities Division, with assistance from services across the wider Authority.

2. 2022/2023 Infrastructure Funding Statement

- 2.1 The IFS document has been attached as Appendix 1 or can be viewed online, along with previous versions, via [KCC Infrastructure Funding Statements](#).
- 2.2 Throughout the IFS there will be references to the following definitions:
Secured – Contributions that have been included within a signed legal document for a planning application. These contributions have not been collected / delivered and if the planning application is not implemented, they will never be received.
Received – Contributions received, either monetary or non-monetary (in kind), that have been transferred to KCC.
Allocated – Contributions that have been received and allocated to specific projects.
Spent / Delivered – Monetary or non-monetary contributions that have been spent or delivered.
This Financial Year - unless stated otherwise, this refers to the period 01/04/2022 – 31/03/2023.
District – unless stated otherwise, this refers to one or more of Kent's District, City and Borough Councils.
- 2.3 S106 Contributions
- 2.4 Section 106 monies are secured for a range of infrastructure. They can only be sought where they meet the three legal tests as set out in paragraph 122 of the Community Infrastructure Levy Regulations 2010:
- they are directly related to the development,
 - fairly and reasonably related in scale and kind to the development, and;
 - necessary to make the development acceptable in planning terms.
- 2.5 KCC secures contributions towards primary and secondary education, highways and transportation, adult social care, sustainable urban drainage, strategic waste disposal services, libraries, adult education and integrated children's services.

Table 1 below shows the total amount of S106 money secured, received and spent during the financial year 2022/2023.

Service Area	Secured	Received	Spent
Adult Social Care	£357,845	£348,708	£369,893
Community Facilities	£668,656	£1,566,122	£671,130
Education	£22,888,479	£33,449,594	£18,315,004
Highways	£3,391,089	£8,011,259	£2,290,109
Public Transport & PRow	£800,016		

2.6	Strategic Waste Services	£335,026		
	Kent Thameside	£0	£289,587	£0
	Total	£28,442,559	£43,665,270	£21,646,136

Notes

1. The “secured” total for Education includes £4.7m for school land
2. Public Transport & Public Rights of Way spent and received are included in “Highways”

2.7 CIL Contributions

2.8 Developer contributions are secured through the CIL mechanism within five Local Planning Authorities in the county: Canterbury; Dartford; Folkestone and Hythe; Maidstone; and Sevenoaks. In these areas the contributions are collected by the local Planning Authorities. **Table 2** below shows the amount of CIL provisionally secured, received, and spent during the financial year for 2022/2023.

Local Planning Authority	Secured (Provisional)	Received	Spent
	£1,830,000	£539,054	£318,551

Table 2.

- 2.9 Of the five CIL authorities, contributions were only received and spent in Folkestone and Hythe. The arrangement with Folkestone and Hythe ensures that KCC receives 35% of their CIL receipts for the previous financial year. Other authorities invite KCC to submit bids to be made towards projects determining their success through their committee systems.
- 2.10 KCC made an application to Maidstone Borough Council for CIL funding in July 2022. Bids were made towards the expansion of the Maidstone Grammar School for Girls and a number of highways schemes. The Borough Council advised that KCC had been successful in one of its highway bids. The successful bid was for £1.83m towards the upgrade of junction 7 of the M20 and all other bids were unsuccessful. The County Council will attempt to secure other funding opportunities as well as seek to work with the Borough Council to improve the rating of the failed bids. The secured figure shown in the table above is the provisional total value of the successful Maidstone bid which is conditional to terms being agreed.

2.11 Section 278 Contributions

2.12 KCC, as the local highway authority, is responsible for the maintenance and development of the local road network within its borders. If planning permission has been granted for a development that requires changes or improvements to public highways, then KCC will often enter into a Section 278 (s278) agreement with the developer. As with s106 agreements this can only take place when the requested improvements are compliant with the CIL 122 regulations listed at paragraph 2.4 of this report. A s278 agreement details and enables highway changes to be made which the developer pays for and constructs. Examples of works that may be featured in a s278 agreement include roundabouts, improved facilities for pedestrians and cyclists, and traffic calming measures.

2.13 The value of s278 agreements takes the form of a performance bond paid to KCC by the developer based on the cost of the highway works (including utility works). A performance bond protects KCC against the risk of unforeseen expenditure if the works are not completed by the developer. If the works are delivered, then the bond is repaid to the developer, generally in a series of payments based on completion stages.

2.14 S278 agreements are subject to reasonable and proportionate fees which KCC can charge as part of delivery and monitoring arrangements outlined within each agreement. These charges cover KCC costs associated with the necessary work involved, for example commissioning road safety audits.

2.15 **Table 3** below outlines the value of bonds within signed s278 agreements and fees received in the financial year 2022/2023.

S278 Contributions	Bonds	Fees
	£8,191,546	£1,299,536

Table 3.

3. Future Spending Priorities and Case Studies

3.1 During the financial year 2022/23, KCC’s position with regards to unspent s106 contributions has moved from £82,956,875 to £105,186,512. Unspent contributions are an accumulation of a number of years of developer contribution income. This year’s figure is a net increase of £22,229,637 (26.7%) as KCC has received more contributions during 2022/23 than it has spent.

3.2 It is important to note that this is not uncommon as some projects require a significant amount of starting capital and the sums are spread across 12 Districts and Boroughs. The figures shown should be placed in context of the size of the county and the costs of specific infrastructure items. For example, the current costs of delivering a two form entry primary school will be in the region of £10m.

- 3.3 The full statement demonstrates the largest planned infrastructure projects that unspent monies are allocated towards and an estimated date of expenditure. It also includes a breakdown of the funding held per KCC service area. The delivery schedule of these infrastructure projects can be influenced by a number of factors, including whether sufficient finance is available but also land availability and Central Government policy.
- 3.4 This year's IFS contains the details of seven infrastructure projects delivered through the use of developer contributions during the 2022/2023 financial year. The statement highlights the financial position of developer contributions and case studies within six of the county's Local Planning Authority areas. A detailed breakdown of funding for all 12 Districts and Boroughs can be found on an accompanying spreadsheet, via [KCC Infrastructure Funding Statements](#).

4. Financial Implications

- 4.1 The costs of producing the IFS relate to staff resources and are absorbed within the budget allocated to the KCC Developer Investment Team.
- 4.2 Since the adoption of the KCC [Developer Contributions Guide](#) in 2023, which this Committee informed, the DIT secures a £300 monitoring fee per trigger payment date. Income received will be monitored under existing financial processes and may in part be used to offset costs relating to the production of the IFS.

5. Legal Implications

- 5.1 Through the Community Infrastructure Levy (amendment) (England) (no.2) Regulations 2019, Local Authorities have a responsibility to provide a summary of all financial and non-financial developer contributions that they have been involved with over the course of a given financial year. The Infrastructure Funding Statement (IFS) is the platform through which to do this and must include a report on Planning Obligations relating to Section 106 (S106) of the Town and County Planning Act 1990, Section 278 (S278) of the Highways Act 1980 and the Community Infrastructure Levy (CIL).
- 5.2 The document must be published by the 31st December each calendar year demonstrating the financial details of the previous financial year.

6. Other Corporate Implications

- 6.1 The DIT has established strong working relationships with each of the wider KCC service areas to ensure that contributions are targeted to their needs. Work completed during the adoption of the updated Developer Contributions Guide has enabled planning responses to include greater flexibility of infrastructure project descriptions. Moving forward, this will assist KCC service areas' ability to spend the contributions they receive, helping to unlock existing

barriers, where overly prescriptive project descriptors within s106 agreements have historically made it harder for service areas to spend.

- 6.2 The level of unspent contributions has continued to rise with levels of infrastructure delivery seemingly not keeping pace. During the course of the coming year, further work will be undertaken between the DIT and the wider KCC service areas holding funding, with the objective of increasing the in-year levels of spending and infrastructure delivery.

7. Conclusions

- 7.1 The County Council continues to demonstrate good levels of success in securing financial contributions to mitigate the impact of development across the county.
- 7.2 There is a need for further work to be completed to assist KCC service areas in increasing the levels of infrastructure delivered, to reduce the current levels of unspent contributions being held and meet identified local needs.

8. Recommendation

8.1 Recommendation

The Cabinet Committee is asked to note the contents of the report.

9. Background Documents

Appendix 1, 2022/2023 Infrastructure Funding Statement

10. Contact Details

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Infrastructure Funding Statement



2022-2023



Published December 2023

Contents

1. Introduction	4
2. Developer Contributions	5
Section 106 Planning Obligations	5
Community Infrastructure Levy (CIL)	5
Section 278 Highway Agreements	5
Forecasting	6
3. S106 Contributions	7
Contributions received or invoiced before the start of 2022/23 that had not been spent	7
Contributions agreed in 2022/23 through S106 Agreements	7
Contributions received in 2022/23 (regardless of S106 Date)	8
Contributions spent in 2022/23	8
Contributions returned in 2022/23	9
Non-monetary contributions agreed in 2022/23 through S106 Agreements	9
Money borrowed	9
4. Community infrastructure Levy (CIL) Contributions	10
Unallocated receipts from previous years	10
Total CIL receipts	10
CIL retained at end of year	10
CIL receipts allocated and spent in the year 2022/23	10
Amount of CIL spent on administrative expenses	10
5. S278 Contributions	11
Bonds agreed in 2022/23 through S278 Agreements	11
Fees received in 2022/23 (regardless of S278 Date)	11
6. CIL Spending Governance	12
7. Future Spending Priorities	13
8. Future Funding Priorities	15
9. Case Studies	16
Focus on: Thanet	16
Ursuline College, Westgate-on-Sea, Thanet. 1 Form of Entry Expansion	16
Focus on: Canterbury	18
Case Study: Bullockstone Road Improvement Scheme, Herne	18
Case Study: Barton Manor, Canterbury. 5 Form of Entry New Secondary	19
Focus on: Swale	21
Case Study: New Sports Hall, Queen Elizabeth's Grammar School, Faversham	21
Focus on: Tonbridge & Malling	22

Case Study: Bellingham Way Pedestrian Crossing, New Hythe	22
Focus on: Folkestone & Hythe	23
Case Study: London Road / Scanlons Bridge / Military Road junction traffic signal improvements	23
Focus on: Dartford	24

1. Introduction

- 1.1. The Community Infrastructure Levy(amendment) (England) (no.2) Regulations 2019, require Local Authorities to provide a summary of all financial and non-financial developer contributions that they have been involved with over the course of a given financial year. The Infrastructure Funding Statement (IFS) is the platform in which to do this.
- 1.2. Along with summary information, this IFS will also provide some examples of infrastructure projects that Kent County Council (KCC) has delivered, planned, or allocated contributions towards during 2022/23 as a means to demonstrate how developer contributions are an essential tool in unlocking and delivering growth across the county.
- 1.3. KCC is responsible for delivering and maintaining a wide range of strategic infrastructure such as roads, schools, and social care but it may not be the immediate Local Planning Authority for entering into legal agreements with developers. Thus, KCC works closely with its local District and Borough colleagues to ensure that its statutory responsibilities can be met and there is a smooth and timely transfer of developer contributions between the respective authorities. KCC will report the net result of such transfers within its IFS.
- 1.4. Throughout the IFS there will be references to the following definitions:
 - **Secured** – Contributions that have been included within a signed legal document for a planning application. These contributions have not been collected / delivered and if the planning application is not implemented, they will never be received.
 - **Received** – Contributions received, either monetary or non-monetary (in kind), that have been transferred to Kent County Council.
 - **Allocated** – Contributions that have been received and allocated to specific projects.
 - **Spent / Delivered** – Monetary or non-monetary contributions that have been spent or delivered.
 - **This Financial Year** - unless stated otherwise, this refers to the period 01/04/2022 – 31/03/2023.
 - **District** – unless stated otherwise, used to refer to one or more of Kent’s District and Borough Councils.

2. Developer Contributions

Section 106 Planning Obligations

- 2.1. Section 106 Agreements, commonly referred to as S106 agreements, are a legal mechanism used to fund additional infrastructure needed as a result of increased demand caused by development within a local area.
- 2.2. Section 106 monies are secured for a range of infrastructure. They can only be sought where they meet the 3 legal tests as set out in paragraph 122 of the Community Infrastructure Levy Regulations 2010:
 - they are directly related to the development,
 - fairly and reasonably related in scale and kind to the development, and;
 - necessary to make the development acceptable in planning terms.
- 2.3. KCC secures contributions towards primary and secondary education, highways and transportation, adult social care, sustainable urban drainage, strategic waste disposal services, libraries, adult education and integrated children's services. Kent's District and Borough councils secure contributions towards infrastructure such as affordable housing, healthcare, local play areas and some aspects of further education. All of these items are essential in building and maintaining sustainable communities.
- 2.4. S106 agreements are secured on a site-by-site basis with payments typically being made in instalments as the development is built out. Contributions can only be spent against the purposes for which they are collected.
- 2.5. Unilateral Undertakings (UUs), which are a simplified version of a planning agreement entered into between the landowner and KCC will also be included within this section.

Community Infrastructure Levy (CIL)

- 2.6. Under CIL, each District is to create a charging schedule which is applied to the floor space of the development. The funding raised from CIL is collected by the Districts, pooled into a 'pot' and can be spent on a wide range of infrastructure types.
- 2.7. The infrastructure that receives CIL funding will be determined by the local Council. Whilst KCC is not directly responsible for collecting CIL, it is heavily involved in discussions about accessing these funds in order to deliver its statutory duties and ensure that all communities, both new and existing, within Kent benefit.

Section 278 Highway Agreements

- 2.8. Additional legal agreements that can fund infrastructure are Section 278 Agreements (S278). These are legally binding agreements made under the Highways Act 1990 between Local Highway Authorities and Developers. S278 agreements are required to secure alterations or improvements to the highway.

Forecasting

- 2.9. National guidance recommends that Councils should consider reporting on estimated future income where possible. KCC will look at incorporating forecasting of developer contributions within future versions of the IFS, although KCC will ultimately rely on information provided by Kent's Districts and Boroughs.

3. S106 Contributions

Contributions received or invoiced before the start of 2022/23 that had not been spent

- 3.1. Table 1 below shows the total amount of S106 money held or invoiced but not spent by KCC on 31st March 2022, the end of the previous financial year (2021/22). Invoiced money has not necessarily been received.
- 3.2. It is important to note that large accumulations of contributions are not uncommon as some projects require a great deal of starting capital, plus the sums are spread across 12 Kent Districts and Boroughs.

Table 1 – Received or invoiced contributions yet to be spent and held by the Council at 31st March 2022 (Year start position)

Service Area	Amount
Adult Social Care s106 agreements	£2,440,156
Adult Social Care UUs	£492,552
Community Services ¹ s106 agreements	£3,429,601
Community Services UUs	£927,481
Education ² s106 agreements	£38,158,272
Education UUs	£7,138,470
Highways ³ s106 agreements	£23,691,592
Highways UUs	£3,223,063
Kent Thameside s106 agreements	£3,056,786
Total	£82,557,973

- 3.3. The majority of the developer contributions held are in education and highways. To give some context, the timing of developer contributions rarely matches with when the spend is incurred. Funding is allocated to specific projects and clearly linked to supporting particular developments or areas of growth. On some occasions KCC gets money in before the capital project and spend is due to take place; or KCC has to await match funding from other sources; but overwhelmingly KCC are asked to bear the risk on developer contributions by delivering schemes in advance and then having to wait and get in contributions over a number of years.

Contributions agreed in 2022/23 through S106 Agreements

- 3.4. Table 2 outlines the financial contributions that have been secured by KCC through signed S106 agreements this financial year. The majority of this will be transferred to KCC from Kent's Districts and Boroughs.
- 3.5. Whilst money may be secured through S106, it is not a guarantee that the money will ever be received. If the development does not go ahead or planning circumstances change through appeals, renegotiations etc., then the amounts of money that KCC actually receive will be different.

¹ Community services includes Community Learning and Skills, Libraries and Youth Services

² Education includes Primary and Secondary Educational facilities

³ Highways includes works to the road network, cycle lanes, pedestrian access, and public rights of way

Table 2 – Contributions secured in 2022/23 through S106 Agreements

Service Area	Amount
Community Services	£668,656
Education	£18,165,443
Highways	£3,391,089
Land (for Educational facilities)	£4,723,037
Social Care	£357,845
Strategic Waste Services	£335,026
Monitoring Fees	£1,448
Public Transport and Public Rights of Way	£800,017
Total	£28,442,562

Contributions received in 2022/23 (regardless of S106 Date)

- 3.6. Table 3 shows the total amount of money received by KCC from developer contributions this financial year. Most of this money is transferred from Districts and Boroughs at KCC's request.
- 3.7. In many instances the money received was agreed and signed for in S106 agreements predating this financial year.

Table 3 – Total s106 contributions received this financial year by KCC

Service Area	Amount
Adult Social Care	£348,708
Community Facilities	£1,566,122
Education	£33,449,594
Highways	£8,011,259
Kent Thameside	£289,587
Total	£43,665,270

Contributions spent in 2022/23

- 3.8. Table 4 provides details on the amount of S106 contributions spent by the KCC this financial year.
- 3.9. Some of this will be money that was received and allocated in previous years but could only be spent when sufficient sums were received to pay for a project in its entirety.

Table 4 – Total contributions spent by KCC in 2022/23

Service Area	Amount
Adult Social Care	£369,893
Community Facilities	£671,130
Education	£18,315,004
Highways	£2,290,109
Kent Thameside	£0
Total	£21,646,136

Contributions returned in 2022/23

- 3.10. Most s106 agreements come with a return clause where if contributions remain unspent after a certain period, then KCC is legally obliged to hand the contribution back to the developer. Ongoing monitoring is in place to ensure contributions are spent in a timely manner to minimise any risks of return.
- 3.11. No s106 contributions had a return clause triggered during 2022/23.

Non-monetary contributions agreed in 2022/23 through S106 Agreements

- 3.12. Table 5 provides a summary of the non-monetary (in kind) contributions that were agreed through S106 agreements in the financial year 2022/23. Non-monetary contributions include provision of land transfers for the provision of Primary and Secondary schools.

Table 5 – Non-monetary S106 contributions

Item	Amount
Land transfers (education)	0 applications

Money borrowed

- 3.13. In the last financial year, no S106 money was spent repaying money borrowed.

4. Community infrastructure Levy (CIL) Contributions

- 1.1. As mentioned earlier, KCC is not responsible for collecting CIL. However, as part of ongoing negotiations between the County Council and those Districts and Boroughs charging CIL, governance exists or is in the process of being formed that sets out the requirements for KCC to access these funds.
- 4.1. The processes set out for KCC to access a District's CIL receipts varies between Districts. These processes may take the form of either a set percentage of CIL receipts transferred from a District to KCC annually, or a requirement to make bids against a District's CIL receipts. Further details can be found in Section 6.

Unallocated receipts from previous years

- 4.2. KCC has no unallocated CIL receipts from previous years.

Total CIL receipts

- 4.3. Table 6 outlines the CIL monies that KCC has received during 2022/23.

Table 6 – CIL Monies received during 2022/23

Item	Amount
Folkestone and Hythe CIL transfer	£539,054

CIL retained at end of year

- 4.4. Table 7 below outlines the CIL monies that KCC has retained at the end of year (31st March 2023). This relates to CIL monies received between 2021 and 2023 that are currently allocated towards Waste projects in Folkestone and Hythe.

Table 7 – CIL Monies retained at end of year

Item	Amount
Folkestone and Hythe – Waste	£609,405

CIL receipts allocated and spent in the year 2022/23

- 4.5. KCC has spent £318,551 of CIL received from Folkestone and Hythe on improvements to Highways.

Table 8 – CIL Monies allocated and spent during 2022/23

Item	Amount
KCC Highways - Folkestone and Hythe Scanlons Bridge traffic signal improvements, Hythe Zebra Crossing, Dymchurch	£318,551

Amount of CIL spent on administrative expenses

- 4.6. No CIL receipts were spent on administrative expenses by KCC in 2022/23.

5. S278 Contributions

- 5.1. KCC, as the local highways authority is responsible for the maintenance and development of the local road network within its borders. If planning permission has been granted for a development that requires changes or improvements to public highways, then KCC will often enter into a Section 278 (s278) Agreement with the developer. This agreement details and enables these changes to be made which the developer pays for and constructs. Examples of works that may be featured in a s278 include roundabouts, improved facilities for pedestrians and cyclists; and traffic calming measures.
- 5.2. The value of s278 agreements takes the form of a performance bond paid to KCC by the developer based on the cost of the highway works (including utility works). A performance bond protects KCC against the risk of unforeseen expenditure if the works are not completed by the developer. If the works are delivered, then the bond is repaid to the developer, generally in parts based on completion stages.
- 5.3. KCC can also request a commuted sum payment from the developer. A commuted sum covers the maintenance and renewal costs (for 30 years) of assets built by the developer as part of an agreement and then adopted into public ownership by KCC.
- 5.4. S278 agreements are subject to reasonable and proportionate fees which KCC can charge as part of delivery and monitoring arrangements outlined within each agreement. These charges cover KCC costs associated with the necessary work involved for example commissioning road safety audits.

Bonds agreed in 2022/23 through S278 Agreements

- 5.5. Table 8 outlines the value of bonds within signed S278 agreements this financial year.

Table 9 – Total value of S278 bonds signed in 2022/23

Item	Amount
S278 bonds signed with KCC	£8,191,546

Fees received in 2022/23 (regardless of S278 Date)

- 5.6. Table 10 outlines the total value of fees that have been paid to KCC as part of S278 agreements this financial year.

Table 10 – Total value of S278 fees received in 2022/23

Item	Amount
S278 fees received by KCC	£1,299,536

6. CIL Spending Governance

- 6.1. KCC's process for receiving CIL is determined at District level. It is important to note that not all Districts have adopted a CIL. Table 11 below summarises the current position of local planning authorities with regards to a CIL charging regime; and how these funds can be accessed.

Table 11 – District CIL regimes and access to CIL funding

District	CIL Position	Process for accessing CIL funds
Ashford	No CIL	-
Canterbury	Adopted Apr 2020	Bidding process under development
Dartford	Adopted Apr 2014	Representation within Leader's Advisory Group and projects within Dartford's Infrastructure Delivery Plan
Dover	No CIL	-
Folkestone and Hythe	Adopted Jul 2016	Set proportion of funds passed to KCC annually to spend on CIL infrastructure priorities
Gravesham	No CIL	-
Maidstone	Adopted Oct 2017	Application through CIL Bidding Process
Sevenoaks	Adopted Feb 2014	Application through CIL Bidding Process
Swale	No CIL	-
Thanet	No CIL	-
Tonbridge and Malling	No CIL	-
Tunbridge Wells	No CIL	-

- 6.2. Following an invitation, KCC made an application to Maidstone Borough Council for CIL funding in July 2022. Bids were made towards the expansion of the Maidstone Grammar School for girls and a number of Highways schemes. The borough council have announced that KCC had been successful in one of their highway bids. The successful bid was for £1.83m towards the upgrade of junction 7 of the M20. The bid for the Girls Grammar School and £1,232,000 towards an improvement to the A229 Linton crossroads were not accepted.

7. Future Spending Priorities

Table 12 – Received or invoiced s106 contributions yet to be spent and held by the Council at 31st March 2023 (Year-end position)

Service Area	Amount
Adult Social Care	£2,911,523
Community Facilities	£5,252,073
Education	£60,431,332
Highways	£32,635,806
Kent Thameside	£3,346,373
Highways & Waste CIL	£609,405
Total	£105,186,512

- 7.1. During the financial year 2022/23, KCC's position with unspent s106 contributions has moved from £82,956,875 to £105,186,512. This is a net increase of £22,229,637 (26.7%) i.e., KCC has received more contributions during 2022/23 than it has spent.
- 7.2. The largest planned infrastructure projects that monies are allocated towards are summarised in Table 13. The delivery schedule of these infrastructure projects is down to a number of factors, including whether sufficient finance is available but also land availability and Central Government policy. Spend projection dates are estimated and where not shown are awaiting the progression of associated contributing developments.

Table 13 – Largest planned infrastructure projects with unspent contributions

Project	Unspent Monies (Allocated) £m	Spend Projection
Maidstone Integrated Transport	6.3	2024 onwards
Chilmington Green, Secondary	6.3	2024
A228 and B2160 junction Improvements with B2017 Badsell Road Paddock Wood	4.5	2024
Herne Relief Road	4.4	2023
New Hermitage Lane Primary	3.8	2025
Dartford Bridge Primary	3.6	2025
Strategic Transport Infrastructure Programme, Kent Thameside	3.4	
Cornwallis Academy	3.4	2024
New Shorncliffe Garrison Primary	3.3	
New Herne Bay Primary	3.3	
New Westwood Cross Primary	3.2	
New Kingsnorth Primary	2.9	
Bearsted Road/M20 Jnct 7	2.3	2024 onwards
Headcorn Primary	2.3	2023
New Quinton Road Secondary	2.2	2026
New Faversham Primary	1.9	
A28 Birchington	1.7	
Greenfields Primary	1.5	
Sturry Link Road	1.4	

John Wallis Academy	1.4	
Marden Primary	1.4	2024
Bysing Wood Primary	1.1	
Mascalls Academy	1.1	
Valley Invicta Primary School at Kings Hill	1.1	
Pilgrims' Way Primary	1.0	
	£68.8	

8. Future Funding Priorities

- 8.1. KCC remains committed to seeking developer contributions across the County to ensure that development pays a fair proportion for its impact on Kent's infrastructure, both existing and new.
- 8.2. Kent County Council emphasises the importance on taking an 'Infrastructure First' approach, reflected in priority 2 of KCC's Framing Kent Future (2022-2026):

"Kent is experiencing rapid growth to accommodate our rising population. Housing growth that comes without the necessary social and physical infrastructure that new and existing communities need brings unacceptable damage to quality of life. We firmly believe that meeting nationally set housing targets, without the correct infrastructure, is not right or acceptable for Kent. An 'Infrastructure First' approach is critical before further housing growth and we must be increasingly ready to challenge developments where this is not the case.."

- 8.3. Districts' Infrastructure Delivery Plans (IDP) provide a long-term plan of infrastructure requirements arising from the allocation of housing within their Local Plans. These IDPs set out what is needed, where it is needed and when it is needed. These plans include KCC services.
- 8.4. KCC will continue to work in partnership with those Districts that are CIL charging authorities and set out governance arrangements in order to comply with their bidding processes. Regardless of the bidding requirements, KCC will prioritise the infrastructure projects that should be delivered first given the possible CIL monies available for KCC to bid for or spend.

9. Case Studies

- 9.1. The following case studies provide some highlights of development funded infrastructure that has been delivered within the counties Districts and Boroughs. Further information regarding the breakdown of information for Districts and Boroughs can be found on the accompanying Excel sheet [Here](#).

Focus on: Thanet

Ursuline College, Westgate-on-Sea, Thanet. 1 Form of Entry Expansion

Scheme Total Cost	£4,300,000.00
Developer contributions Used	£ 766,491.62
Scheme Delivered	September 2022

A new stand-alone IT Block was open for Students at the start of the school year in September 2022. This provided three large, dedicated IT classrooms and ancillary areas, replacing, and increasing previous IT provision.

Refurbishment of under-used existing accommodation created two dedicated IT classrooms in October 2021, together with an IT-rich Music Facility, as well as a refurbished Art Room and two Physics Science laboratories plus a Prep Room.

The 2021 phase of works included a second dining hall, complete with servery kitchenette to offer extended lunch and breaktime catering options.

The entire project included 244 m2 of additional new build space, along with the refurbishment of numerous areas across the site during both phases of works.

Ursuline College is situated on a site with high heritage value; many of the buildings have Listed Building status which required careful and thoughtful design to provide efficient use of space whilst adhering to building conservation requirements.



New stand-alone IT Block

Internal of stand-alone IT Block



Refurbished rooms in main building



Table 14 – Thanet developer contributions summary

Thanet 22/23	Secured	Received	Spent
	£7,776,414	£4,513,362	£942,437

Focus on: Canterbury

Case Study: Bullockstone Road Improvement Scheme, Herne

Scheme Total Cost	£8.9m
Developer contributions Used	£8.9 (Forward funded by a GPF loan)
Scheme Delivered	July 2023

The scheme relates to the KCC delivered element of the Herne Relief Road identified in Policy T13 of Canterbury City Council's 2017 Local Plan. The works comprised of two new roundabout junctions, one at the junction of the A291 Canterbury Road and Bullockstone Road and one to the north of the junction of Lower Herne Road and Bullockstone Road at which the Strode Park development will tie into. The scheme included widening of the carriageway to 7 metres, a new 2m shared footway/cycleway throughout the scheme, a reduction of the speed limit to 40mph, two new attenuation ponds and 300+ replacement trees.

The Herne Relief Road is intended to divert traffic away from the constrained centre of Herne Village which currently suffers from congestion and is recorded as an Air Quality Management Area. The roundabout junction on the A291 has also been installed in the interest of safety due to the crash history of the previous priority junction arrangement. The reduction of the speed limit to 40mph along Bullockstone Road is also intended to improve road safety. The provision of a shared path throughout the Bullockstone Road Improvement Scheme is a vast improvement on the previous provision along Bullockstone Road and is part of a longer-term strategy to encourage more active travel. A 1.2m pedestrian footway was also installed along the northern extent of Bullockstone Road outside properties, in the interest of residents' safety.

The design and technical approval process took place predominantly between 2019 – 2022. The works began construction in August 2022 and were completed in July 2023.



Aerial view of new roundabout 1



Aerial view 2



Aerial View Bullockstone Road 1 1



Aerial view Bullockstone Road 2

Case Study: Barton Manor, Canterbury. 5 Form of Entry New Secondary

Scheme Total Cost	£ 24,790,856
Developer contributions (to date)	£ 214,342.00
Scheme Delivered	September 2022

The new Barton Manor Secondary School was opened in September 2022 to 300 students, 150 in each of years 7 & 8.

The school was delivered in partnership and primarily forward funded by the Department of Education (DfE). Development funding will be required to paid to the DfE as pupils arriving from new homes take their place in the school.

Barton Manor is a non-selective school operated by the Barton Court Academy Trust and is located just a 5 minute walk from the Barton Court Grammar School, also operated by the Trust.

Now in its second full year, the school remains open to years 7 and 8 and will eventually operate as a 5 form entry school for 11-18 year olds with a shared sixth form provision with the grammar school.

Located on Spring Lane in central Canterbury it is sustainably located within the vicinity of the emerging Royal Parade and consented Mountfield Park developments.



Entrance block to new school

Table 15 – Canterbury developer contributions summary

Canterbury 22/23	Secured	Received	Spent
	£2,195,858	£4,874,304	£1,830,604

Focus on: Swale

Case Study: New Sports Hall, Queen Elizabeth's Grammar School, Faversham

Scheme Total Cost	£1,500,000
Developer contributions Used	£65,000
Scheme Delivered	August 2023

A new sports hall was opened for students in September 2023 offering larger and much improved facilities to cater for an increase in student numbers. The Sports Hall has been built to Sport England standards and measures 700sqm.

In addition to the Sports Hall, the changing rooms have been extended and extensive storage areas completed. Additionally, a new weights/conditioning room and office have been added. All areas are now on the same level, making the whole facility DDA compliant.

In total, the new facilities have a total capacity of 800sqm. Build costs were £1,850/sqm

Queen Elizabeth's Grammar School is situated within an area of high heritage value and on a spatially constrained site within the town centre. The school managed project required a carefully considered reconfiguration to ensure the most efficient use of available space.



Exterior to new sports hall



Interior to new sports hall

Table 16 – Swale developer contributions summary

Swale 22/23	Secured	Received	Spent
	£10,504,727	£4,093,702	£1,246,058

Focus on: Tonbridge & Malling

Case Study: Bellingham Way Pedestrian Crossing, New Hythe

S278 bond value: £144,784

The scheme comprises offsite highway works relating to the Aylesford Newsprint commercial development site.

An informal crossing facility, located on Bellingham Way south of the roundabout junction with New Hythe Lane, was upgraded to a fully signalised pedestrian crossing. This included renewal of existing carriageway approaches and application of high friction surfacing.

The crossing facilitates pedestrian movements to and from local amenities. The detailed design and technical approval process took place in late 2022 and early 2023 with delivery of the highway works shortly thereafter.



New signalised crossing

Table 17 – Tonbridge & Malling developer contributions summary

T & M 22/23	Secured	Received	Spent
	£5,712,081	£3,356,409	£1,337,195

Focus on: Folkestone & Hythe

Case Study: London Road / Scanlons Bridge / Military Road junction traffic signal improvements

Scheme Total Cost £290,402

CIL funding used £290,402

Scheme Delivered Autumn 2022

KCC Highways and Transportation delivered an upgrade to this traffic signal junction. The works involved signalisation of the pedestrian crossing arms on London Road improving access between National Cycle Route 2 (Royal Military Canal), the Sainsbury's store on Military Road and residential development in the north-west of Hythe.

The scheme supports national and local planning policies promoting sustainable transport by improving walking and cycling networks and reducing the need to travel by private motor vehicle.



Junction layout prior to works



Junction layout after works

Photos courtesy of Google Street View

Table 18 – Folkestone & Hythe developer contributions summary

F & H 22/23	Secured	Received	Spent
	35% of CIL	£695,530	£64,976

Focus on: Dartford

Case Study: Dartford Library, Market Street, Dartford.

Library improvement works:

Scheme Total Cost	£ 32,465
Developer contributions (to date)	£ 32,465
Scheme Delivered	2022-2023

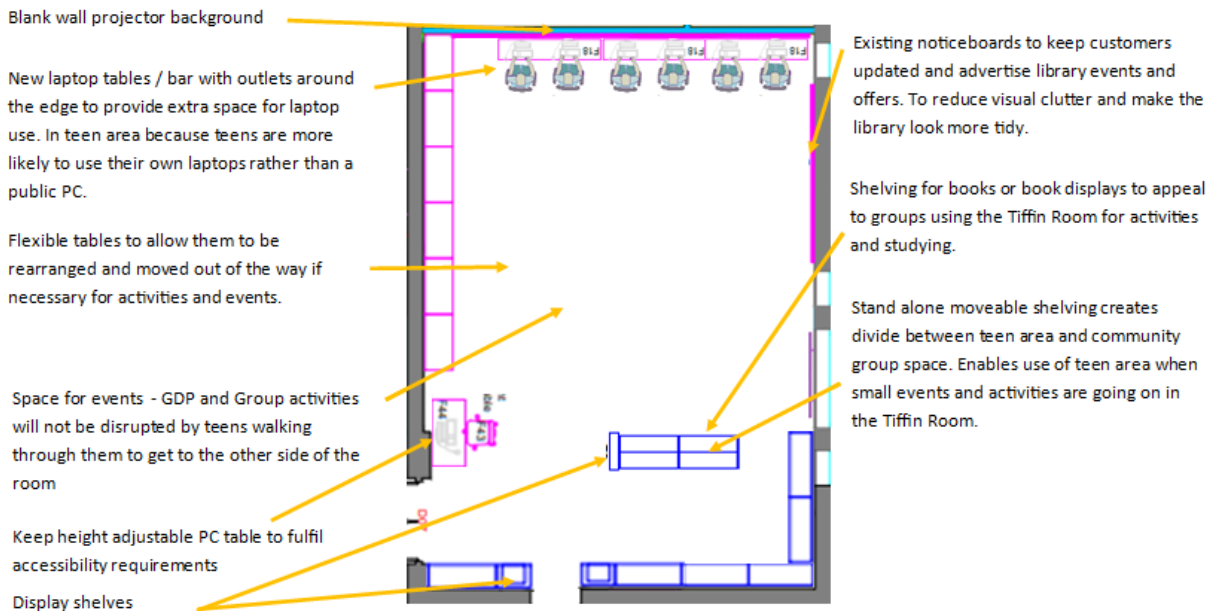
Improvements have been made to the layout of Dartford library to increase teen stock and create a study area and browsing space to meet the demand of an upswing in teenagers visiting the library post lockdown.

LRA's stock team identified that the Teen category of stock was a little weak and could do with refreshing and £7K of the project funding was allocated to new Teen stock. Additional shelving was also purchased to accommodate the additional stock, tables, and chairs to increase study facilities. This had the added benefit of freeing up some shelving in the main library space for adult stock and generally improving our book lending offer.

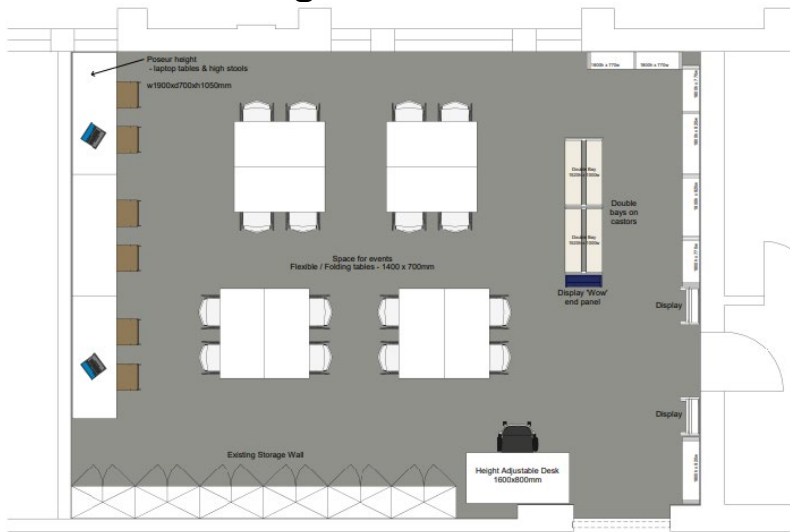
To ensure that we were fully focused on our younger customers wants and needs we carried out a customer survey to ensure that we were achieving best value from the developer contribution funds.

Design:

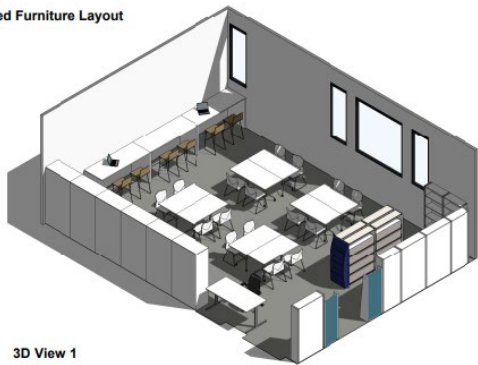
Proposed new layout



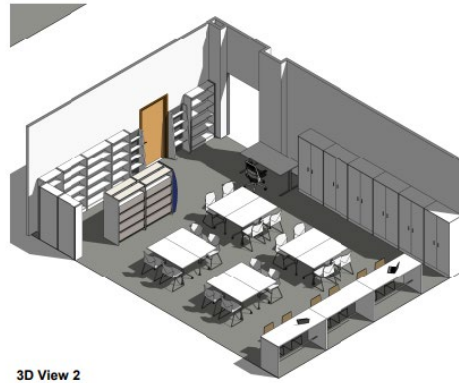
Portsdown Design:



Proposed Furniture Layout
1:25



3D View 1



3D View 2

How It Looks Now





Statistics

Reviewing the Issue figures for Teen stock shows that since the implementation in April 2023 the numbers have risen significantly. When compared to other similar sized libraries, the Teen Issue figures are now the highest in the county.

Feedback Survey:

'It's a nice and quiet environment that i enjoy to come to complete my work when i want a quiet environment'

'It's very good I like how that you aren't distracted by little kids and can have peace and quiet when you read'

'I think it really helps students get their work done as its quite spacious accommodating to lots of people and young people feel more comfortable and confident to come to the library to study as an alternative to home. In my opinion it's much better than other libraries in the area as there's a range of places to study with accessible charging ports and more'

Table 19 – Dartford developer contributions summary

Dartford 22/23	Secured	Received	Spent
	£0 CIL	£6,228,253	£5,679,372

From: Derek Murphy, Cabinet Member for Economic Development
Simon Jones, Corporate Director Growth, Environment and Transport

To: Growth, Economic Development and Communities Cabinet Committee - 18 January 2024

Subject: 2023 Community Infrastructure Levy Position

Classification: Unrestricted

Past Pathway of report: N/A

Future Pathway of report: N/A

Electoral Division: County Wide

Summary: This report is designed to provide a background understanding of the Community Infrastructure Levy (CIL) and the emerging pattern of reduced developer contribution funding secured through this mechanism yet required to mitigate the impacts of growth on County Council infrastructure and services in certain locations.

Recommendation:

The Committee is asked to note the contents of the report and make any recommendations to the Cabinet Member.

1. Introduction

- 1.1 The Community Infrastructure Levy (CIL) is a planning charge, introduced by the Planning Act 2008, as a tool for local planning authorities in England and Wales to help deliver infrastructure to support the development of their area. It came into force on 6 April 2010 through the Community Infrastructure Levy Regulations 2010. Changes were subsequently made to the Community Infrastructure Levy Regulations through the Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019 which came into force on 1 September 2019.
- 1.2 Development may be liable for a charge under CIL depending on rates and criteria that the local planning authority i.e. a district, borough or city council has calculated and set in its area.
- 1.3 New developments that create net additional 'gross internal area' of 100 square metres or more, or create new dwellings, are potentially liable for the levy. The levy is a financial tariff paid at a cost per sq. metre of development. There are however a number of exemptions and reliefs that alleviate or reduce the charges on certain development types or in particular geographical areas.
- 1.4 Each year all district, borough and county councils are required to produce their Infrastructure Funding Statements (IFS). Authorities should consider the

known and expected infrastructure costs taking into account other possible sources of funding to meet them. This process should help the local planning authority to identify the infrastructure funding gap and a levy funding target.

- 1.5 This paper should be read in conjunction with the January 2024 GEDCCC 2023 Infrastructure Funding Statement paper.

2. The Five CIL Authorities in Kent

- 2.1 Developer contributions are secured through the CIL mechanism within five Local Planning Authorities in the county: Canterbury; Dartford; Folkestone and Hythe; Maidstone; and Sevenoaks. In these areas the contributions are collected by the Local Planning Authorities. In the last financial year, of the five CIL authorities, the County Council only received and spent contributions in Folkestone and Hythe.
- 2.2 Folkestone and Hythe are the only CIL authority that routinely provides KCC with a proportion (35%) of its CIL income, whereas other authorities invite KCC to submit bids to be made towards projects, then determining their success through their own unique internal governance processes. The bidding process required in some areas is particularly resource intensive and due to their competitive nature can often lead to failure and abortive work. Bids are open to all infrastructure providers that can include the County Council, community groups, departments within their own authority or utility providers.
- 2.3 Taking into context that any of KCC's bids would be to support strategic infrastructure already identified as being necessary through the local plan or planning application processes, the bidding processes is not conducive to securing funding for essential high value statutory infrastructure.
- 2.4 A percentage of CIL receipts is not available to the County Council for its strategic infrastructure needs. In all instances 5% of CIL can be retained by the Local Planning Authorities for administration purposes. In addition, either 15% or 25% is provided directly to Parished or Non-Parished areas, the higher level being provided to areas with neighbourhood plans in place. The result of the above is that between 70%-80% of CIL should generally be available towards strategic infrastructure.
- 2.5 In Sevenoaks, unique among the five, governance runs differently from the other authorities, they provide 25% of the CIL income whether there is a neighbourhood plan or not. There are also two different rates for CIL charged across the District so some parish and town councils will receive up to 35% of the CIL income. This means there is less available for the strategic spend.
- 2.6 The 2019 amendments to the CIL regulations removed the previous restriction on 'pooling' more than five planning obligations towards a single piece of infrastructure. This means that charging authorities can use funds from both CIL and s106 to pay for the same piece of infrastructure, regardless of how many planning applications have already contributed towards it. This amendment recognised the acute challenges of CIL funding, which is widely acknowledged as not being sufficient to meet the various infrastructure requirements that are

needed to make new developments sustainable in planning terms. In practice, however, the approach for using both s106 and CIL in combination is inconsistent across the five authorities, and indeed England.

2.7 Canterbury

2.8 Canterbury is the latest of the five CIL authorities to adopt CIL which they have been charging since 1st April 2020. The City's 2022 Infrastructure Funding Statement demonstrated a total retained CIL pot of £312,909 as at March 2022. The authority do not currently have any governance mechanism in place that allows for the County Council to access funds for strategic infrastructure.

2.9 The adopted 2017 Local Plan allows for all strategic sites to be dealt with through the s106 system with only the minor sites being reliant on CIL. However, most of those sites now have planning permissions and without a new local plan in place, it is uncertain as to how much support there will be for the use of s106 on future applications.

2.10 Dartford

2.11 Dartford was the first authority to introduce CIL in Kent, doing so on 1st April 2014. [Dartford's Annual Community Infrastructure Levy Rate Summary 2022](#) sets out the details of the current CIL Charging rates. The District's 2022 Infrastructure Funding Statement (IFS) demonstrated a total retained CIL pot of £20,243,817, the highest of the CIL authorities within Kent.

2.12 Almost all developer contributions are now collected using CIL and not s106.

2.13 Folkestone and Hythe

2.14 Folkestone & Hythe District Council formally adopted its revised Community Infrastructure Levy (CIL) Charging Schedule on 29 March 2023. The Schedule came into effect on 1 April 2023 and has replaced the CIL Charging Schedule (June 2016). CIL has been operational in the District since the 1st August 2016.

2.15 Folkestone and Hythe CIL policy ensures that KCC receives 35% of their CIL receipts for the previous financial year. In addition to the fixed proportion, their policy also now allows for KCC to secure contributions towards Education through s106 agreements to ensure that sufficient funding is provided for this area.

2.16 The District's 2022 [Infrastructure Funding Statement](#) demonstrated a total retained CIL pot of £1,771,242.06 as at March 2022.

2.17 Maidstone

- 2.18 On 25 October 2017 Maidstone Borough Council formally approved the [Community Infrastructure Levy \(CIL\) charging schedule](#) at full council. It came into effect in the Borough from Monday 1 October 2018.
- 2.19 The Borough's 2022 [Infrastructure Funding Statement](#) demonstrated a total retained CIL pot of £3,173,699. Almost all developer contributions are now collected using CIL and not s106.
- 2.20 KCC made an application to Maidstone Borough Council for CIL funding in July 2022. Bids were made towards the expansion of the Maidstone Grammar School for Girls (£4,519,310) and a number of highways schemes, (Linton Crossroads, M20 J7 & Hermitage Lane Walking and Cycling improvements) totalling £7,014,731. Over a year after submission of the bids, the Borough Council advised KCC that we had been successful in only one of our bids. The successful bid was for £1.83m towards the upgrade of junction 7 of the M20 and all other bids were unsuccessful. The County Council will attempt to secure other funding opportunities as well as seek to work with the Borough Council to improve the rating of the failed bids. The £1.83m figure is not shown in table 1 below, as this is the provisional total value of the successful bid which is conditional to terms being agreed and is not yet received.
- 2.21 Sevenoaks
- 2.22 Sevenoaks District Council has been a CIL charging authority since 4 August 2014. From this date until March 2021.
- 2.23 The District's 2020 Infrastructure Funding Statement demonstrated a total retained CIL pot of £2,027,780.00 of which there remained £95,251 unallocated. Almost all developer contributions are now collected using CIL and not s106, however the authority has recently agreed with KCC to enter into s106 agreements to towards the costs of Education infrastructure.
- 2.24 KCC made a successful bid towards Education sports facilities for £1.5m.

3. CIL Income

- 3.1 Table 1 below shows the picture of CIL funding received by the five CIL authorities since 2015, and up to the end of the financial year in 2022 alongside that passed to KCC. Out of the £42.6 million of CIL received by authorities across the county, KCC has been allocated £2.62 million of the total amount. This is 6.15% of the total CIL income across the county up until the end of 2021 - 22 financial year.
- 3.2 Costs of KCC infrastructure items can be considerable, a 2FE Primary School being in the region of £10m. New Waste Transfer Stations will also be required in certain areas of the county to process the additional levels of waste produced by development, such facilities have an indicative cost of £13m each. When reviewing the amounts demonstrated in the table below, it becomes immediately apparent that the amounts of CIL being received would

be insufficient to cover the costs of Education alone, let alone the wider impacts on services that KCC provides that should be being mitigated.

District	District CIL Receipts up to 2022 *	County CIL receipts up to 2022	Percentage
Canterbury	£487,982	£0	0
Dartford	£24,430,597	£0	0
Folkestone & Hythe	£2,094,550	£369,681	17.6
Maidstone	£3,300,062	£0	0
Sevenoaks	£12,300,000(approx.)	£ 2,250,000	
Total	£42,613,161	£2,619,681	6

Table 1 – CIL funding received by Kent Charging Authorities

*Information taken from Local Authority Infrastructure Funding Statements

- 3.3 To demonstrate the point further, Table 2 below provides information on the overall amounts received by KCC through CIL to date against the amounts KCC require to mitigate the cumulative impacts of the planning applications received as recorded on our database. This shows the levels of funding that KCC should be seeking from the LPA CIL pots. The tables can be used to gain an insight into the potential funding gaps emerging in each authority.
- 3.4 To a degree the table is comparable to the s106 KPI on developer contributions sought through s106 agreements, for which the service reported a success rate of 99.6% of mitigation secured against mitigation requested. Clearly the rate of secured CIL receipts against that requested, at 7.6% in CIL areas, is significantly lower.

	CIL received by KCC since CIL commenced	Total KCC CIL mitigation requested from planning applications
Canterbury	£0	£2,714,039.80
Dartford	£0	£2,267,755.96
Folkestone & Hythe	£933,735	£8,914,789.90

3.5	Maidstone	£0	£11,182,201.87
	Sevenoaks	£2,250,000	£16,407,423.80

Table 2 – CIL funding received by the County Council V KCC mitigation required.

- 3.6 Whilst the figures above are helpful there are other factors to be considered. Of the money received from Sevenoaks £750,000 went towards a jointly co-ordinated project to improve Swanley Station, so not directly mitigating impacts on a KCC service. The remaining £1.5m Sevenoaks CIL was towards a £3.7 million scheme for the creation of new playing fields and other sports facilities on the joint campus occupied by Trinity School, Weald of Kent Grammar School and Tunbridge Wells Boys Grammar School. The now completed project has substantially augmented, modernised and improved the existing sports facilities on the campus. The new facilities are also available to local sports clubs, teams, groups and individuals for hire in the evenings and at weekends, when not used by the schools. Sporting facilities are also offered at no-profit or no-cost to visually impaired children through the auspices of the previous owners of the site, the Royal Society for Blind Children (RSBC).
- 3.7 In Dartford £4.2m CIL is being invested by the Borough on highway improvement schemes through the Kent Thameside Strategic Transport Infrastructure Programme, particularly in and around the town centre.
- 3.8 CIL income has to date been received in annual blocks and other than in Folkestone and Hythe, is related to projects as opposed to planning applications. It is therefore not possible to directly compare an amount requested from an application, to the level of funding received for that application.
- 3.9 Therefore the only way to attempt to demonstrate the potential funding gaps is through an annual presentation of a table akin to Table 2 of this report.
- 3.10 It should also be noted that some authorities do allow for certain KCC areas or types of development to be mitigated by s106 and CIL contributions in combination. Development income can vary year by year depending on multiple factors, relating primarily to the number or size of applications being granted consent and the ability of existing infrastructure to accommodate growth. For instance, current reduced birth rates in some areas result in additional Primary Education infrastructure, or mitigation, not being sought. Other areas such as Ashford have been hit by nutrient neutrality issues which have resulted in a reduction in consents and consequential low s106 values. In Canterbury the consenting of large strategic site applications covered by s106 means that, whilst a CIL authority, KCC is still receiving significant funding through that mechanism.

4. Financial Implications

- 4.1 The purpose of the main body of this report is to highlight the financial implications of the impacts on KCC services within CIL authorities.
- 4.2 Whilst KCC continues to secure considerable amounts of s106 at a 99.6% success rate of the mitigation required, there is approximately £38m of unsecured mitigation that may never be realised within the CIL Authorities. This significantly reduces KCC's ability to provide the required levels of mitigation in those areas and will become a financial burden on KCC's budget. The potential loss of income to mitigate the impacts of growth within CIL authorities is significant. KCC service areas have been made aware of the potential implications in CIL areas. Each KCC Service is to make "CIL bids" for funding as and when a policy compliant project is at a suitable point to do so to ensure, as much as possible, that the burden of growth related costs do not impact on the County Council's budget.

5. Legal Implications

- 5.1 In situations whereby the County Council believes that a Local Planning Authority is allowing planning applications to be consented without providing sufficient levels of mitigation the authority is able to object and if necessary legally challenge planning decisions.
- 5.2 Importantly KCC's position at recent appeals on the use of combined s106 and CIL, along with the County Council receiving s106 developer contributions directly, rather than via the LPA has been endorsed by the determining planning inspectors.

6. Conclusions

- 6.1 The picture of the overall emerging loss of CIL funding for the County Council is complex and the full impacts on KCC's infrastructure and services is, to a degree, still emerging. In Canterbury for instance, KCC continues to secure significant amounts of s106 through their existing Local Plan strategic sites policy that allows s106 use for those sites. Folkestone & Hythe and Sevenoaks have recently agreed s106 agreements to cover the costs of mitigating education infrastructure.
- 6.2 Noting the multiple factors to be considered, it should still remain clear that CIL alone is unable to fund the levels of infrastructure required by a county council. It is also clear that the legislation does allow for s106 and CIL to be used in combination to close any funding gaps otherwise emerging.
- 6.3 Along with other upper tier authorities across the country, the County Council continues to make appropriate representations in response to Government planning reforms to highlight the issues with the existing national policies on

securing sufficient levels of growth-related mitigation and affordable housing, particularly relating to CIL areas.

- 6.4 Outputs from the Short Focussed Inquiry on developer contributions and contributions towards the published County Council Networks report on the Levelling Up and Regeneration Bill are examples of how the County Council continues to seek to influence policy, highlighting the shortfalls of the current planning system in respect of mitigating the impacts of growth.
- 6.5 Ongoing strong partnership working with the CIL districts is imperative so that the limitations of CIL to mitigate impacts of high value infrastructure such as education can be addressed. Steps to reduce funding gaps are best sought through influencing Local Plan or CIL strategy reviews, direct negotiation or working collaboratively to influence national policy.

7. Recommendation

8.1 Recommendation

The Committee is asked to note the contents of the report and make any recommendations to the Cabinet Member.

9. Background Documents

KCC 2023 Infrastructure Funding Statement.

10. Contact Details

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From: Benjamin Watts, General Counsel

To: Growth, Economic Development and Communities Cabinet Committee – 18 January 2024

Subject: Work Programme 2024

Classification: Unrestricted

Past and Future Pathway of Paper: Standard agenda item

Summary: This report gives details of the proposed work programme for the Growth, Economic Development and Communities Cabinet Committee.

Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2024.

1. Introduction

- 1.1 The proposed work programme, appended to the report, has been compiled from items in the Future Executive Decision List and from actions identified during the meetings and at agenda setting meetings, in accordance with the Constitution.
- 1.2 Whilst the chairman, in consultation with the cabinet members, is responsible for the programme's fine tuning, this item gives all members of this cabinet committee the opportunity to suggest amendments and additional agenda items where appropriate.

2. Work Programme

- 2.1 The proposed work programme has been compiled from items in the Future Executive Decision List and from actions arising and from topics, within the remit of the functions of this cabinet committee, identified at the agenda setting meetings. Agenda setting meetings are held 6 weeks before a cabinet committee meeting, in accordance with the constitution.
- 2.2 The cabinet committee is requested to consider and note the items within the proposed Work Programme, set out in appendix A to this report, and to suggest any additional topics to be considered at future meetings, where appropriate.
- 2.3 The schedule of commissioning activity which falls within the remit of this cabinet committee will be included in the work programme and considered at future agenda setting meetings to support more effective forward agenda planning and allow members to have oversight of significant service delivery decisions in advance.
- 2.4 When selecting future items, the cabinet committee should consider the contents of performance monitoring reports. Any 'for information' items will be

sent to members of the cabinet committee separately to the agenda and will not be discussed at the cabinet committee meetings.

3. Conclusion

- 3.1 It is vital for the cabinet committee process that the committee takes ownership of its work programme to deliver informed and considered decisions. A regular report will be submitted to each meeting of the cabinet committee to give updates of requested topics and to seek suggestions for future items to be considered. This does not preclude members making requests to the chairman or the Democratic Services Officer between meetings, for consideration.

<p>4. Recommendation: The Growth, Economic Development and Communities Cabinet Committee is asked to consider and agree its Work Programme for 2024.</p>

5. Background Documents: None

6. Contact details

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**GROWTH, ECONOMIC DEVELOPMENT AND COMMUNITIES CABINET COMMITTEE
WORK PROGRAMME 2024**

Item	Cabinet Committee to receive item
Work Programme	Standing item
Verbal Updates – Cabinet Members and Corporate Director	Standing item
Final Draft Budget	Annually
Risk Register – Strategic Risk Register	Annually (March)
Performance Dashboard	Quarterly
Kent and Medway Business Fund Monitoring	Bi-annual reporting (6 monthly)
Key Decision Items	

5 MARCH 2024 at 2pm

1	Intro/ Web announcement	Standing item
2	Apologies and Subs	Standing item
3	Declaration of Interest	Standing item
4	Minutes	Standing item
5	Verbal Updates – Cabinet Members and Corp. Dir.	Standing item
6	Risk Register	Annual item
7	Kent and Medway Business Fund Monitoring	Bi-annual report
8	KMBF recipients	
9	LEP Transition update	
10	Post LEP funding landscape (to encompass UK Shared Prosperity Fund and KCC's strategic role)	
11	New Border Operating Model	
12	Visit Kent and Locate in Kent commissions	Key Decision
13	Mass Fatality Emergency Mortuary Contract	Key decision
14	Project Gigabyte Broadband Programme	
15	Ebbsfleet Development Corporation	Update Report
16	Brand Kent – An Approach	
17	Work Programme	Standing item

14 MAY 2024 at 2pm

1	Intro/ Web announcement	Standing item
2	Apologies and Subs	Standing item
3	Declaration of Interest	Standing item
4	Minutes	Standing item

5	Verbal Updates – Cabinet Members and Corp. Dir.	Standing item
6	No Use Empty Update	
7	Tourism in the county and economic impact	
8	Kent Film Office	
9	Youth Unemployment and Apprenticeships	
10	Work Programme	Standing item
3 JULY 2024 at 10am		
1	Intro/ Web announcement	Standing item
2	Apologies and Subs	Standing item
3	Declaration of Interest	Standing item
4	Minutes	Standing item
5	Verbal Updates – Cabinet Members and Corp. Dir.	Standing item
6	Energy Infrastructure	
7	Work Programme	Standing item

Items for Consideration that have not yet been allocated to a meeting

Thames Estuary	TBC
Lower Thames Crossing	
Otterpool	Late 2023
Kent Design Guide	Deferred from September meeting – date TBC
Dungeness Nuclear Power Station	<i>(Mr Robey – agenda setting 31/01/23)</i>
Agriculture and farming economy – how can the Council assist the farming industry	<i>(Mr Sole – GED&C CC 14 March 2023)</i>
Gypsy and Traveller Sites	<i>(Mr Rayner – GED&C CC 14 March 2023)</i>
Faversham Creek Bridge	<i>(re-added – agenda setting 23/5/23)</i>
Manston Airport	<i>(Mr Lewis – GED&C CC 26/9/23)</i>
Trading Standards Checked (information paper including response to legislative changes)	TBC