

# Budget Book

## 2019-20

**STRICTLY  
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# **BUDGET BOOK 2019-20**

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**Budget Book**

# **SECTION 1**

**Capital Investment  
Plans 2019-22**



## SUMMARY

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

Row Ref		Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
				2019-20 £000s	2020-21 £000s	2021-22 £000s	Later Years £000s
				1	Adult, Social Care & Health (ASCH)	34,786	8,550
2	Children, Young People & Education (CYPE)	579,439	294,177	153,285	111,477	20,500	0
3	Growth, Environment & Transport (GET)	836,450	305,559	159,169	145,929	145,374	80,419
4	Strategic & Corporate Services (S&CS)	127,180	69,610	31,276	20,144	6,150	0
<b>5</b>	<b>Total Cash Limit</b>	<b>1,577,855</b>	<b>677,896</b>	<b>352,122</b>	<b>284,850</b>	<b>182,568</b>	<b>80,419</b>
Funded by:							
6	Borrowing	291,812	90,473	94,505	112,264	1,160	-6,590
7	Property Enterprise Fund (PEF) 2	374	374	0	0	0	0
8	Grants	756,095	423,658	169,727	88,199	74,173	338
9	Developer Contributions	245,172	54,005	34,571	36,834	75,579	44,183
10	Other External Funding	89,893	15,216	15,223	15,301	9,153	35,000
11	Revenue and Renewals	37,746	7,757	10,139	9,820	9,683	347
12	Capital Receipts	77,772	51,253	12,565	14,281	-327	0
13	Capital Receipts Loan Repayments	78,991	35,160	15,392	8,151	13,147	7,141
<b>14</b>	<b>Total Finance</b>	<b>1,577,855</b>	<b>677,896</b>	<b>352,122</b>	<b>284,850</b>	<b>182,568</b>	<b>80,419</b>

## SUMMARY

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING

		2019-22 Funded By:										
Row Ref		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	Adult, Social Care & Health (ASCH)	34,786	8,550	2,547	1,212	3,177	16,800	1,500	1,000	0	26,236	0
2	Children, Young People & Education (CYPE)	579,439	294,177	71,407	128,684	60,471	0	18,000	6,700	0	285,262	0
3	Growth, Environment & Transport (GET)	836,450	305,559	95,160	194,703	83,336	22,877	9,766	7,940	36,690	450,472	80,419
4	Strategic & Corporate Services (S&CS)	127,180	69,610	38,815	7,500	0	0	376	10,879	0	57,570	0
5	<b>Total Cash Limit</b>	<b>1,577,855</b>	<b>677,896</b>	<b>207,929</b>	<b>332,099</b>	<b>146,984</b>	<b>39,677</b>	<b>29,642</b>	<b>26,519</b>	<b>36,690</b>	<b>819,540</b>	<b>80,419</b>
		2019-22 Funded By:										
		Three Year Budget	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22		
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s		
	<b>ROLLING PROGRAMMES</b>											
6	Adult, Social Care & Health (ASCH)	1,500	0	0	0	0	1,500	0	0	1,500		
7	Children, Young People & Education (CYPE)	63,583	1,050	44,533	0	0	18,000	0	0	63,583		
8	Growth, Environment & Transport (GET)	160,337	65,078	86,111	0	46	9,000	102	0	160,337		
9	Strategic & Corporate Services (S&CS)	18,140	8,690	7,500	0	0	0	1,950	0	18,140		
10	<b>Total Rolling Programmes</b>	<b>243,560</b>	<b>74,818</b>	<b>138,144</b>	<b>0</b>	<b>46</b>	<b>28,500</b>	<b>2,052</b>	<b>0</b>	<b>243,560</b>		
		2019-22 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
	<b>INDIVIDUAL PROJECTS</b>											
11	Adult, Social Care & Health (ASCH)	33,286	8,550	2,547	1,212	3,177	16,800	0	1,000	0	24,736	0
12	Children, Young People & Education (CYPE)	515,856	294,177	70,357	84,151	60,471	0	0	6,700	0	221,679	0
13	Growth, Environment & Transport (GET)	676,113	305,559	30,082	108,592	83,336	22,831	766	7,838	36,690	290,135	80,419
14	Strategic & Corporate Services (S&CS)	109,040	69,610	30,125	0	0	0	376	8,929	0	39,430	0
15	<b>Total Individual Projects</b>	<b>1,334,295</b>	<b>677,896</b>	<b>133,111</b>	<b>193,955</b>	<b>146,984</b>	<b>39,631</b>	<b>1,142</b>	<b>24,467</b>	<b>36,690</b>	<b>575,980</b>	<b>80,419</b>
16	<b>Total Cash Limit</b>	<b>1,577,855</b>	<b>677,896</b>	<b>207,929</b>	<b>332,099</b>	<b>146,984</b>	<b>39,677</b>	<b>29,642</b>	<b>26,519</b>	<b>36,690</b>	<b>819,540</b>	<b>80,419</b>



## ADULT SOCIAL CARE & HEALTH (ASCH)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

Row Ref		Description of Project	Three Year Budget £000s	Cash Limits				
				2019-20 £000s	2020-21 £000s	2021-22 £000s		
<b>ROLLING PROGRAMMES</b>		<b>Description of Project</b>						
1	<i>Home Support Fund &amp; Equipment</i>	Provision of equipment and/or alterations to individuals' homes	1,500	500	500	500		
2	<b>Total Rolling Programmes</b>		<b>1,500</b>	<b>500</b>	<b>500</b>	<b>500</b>		
			Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			Later Years £000s
					2019-20 £000s	2020-21 £000s	2021-22 £000s	
<b>INDIVIDUAL PROJECTS</b>		<b>Description of Project</b>						
3	<i>Developer Funded Community Schemes</i>	A variety of community schemes to be funded by developer contributions	4,630	1,554	2,032		1,044	
<b>Kent Strategy for Services for Learning Disability (LD):</b>								
4	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	3,128	1,815	1,313			
<b>Kent Strategy for Services for Older People (OP):</b>								
5	<i>OP Strategy - Specialist Care Facilities</i>	Older Persons Care Provision - Accommodation Strategy	2,281	1,281	1,000			
6	<i>Extra Care Facilities</i>	Provision of Extra Care Accommodation	16,800		1,000	6,800	9,000	
<b>System Development:</b>								
7	Adult Social Care Case Management	Replacement of the Adult Social Care Case Management & finance system	6,447	3,900	2,547			
8	<b>Total Individual Projects</b>		<b>33,286</b>	<b>8,550</b>	<b>7,892</b>	<b>6,800</b>	<b>10,044</b>	<b>0</b>
9	<b>Directorate Total</b>		<b>34,786</b>	<b>8,550</b>	<b>8,392</b>	<b>7,300</b>	<b>10,544</b>	<b>0</b>

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

## ADULT SOCIAL CARE & HEALTH (ASCH)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2019-20	2020-21	2021-22	Later Years
Funded by:	£000s	£000s	£000s	£000s	£000s	£000s
Borrowing	5,805	3,258	2,547	0	0	0
Property Enterprise Fund (PEF) 2	369	369	0	0	0	0
Grants	3,141	1,929	1,212	0	0	0
Developer Contributions	4,792	1,615	2,133	0	1,044	0
Other External Funding	16,800	0	1,000	6,800	9,000	0
Revenue and Renewals	1,500	0	500	500	500	0
Capital Receipts	2,379	1,379	1,000	0	0	0
<b>Total:</b>	<b>34,786</b>	<b>8,550</b>	<b>8,392</b>	<b>7,300</b>	<b>10,544</b>	<b>0</b>

## ADULT, SOCIAL CARE & HEALTH

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING

		2019-22 Funded By:										
Row Ref		Three Year Budget		Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	
		£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>ROLLING PROGRAMMES</b>												
1	<i>Home Support Fund &amp; Equipment</i>	1,500						1,500			1,500	
2	<b>Total Rolling Programmes</b>	<b>1,500</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>INDIVIDUAL PROJECTS</b>												
3	<i>Developer Funded Community Schemes</i>	4,630	1,554			3,076					3,076	
<b>Kent Strategy for Services for Learning Disability (LD):</b>												
4	<i>Learning Disability Good Day Programme</i>	3,128	1,815		1,212	101					1,313	
<b>Kent Strategy for Services for Older People (OP):</b>												
5	<i>OP Strategy - Specialist Care Facilities</i>	2,281	1,281						1,000		1,000	
6	<i>Extra Care Facilities</i>	16,800	0				16,800				16,800	
<b>System Development:</b>												
7	<i>Adult Social Care Case Management</i>	6,447	3,900	2,547							2,547	
8	<b>Total Individual Projects</b>	<b>33,286</b>	<b>8,550</b>	<b>2,547</b>	<b>1,212</b>	<b>3,177</b>	<b>16,800</b>	<b>0</b>	<b>1,000</b>	<b>0</b>	<b>24,736</b>	<b>0</b>
9	<b>Directorate Total</b>	<b>34,786</b>	<b>8,550</b>	<b>2,547</b>	<b>1,212</b>	<b>3,177</b>	<b>16,800</b>	<b>1,500</b>	<b>1,000</b>	<b>0</b>	<b>26,236</b>	<b>0</b>

*Italic font: these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.*



## CHILDREN, YOUNG PEOPLE & EDUCATION (CYPE)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

Row Ref		Description of Project	Three Year Budget	Cash Limits				
			£000s	2019-20	2020-21	2021-22		
				£000s	£000s	£000s		
<b>ROLLING PROGRAMMES</b>		<b>Description of Project</b>						
1	<i>Annual Planned Enhancement Programme*</i>	Planned and reactive capital projects to keep schools open and operational	24,000	8,000	8,000	8,000		
2	Devolved Formula Capital Grants for Schools*	Enhancement of schools	13,500	4,500	4,500	4,500		
3	Schools Revenue Contribution to Capital *	Schools spend on capital projects	18,000	6,000	6,000	6,000		
4	Youth - Modernisation of Assets	To purchase vehicles and equipment for youth services	50		50			
5	<i>Modernisation Programme*</i>	Improving and upgrading school buildings	8,033	4,033	2,000	2,000		
<b>6</b>	<b>Total Rolling Programmes</b>		<b>63,583</b>	<b>22,533</b>	<b>20,550</b>	<b>20,500</b>		
			Total Cost of Scheme	Prior Years Spend	Cash Limits			
			£000s	£000s	2019-20	2020-21	2021-22	Later
					£000s	£000s	£000s	£000s
<b>INDIVIDUAL PROJECTS</b>		<b>Description of Project</b>						
	Basic Need Schemes** - to provide additional pupil places:							
7	<i>Basic Need Programme</i>	Increasing the capacity of Kent's schools	312,181	258,484	47,872	5,825		
8	<i>Basic Need Programme Pressure</i>	Increasing the capacity of Kent's schools	181,128	17,847	78,179	85,102		
	<b>Other Projects:</b>							
9	John Wallis Academy	To provide a new primary school building to replace the current unsuitable accommodation	5,075	5,075				
10	CYPE Single System	Improve efficiency by reducing the number of recording and monitoring systems	1,772	1,722	50			
11	Vocational Education Centre Programme	To support vocational projects at schools	1,542	1,451	91			
12	Priority School Build Programme (PSBP) 1 & 2	Additional works under the PSBP programme not funded by the Education and Skills Funding Agency (ESFA)	14,158	9,598	4,560			
<b>13</b>	<b>Total Individual Projects</b>		<b>515,856</b>	<b>294,177</b>	<b>130,752</b>	<b>90,927</b>	<b>0</b>	
<b>14</b>	<b>Directorate Total</b>		<b>579,439</b>	<b>294,177</b>	<b>153,285</b>	<b>111,477</b>	<b>20,500</b>	

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.  
 \* Estimated allocations have been included for 2019-20, 2020-21 and 2021-22.  
 \*\* Basic Need figures do not yet include the outcome from the 2018 Commissioning Plan

## CHILDREN, YOUNG PEOPLE & EDUCATION (CYPE)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2019-20	2020-21	2021-22	Later Years
	£000s	£000s	£000s	£000s	£000s	£000s
Funded by:						
Borrowing	79,173	7,766	28,266	74,591	-31,450	0
Property Enterprise Fund (PEF) 2	5	5	0	0	0	0
Grants	367,209	238,525	91,887	22,297	14,500	0
Developer Contributions	96,918	36,447	23,921	5,100	31,450	0
Other External Funding	425	425	0	0	0	0
Revenue and Renewals	18,440	440	6,000	6,000	6,000	0
Capital Receipts	17,269	10,569	3,211	3,489	0	0
<b>Total:</b>	<b>579,439</b>	<b>294,177</b>	<b>153,285</b>	<b>111,477</b>	<b>20,500</b>	<b>0</b>

## CHILDREN, YOUNG PEOPLE & EDUCATION (CYPE)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING

		2019-22 Funded By:										
Row Ref		Three Year Budget	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22		
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>ROLLING PROGRAMMES</b>												
1	<i>Annual Planned Enhancement Programme*</i>	24,000	1,000	23,000						24,000		
2	Devolved Formula Capital Grants for Schools*	13,500		13,500						13,500		
3	Schools Revenue Contribution to Capital *	18,000					18,000			18,000		
4	Youth - Modernisation of Assets	50	50							50		
5	<i>Modernisation Programme*</i>	8,033		8,033						8,033		
<b>6</b>	<b>Total Rolling Programmes</b>	<b>63,583</b>	<b>1,050</b>	<b>44,533</b>	<b>0</b>	<b>0</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>63,583</b>		
		2019-22 Funded By:										
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>INDIVIDUAL PROJECTS</b>												
	Basic Need Schemes** - to provide additional pupil places:											
7	<i>Basic Need Programme</i>	312,181	258,484	1,008	2,318	50,371					53,697	
8	<i>Basic Need Programme Pressure</i>	181,128	17,847	72,400	80,781	10,100					163,281	
<b>Other Projects:</b>												
9	John Wallis Academy	5,075	5,075	-3,489					3,489		0	
10	CYPE Single System	1,772	1,722						50		50	
11	Vocational Education Centre Programme	1,542	1,451	11					80		91	
12	Priority School Build Programme (PSBP) 1 & 2	14,158	9,598	427	1052				3,081		4,560	
<b>13</b>	<b>Total Individual Projects</b>	<b>515,856</b>	<b>294,177</b>	<b>70,357</b>	<b>84,151</b>	<b>60,471</b>	<b>0</b>	<b>0</b>	<b>6,700</b>	<b>0</b>	<b>221,679</b>	<b>0</b>
<b>14</b>	<b>Directorate Total</b>	<b>579,439</b>	<b>294,177</b>	<b>71,407</b>	<b>128,684</b>	<b>60,471</b>	<b>0</b>	<b>18,000</b>	<b>6,700</b>	<b>0</b>	<b>285,262</b>	<b>0</b>
<p><i>Italic font:</i> these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.</p> <p>* Estimated allocations have been included for 2019-20, 2020-21 and 2021-22.</p> <p>** Basic Need figures do not yet include the outcome from the 2018 Commissioning Plan</p>												





**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR**

Row Ref		Description of Project	Three Year Budget £000s	Cash Limits				
				2019-20 £000s	2020-21 £000s	2021-22 £000s		
<b>ROLLING PROGRAMMES</b>								
<b>Community &amp; Regulatory Services</b>								
1	<i>Country Parks Access and Development</i>	Improvements and adaptations to country parks	282	162	60	60		
2	<i>Public Rights of Way (PROW)</i>	Structural improvements of public rights of way	2,160	720	720	720		
3	Public Sports Facilities Improvement - Capital Grants	Capital grants for the new provision/refurbishment of sports facilities and projects in the community	225	75	75	75		
4	Village Halls and Community Centres - Capital Grants	Capital grants for improvements and adaptations to village halls and community centres	225	75	75	75		
<b>Planning, Highways, Transport &amp; Waste</b>								
5	<i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i>	Maintaining Kent's roads including Faversham Swing Bridge	147,650	53,300	51,475	42,875		
6	<i>Integrated Transport Schemes *</i>	Improvements to road safety	9,343	3,143	3,100	3,100		
7	Major Schemes - Preliminary Design Fees	Preliminary design of new roads	406	186	220			
8	Land Compensation Part 1 claims	Land compensation part 1 claims	46	36	10			
<b>9</b>	<b>Total Rolling Programmes</b>		<b>160,337</b>	<b>57,697</b>	<b>55,735</b>	<b>46,905</b>	<b>0</b>	
			Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			Later Years £000s
					2019-20 £000s	2020-21 £000s	2021-22 £000s	
<b>INDIVIDUAL PROJECTS</b>								
<b>Community &amp; Regulatory Services</b>								
10	<i>Digital Autopsy</i>	To provide body storage facility and digital autopsy facility to achieve revenue savings	1,172		717	455		
11	<i>Javelin Way Development</i>	To provide access and accomodation for creative industries including the Jasmin Vardimon Dance Company and the creation of industrial units	9,145	240	5,102	3,774	29	
12	Herne Bay Library Plus	Project in partnership with Canterbury City Council to maximise the utilisation of an existing building. The project will also address long-term building issues.	289	5	284			
13	<i>Southborough Hub</i>	Re-provision of library within new Southborough Hub	12,058	2,441	9,117	500		
14	Sustainable access to education & employment	Targeted improvements to Public Rights of Way	1,188	788	200	200		
15	<i>Tunbridge Wells Cultural Hub</i>	Development of a cultural and learning hub in partnership with Tunbridge Wells Borough Council	12,888	1,414	6,210	5,264		

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR**

			Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2019-20 £000s	2020-21 £000s	2021-22 £000s	Later Years £000s
	<b>INDIVIDUAL PROJECTS</b>	<b>Description of Project</b>						
	<b>Economic Development</b>							
1	Broadband Contract 2	To extend the reach of superfast broadband so that 95% of homes and businesses can access superfast broadband	11,814	11,200	614			
2	Kent & Medway Business Fund	New fund using recycled receipts from Regional Growth Fund, TIGER and Escalate	42,695	17,191	11,863	5,991	7,650	
3	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 including an affordable homes project part funded by Homes & Communities Agency (HCA) through the provision of short term secured loans	30,991	24,157	2,536	2,064	2,173	61
4	No Use Empty - Rented Affordable Homes	To expand the existing Empty Property Initiative offer to return large family-sized empty properties back into use as affordable rented homes	3,216	1,608	1,538	70		
5	Marsh Million	Fund to support economic growth on Romney Marsh to develop new jobs and business opportunities following the decommissioning of Dungeness Power Station	1,434	1,120	69	86	159	
6	<i>Turner</i>	To extend and refurbish to make the building function more efficiently to service the high levels of visitor numbers	6,000		6,000			
7	The Kent Broadband Voucher Scheme	Voucher scheme to benefit properties in hard to reach locations	2,862	50	950	1,862		
	<b>Planning, Highways, Transport &amp; Waste</b>							
8	<i>A2 Off Slip Wincheap, Canterbury</i>	To deliver an off-slip in the coastbound direction	4,400	342	1,859	2,199		
9	<i>A226 St Clements Way</i>	Road improvement scheme	6,903	6,401	447	20	35	
10	<i>A2500 Lower Road Improvements</i>	Junction improvements to increase capacity	6,486	2,970	3,221	287	8	
11	<i>A28 Chart Road, Ashford</i>	Strategic highway improvement	26,248	4,981	20	7,464	13,783	
12	Dartford Town Centre	A package of works to improve economic performance of Dartford Town Centre	12,000	615	2,262	3,226	5,897	
13	Drovers Roundabout junction	Construction of roundabout	23,610	23,501	109			
14	East Kent Access Phase 2 - Major Road Scheme	Construction of East Kent Access Road	85,425	84,922	493	10		
15	Energy and Water Efficiency Investment Fund - External	Energy Efficiency works	2,804	2,206	155	127	87	229
16	Energy Reduction and Water Efficiency Investment - KCC	Energy Efficiency works	2,189	1,883	64	63	61	118
17	Kent Medical Campus (National Productivity Investment Fund - NPIF)	NPIF project in Maidstone to ease congestion	11,819	1,793	8,393	1,633		

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR**

	INDIVIDUAL PROJECTS	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2019-20	2020-21	2021-22	Later Years
					£000s	£000s	£000s	£000s
1	Kent Strategic Congestion management programme across growth areas	Package of measures to reduce congestion and carbon footprint	5,024	2,483	1,241	1,300		
2	Kent Sustainable interventions programme for growth	Highway improvements	2,763	1,496	572	695		
3	Kent Thameside LSTF - Integrated door-to-door journeys	Package of measures to reduce congestion	4,558	3,561	510	487		
4	<i>Kent Thameside Strategic Transport Programme</i>	Strategic highway improvement in Dartford & Gravesham	39,086	2,935	4,482	8,769	22,900	
5	LED Conversion	Upgrading street lights to more energy efficient LED lanterns & implementation of Central Monitoring System	40,000	37,842	2,158			
6	<i>Leigh (Medway) Flood Storage Area</i>	To provide flood defences for the River Medway, including property level resilience for Yalding and the surrounding area, increasing the capacity of Leigh Flood Storage area and to support the LGF3 bid for funds to support flood defences for Hildenborough and East Peckham	4,000		1,500		2,500	
7	<i>Maidstone Integrated Transport</i>	Improving transport links with various schemes in Maidstone	10,550	1,688	4,935	3,927		
8	M20 Junction 4 Eastern Over Bridge	Carriageway widening	6,195	6,164	31	0		
9	North Farm Development	Road Improvement scheme	7,429	7,413	5	11		
10	<i>Open Golf</i>	To enable transport improvements in relation to hosting The Open in 2020	3,546	673	2,848	25		
11	Rathmore Road Link	Road improvement scheme	8,383	7,879	270	199	35	
12	Sittingbourne Northern Relief Road - Major Road Scheme	Construction of relief road	29,147	28,912	235			

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR**

	INDIVIDUAL PROJECTS	Description of Project	Total Cost of Scheme £000s	Prior Years Spend £000s	Cash Limits			
					2019-20	2020-21	2021-22	Later Years
					£000s	£000s	£000s	£000s
1	Street Lighting Concrete Column - Replacement Scheme	Street lighting column replacement new bid	2,629	1,667	962			
2	<i>Sturry Link Road, Canterbury</i>	Construction of bypass	29,600	1,535	2,090	21,051	4,924	
3	<i>Herne Relief Road</i>	Developer funded scheme providing an alternative route between Herne Bay and Canterbury to avoid Herne village	7,691	212	862	1,834	600	4,183
4	M2 Junction 5	KCC contribution	1,600		800	800		
5	<i>Housing Infrastructure Fund - Swale Infrastructure Projects</i>	Improvements to A249 Junctions at Grovehurst Road and Keycol Roundabout	37,090	250	2,447	9,322	24,243	828
6	<i>Thanet Parkway</i>	Construction of Thanet Parkway Railway Station to enhance rail access in east Kent and act as a catalyst for economic and housing growth	27,650	2,143	8,877	3,630	13,000	
7	Tunbridge Wells Junction Improvements	Junction improvements	1,958	1,245	713			
8	West Kent local sustainable transport - tackling congestion	Package of measures to reduce congestion and carbon footprint	5,070	3,157	900	1,013		
9	Westwood Relief Strategy - Poorhole Lane Improvement	Road scheme to relieve congestion	4,491	4,456	35			
10	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	Construction of bypass	25,000					25,000
11	<i>Orchard Way Railway Bridge, Ashford</i>	Strategic highway improvement	15,000					15,000
12	<i>South East Maidstone Strategic Link - Road Scheme</i>	Construction of bypass	35,000					35,000
13	Waste Compactor Replacement	To replace waste compactors at Household Waste Recycle Centres to ensure efficient waste site operation	1,070		300	385	385	
14	Essella Road Bridge (PROW)	Urgent works to ensure footbridge remains open	300		300			
15	A252 Safer Roads Fund	Grant funded scheme	2,146	20	2,126			
16	A290 Safer Roads Fund	Grant funded scheme	1,501	0	50	1,451		
<b>17</b>	<b>Total Individual Projects</b>		<b>676,113</b>	<b>305,559</b>	<b>101,472</b>	<b>90,194</b>	<b>98,469</b>	<b>80,419</b>
<b>18</b>	<b>Directorate Total</b>		<b>836,450</b>	<b>305,559</b>	<b>159,169</b>	<b>145,929</b>	<b>145,374</b>	<b>80,419</b>

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

\* Indicative allocations have been included for 2019-20, 2020-21 and 2021-22.

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR**

	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2019-20	2020-21	2021-22	Later Years
	£000s	£000s	£000s	£000s	£000s	£000s
Funded by:						
Borrowing	143,182	54,612	38,093	27,457	29,610	-6,590
Property Enterprise Fund (PEF) 2	0	0	0	0	0	0
Grants	377,966	182,925	74,128	63,402	57,173	338
Developer Contributions	143,462	15,943	8,517	31,734	43,085	44,183
Other External Funding	65,260	7,383	14,223	8,501	153	35,000
Revenue and Renewals	15,789	5,676	3,333	3,250	3,183	347
Capital Receipts	15,465	7,525	5,483	3,434	-977	0
Recycling of Loan Repayments	75,326	31,495	15,392	8,151	13,147	7,141
<b>Total:</b>	<b>836,450</b>	<b>305,559</b>	<b>159,169</b>	<b>145,929</b>	<b>145,374</b>	<b>80,419</b>

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING**

Row Ref		Three Year Budget	2019-22 Funded By:							Total 2019-22		
			Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments			
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
	<b>ROLLING PROGRAMMES</b>											
	<b>Community &amp; Regulatory Services</b>											
1	<i>Country Parks Access and Development</i>	282	180					102		282		
2	<i>Public Rights of Way</i>	2,160	300	1,860						2,160		
3	Public Sports Facilities Improvement - Capital Grants	225	225							225		
4	Village Halls and Community Centres - Capital Grants	225	225							225		
	<b>Planning, Highways, Transport &amp; Waste</b>											
5	<i>Highway Major Enhancement / Other Capital Enhancement / Bridge Assessment and Strengthening*</i>	147,650	64,025	74,625			9,000			147,650		
6	<i>Integrated Transport Schemes*</i>	9,343		9,343						9,343		
7	Major Schemes - Preliminary Design Fees	406	123	283						406		
8	Land compensation and Part 1 claims	46				46				46		
<b>9</b>	<b>Total Rolling Programmes</b>	<b>160,337</b>	<b>65,078</b>	<b>86,111</b>	<b>0</b>	<b>46</b>	<b>9,000</b>	<b>102</b>	<b>0</b>	<b>160,337</b>		
			2019-22 Funded By:									
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
	<b>INDIVIDUAL PROJECTS</b>											
	<b>Community &amp; Regulatory Services</b>											
10	<i>Digital Autopsy</i>	1,172		1,172							1,172	
11	<i>Javelin Way Development</i>	9,145	240				3,069		5,836		8,905	
12	Herne Bay Library Plus	289	5	246		38					284	
13	<i>Southborough Hub</i>	12,058	2,441		4,211		1,968		3,438		9,617	
14	Sustainable access to education & employment	1,188	788		300	100					400	
15	<i>Tunbridge Wells Cultural Hub</i>	12,888	1,414			254	10,820		400		11,474	
	<b>Economic Development</b>											
16	Broadband Contract 2	11,814	11,200						-2,586	3,200	614	
17	Kent & Medway Business Fund	42,695	17,191							25,504	25,504	
18	Kent Empty Property Initiative - No Use Empty (NUE)	30,991	24,157		500			209		6,064	6,773	61

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING**

			2019-22 Funded By:									
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
1	No Use Empty - Rented Affordable Homes	3,216	1,608							1,608	1,608	
2	Marsh Million	1,434	1,120							314	314	
3	<i>Turner</i>	6,000	0	2,900		100	3,000				6,000	
4	The Kent Broadband Voucher Scheme	2,862	50	2,812							2,812	
<b>INDIVIDUAL PROJECTS</b>												
<b>Planning, Highways, Transport &amp; Waste</b>												
5	<i>A2 Off Slip Wincheap, Canterbury</i>	4,400	342		4,058						4,058	
6	<i>A226 St Clements Way</i>	6,903	6,401			502					502	
7	<i>A2500 Lower Road Improvements</i>	6,486	2,970		1,717	1,599	200				3,516	
8	<i>A28 Chart Road, Ashford</i>	26,248	4,981	-795	7,444	14,618					21,267	
9	Dartford Town Centre	12,000	615		11,385						11,385	
10	Drovers Roundabout junction	23,610	23,501	109							109	
11	East Kent Access Phase 2 - Major Road Scheme	85,425	84,922	316	187						503	
12	Energy and Water Efficiency Investment Fund - External	2,804	2,206					369			369	229
13	Energy Reduction and Water Efficiency Investment - KCC	2,189	1,883					188			188	118
14	Kent Medical Campus (National Productivity Investment Fund - NPIF)	11,819	1,793		7,606	1,920	500				10,026	
15	Kent Strategic Congestion management programme across growth areas	5,024	2,483		2,317		224				2,541	
16	Kent Sustainable interventions programme for growth	2,763	1,496		1,267						1,267	
17	Kent Thameside LSTF - Integrated door-to-door journeys	4,558	3,561		939	58					997	
18	<i>Kent Thameside Strategic Transport Programme</i>	39,086	2,935		1,118	35,033					36,151	
19	LED Conversion	40,000	37,842	2,158							2,158	
20	<i>Leigh (Medway) Flood Storage Area</i>	4,000	0	3,250					750		4,000	
21	<i>Maidstone Integrated Transport</i>	10,550	1,688		7,212	1,650					8,862	
22	M20 Junction 4 Eastern Over Bridge	6,195	6,164			31					31	
23	North Farm Development	7,429	7,413			16					16	
24	<i>Open Golf</i>	3,546	673	475	1,348		1,050				2,873	
25	Rathmore Road Link	8,383	7,879		504						504	

**GROWTH, ENVIRONMENT & TRANSPORT (GET)**

**SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING**

2019-22 Funded By:

	Total Cost of Scheme	Prior Years Spend	2019-22 Funded By:							Total 2019-22	Later Years	
			Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments			
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
1	Sittingbourne Northern Relief Road - Major Road Scheme	29,147	28,912			235					235	
2	Street Lighting Concrete Column - Replacement Scheme	2,629	1,667	962							962	
3	<i>Sturry Link Road, Canterbury</i>	29,600	1,535		4,380	23,685					28,065	
4	<i>Herne Relief Road</i>	7,691	212			3,296					3,296	4,183
5	M2 Junction 5	1,600	0	1,600							1,600	
6	<i>Housing Infrastructure Fund - Swale Infrastructure Projects</i>	37,090	250		36,012						36,012	828
7	<i>Thanet Parkway</i>	27,650	2,143	13,507	10,000		2,000				25,507	
8	Tunbridge Wells Junction Improvements	1,958	1,245		547	166					713	
9	West Kent local sustainable transport - tackling congestion	5,070	3,157		1,913						1,913	
10	Westwood Relief Strategy - Poorhole Lane Improvement	4,491	4,456			35					35	
11	<i>A228 Colts Hill Strategic Link - Road Scheme</i>	25,000									0	25,000
12	<i>Orchard Way Railway bridge, Ashford</i>	15,000									0	15,000
13	<i>South East Maidstone Strategic Link - Road Scheme</i>	35,000									0	35,000
14	Waste Compactor Replacement	1,070		1,070							1,070	
15	Essella Road Bridge (PROW)	300		300							300	
16	A252 Safer Roads Fund	2,146	20		2,126						2,126	
17	A290 Safer Roads Fund	1,501			1,501						1,501	
<b>18</b>	<b>Total Individual Projects</b>	<b>676,113</b>	<b>305,559</b>	<b>30,082</b>	<b>108,592</b>	<b>83,336</b>	<b>22,831</b>	<b>766</b>	<b>7,838</b>	<b>36,690</b>	<b>290,135</b>	<b>80,419</b>
<b>19</b>	<b>Directorate Total</b>	<b>836,450</b>	<b>305,559</b>	<b>95,160</b>	<b>194,703</b>	<b>83,336</b>	<b>22,877</b>	<b>9,766</b>	<b>7,940</b>	<b>36,690</b>	<b>450,472</b>	<b>80,419</b>

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

\* Indicative allocations have been included for 2019-20, 2020-21 and 2021-22.



## STRATEGIC & CORPORATE SERVICES (S&CS)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

Row Ref			Three Year Budget	Cash Limits				
				2019-20	2020-21	2021-22		
				£000s	£000s	£000s		
	<b>ROLLING PROGRAMMES</b>	<b>Description of Project</b>						
1	<i>Corporate Property Strategic Capital</i>	Costs associated with delivering the capital programme	7,500	2,500	2,500	2,500		
2	<i>Disposal Costs</i>	Costs associated with disposing of surplus property	1,950	650	650	650		
3	Modernisation of Assets	Maintaining the KCC estate	8,690	2,690	3,000	3,000		
<b>4</b>	<b>Total Rolling Programmes</b>		<b>18,140</b>	<b>5,840</b>	<b>6,150</b>	<b>6,150</b>		
			Total Cost of Scheme	Prior Years Spend	Cash Limits			Later Years
			£000s	£000s	2019-20	2020-21	2021-22	£000s
	<b>INDIVIDUAL PROJECTS</b>	<b>Description of Project</b>						
5	Asset Utilisation	Strategic utilisation of assets in order to achieve revenue savings and capital receipts	1,837		337	1,500		
6	Asset Utilisation - Oakwood House Transformation	Reconfiguration of Oakwood House to relocate other KCC services and release assets	5,161	100	4,776	285		
7	<i>Dover Discovery Centre</i>	Refurbishment to make the building fit for purpose	5,600	200	4,044	1,356		
8	<i>Energy Invest to Save</i>	Investment in energy reduction schemes to reduce greenhouse gas emissions	3,600		1,800	1,800		
9	Eurogate Business Park Car Park & Roof	To carry out structural repairs to extend the useful life of the car park and roof	850	50	600	200		
10	LIVE Margate	Replace empty and poorly managed housing in Margate with high quality and well managed family housing to regenerate the area	10,179	7,879	1,200	1,100		
11	<i>Modernisation of Assets (MOA) Plus</i>	Works required to ensure KCC buildings are fit for purpose and are in a statutory compliant condition	18,139	2,680	8,706	6,753		

## STRATEGIC & CORPORATE SERVICES (S&CS)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY YEAR

			Total Cost of Scheme	Prior Years Spend	Cash Limits			
					2019-20	2020-21	2021-22	Later Years
					£'000	£'000	£'000	£'000
1	New Ways of Working	Improving use of our technology and office	45,201	44,787	414			
2	<i>Property Investment &amp; Acquisition Fund (PIF)</i>	To fund strategic acquisitions of land and property	10,913	10,590	323			
3	Property Investment & Acquisition Fund II (PIFII)	To fund strategic acquisitions of land and property	7,000	3,000	3,000	1,000		
4	Community Sexual Health Services	Development of premises for delivery of community sexual health services	560	324	236			
<b>5</b>	<b>Total Individual Projects</b>		<b>109,040</b>	<b>69,610</b>	<b>25,436</b>	<b>13,994</b>	<b>0</b>	<b>0</b>
<b>6</b>	<b>Directorate Total</b>		<b>127,180</b>	<b>69,610</b>	<b>31,276</b>	<b>20,144</b>	<b>6,150</b>	<b>0</b>

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.

	Total Cost of Scheme	Prior Years Spend	Cash Limits			
			2019-20	2020-21	2021-22	Later Years
	£'000	£'000	£'000	£'000	£'000	£'000
Funded by:						
Borrowing	63,652	24,837	25,599	10,216	3,000	0
Property Enterprise Fund (PEF) 2	0	0	0	0	0	0
Grants	7,779	279	2,500	2,500	2,500	0
Developer Contributions	0	0	0	0	0	0
Other External Funding	7,408	7,408	0	0	0	0
Revenue and Renewals	2,017	1,641	306	70	0	0
Capital Receipts	42,659	31,780	2,871	7,358	650	0
Recycling of Loan Repayments	3,665	3,665	0	0	0	0
<b>Total:</b>	<b>127,180</b>	<b>69,610</b>	<b>31,276</b>	<b>20,144</b>	<b>6,150</b>	<b>0</b>

## STRATEGIC & CORPORATE SERVICES (S&CS)

### SECTION 1 - CAPITAL INVESTMENT PLANS 2019-20 TO 2021-22 BY FUNDING

		2019-22 Funded By:										
Row Ref		Three Year Budget		Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	
		£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>ROLLING PROGRAMMES</b>												
1	<i>Corporate Property Strategic Capital</i>	7,500			7,500						7,500	
2	<i>Disposal Costs</i>	1,950							1,950		1,950	
3	<i>Modernisation of Assets</i>	8,690		8,690							8,690	
4	<b>Total Rolling Programmes</b>	<b>18,140</b>		<b>8,690</b>	<b>7,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,950</b>	<b>0</b>	<b>18,140</b>	
		Total Cost of Scheme	Prior Years Spend	Borrowing	Grants	Dev Conts	Other External Funding	Revenue & Renewals	Capital Receipts	Recycling of Loan Repayments	Total 2019-22	Later Years
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>INDIVIDUAL PROJECTS</b>												
5	<i>Asset Utilisation</i>	1,837	0	1,837							1,837	
6	<i>Asset Utilisation - Oakwood House Transformation</i>	5,161	100	5,001					60		5,061	
7	<i>Dover Discovery Centre</i>	5,600	200	2,960					2,440		5,400	
8	<i>Energy Invest to Save</i>	3,600	0	3,600							3,600	
9	<i>Eurogate Business Park Car Park &amp; Roof</i>	850	50	660				140			800	
10	<i>LIVE Margate</i>	10,179	7,879	800					1,500		2,300	
11	<i>Modernisation of Assets (MOA) Plus</i>	18,139	2,680	11,267					4,192		15,459	
12	<i>New Ways of Working</i>	45,201	44,787						414		414	
13	<i>Property Investment &amp; Acquisition Fund (PIF)</i>	10,913	10,590						323		323	
14	<i>Property Investment &amp; Acquisition Fund II (PIFII)</i>	7,000	3,000	4,000							4,000	
15	<i>Community Sexual Health Services</i>	560	324					236			236	
16	<b>Total Individual Projects</b>	<b>109,040</b>	<b>69,610</b>	<b>30,125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>376</b>	<b>8,929</b>	<b>0</b>	<b>39,430</b>	<b>0</b>
17	<b>Directorate Total</b>	<b>127,180</b>	<b>69,610</b>	<b>38,815</b>	<b>7,500</b>	<b>0</b>	<b>0</b>	<b>376</b>	<b>10,879</b>	<b>0</b>	<b>57,570</b>	<b>0</b>

*Italic font:* these are projects that are relying on significant elements of unsecured funding and will only go ahead if the funding is achieved.



## **Budget Book**

# **SECTION 2**

## **Revenue Budget - Summary by Directorate**



**SECTION 2 - REVENUE BUDGET - SUMMARY BY DIRECTORATE**

**Revenue Spending:**

Row ref	2018-19 Revised Base (Net Cost) £000s	Directorate	2019-20 Proposed Budget							
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	Net Cost £000s	Net Change from 2018-19 £000s	
1	417,044.8	Adult Social Care & Health <b>ASCH</b>	89,620.8	493,405.9	<b>583,026.7</b>	-134,891.4	-14,825.4	<b>433,309.9</b>	16,265.1	
2	186,463.7	Children, Young People & Education (excluding Schools' Delegated Budgets) <b>CYPE</b>	106,981.1	353,307.8	<b>460,288.9</b>	-49,423.4	-216,595.1	<b>194,270.4</b>	7,806.7	
3	0.0	Children, Young People & Education (Schools' Delegated Budgets) <b>CYPE</b>	434,323.7	194,778.2	<b>629,101.9</b>	-50,826.2	-578,275.7	<b>0.0</b>	0.0	
4	169,098.5	Growth, Environment & Transport <b>GET</b>	48,662.5	171,035.2	<b>219,697.7</b>	-37,787.4	-10,587.9	<b>171,322.4</b>	2,223.9	
5	74,949.8	Strategic & Corporate Services <b>S&amp;CS</b>	35,283.2	141,099.1	<b>176,382.3</b>	-26,560.3	-72,505.8	<b>77,316.2</b>	2,366.4	
6	110,931.1	Financing Items & Unallocated <b>FI&amp;U</b>	4,219.5	124,381.9	<b>128,601.4</b>	-16,783.6	-18.0	<b>111,799.8</b>	868.7	
<b>7</b>	<b>958,487.9</b>	<b>Budget Requirement</b>	<b>719,090.8</b>	<b>1,478,008.1</b>	<b>2,197,098.9</b>	<b>-316,272.3</b>	<b>-892,807.9</b>	<b>988,018.7</b>	<b>29,530.8</b>	
8	958,487.9	Budget Requirement (excluding Schools' Delegated Budgets)	284,767.1	1,283,229.9	1,567,997.0	-265,446.1	-314,532.2	988,018.7	29,530.8	
<b>Funded By:</b>										
9	-676,073.7	Council Tax Yield including Collection Fund					-716,428.8	<b>-716,428.8</b>	-40,355.1	
10	-58,801.6	Local Share of Business Rates & Business Rate Collection Fund					-54,319.2	<b>-54,319.2</b>	4,482.4	
<b>Unringfenced Grants:</b>										
11	-37,640.1	Revenue Support Grant (RSG)					-9,487.1	<b>-9,487.1</b>	28,153.0	
12	-3,852.8	Social Care Support Grant					-10,530.9	<b>-10,530.9</b>	-6,678.1	
13	-133,568.9	Business Rate Top-Up					-136,209.7	<b>-136,209.7</b>	-2,640.8	
14	-6,163.4	Business Rate Compensation Grant					-7,665.5	<b>-7,665.5</b>	-1,502.1	
15	-35,018.9	Improved Better Care Fund (iBCF) including Additional Adult Social Care Allocation in 2017 Spring Budget					-42,379.7	<b>-42,379.7</b>	-7,360.8	
16	-5,782.4	New Homes Bonus (NHB) & NHB Adjustment Grants					-6,388.1	<b>-6,388.1</b>	-605.7	
17	-1,586.1	Other Unringfenced Grants					-4,609.7	<b>-4,609.7</b>	-3,023.6	
<b>18</b>	<b>0.0</b>	<b>Total</b>	<b>719,090.8</b>	<b>1,478,008.1</b>	<b>2,197,098.9</b>	<b>-316,272.3</b>	<b>-1,880,826.6</b>	<b>0.0</b>	<b>0.0</b>	





## **Budget Book**

# **SECTION 3**

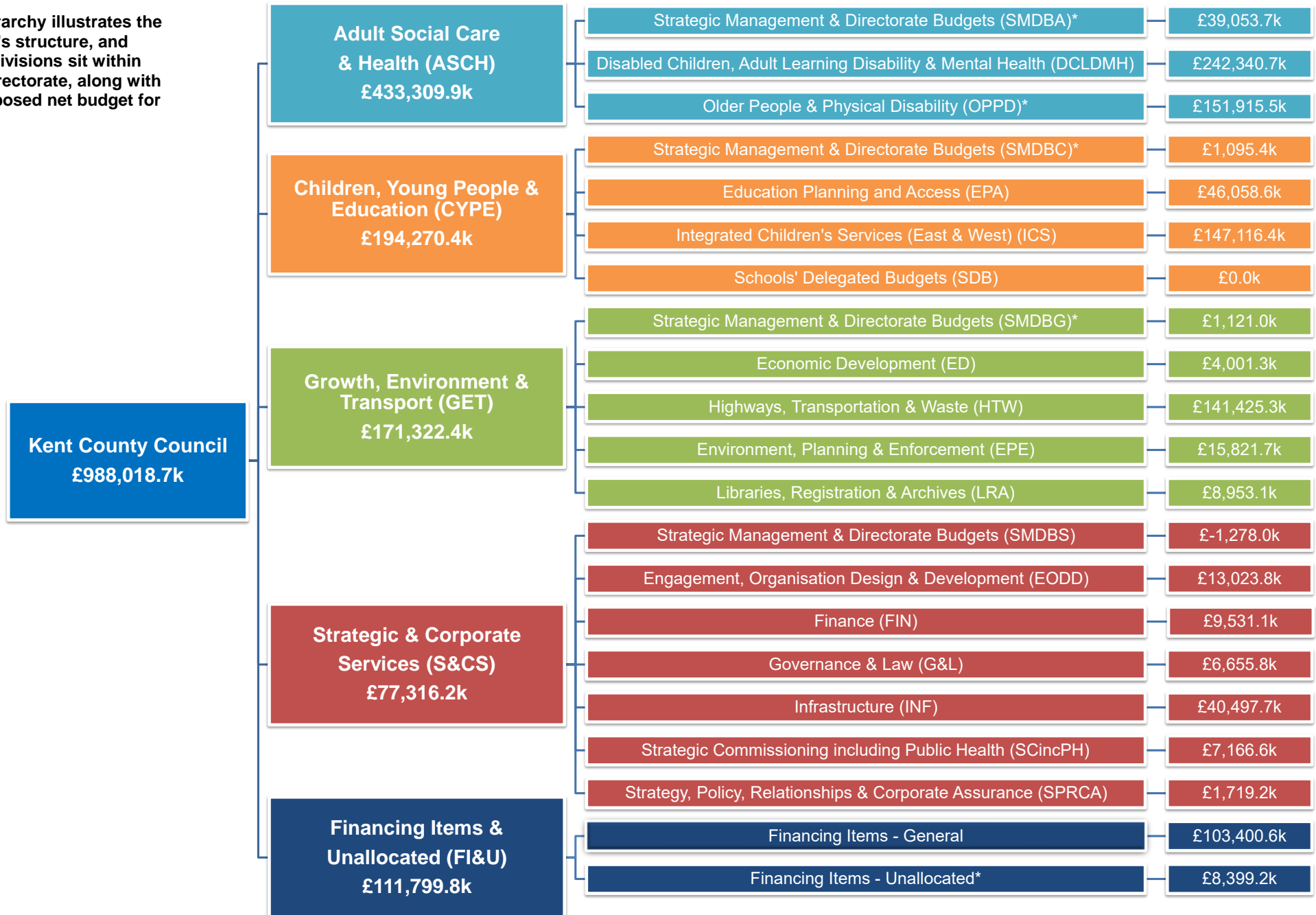
## **Revenue Budget – Key Services**

(used for in-year Budget  
Monitoring Reports)



SECTION 3 - REVENUE BUDGET - SUMMARY BY DIRECTORATE & DIVISION

The hierarchy illustrates the Council's structure, and which Divisions sit within each Directorate, along with the proposed net budget for 2019-20



\*including budgets still to be allocated



# Adult Social Care & Health (ASCH)



Corporate Director: **Penny Southern**

Net Revenue Budget for 2019-20:	<b>£433,309.9k</b>
Gross Capital Budget over 3 year period:	<b>£26,236k</b>
Full Time Equivalent (FTE) Staff at November 2018:	<b>2,378.6</b>

Adult Social Care & Health (ASCH) currently consists of three divisions; Disabled Children, Adult Learning Disability & Mental Health (split into Adult's Disability and Children's Disability) (DCLDMH), Older People & Physical Disability (OPPD), and Strategic Management & Directorate Budgets (SMDBA). Our principle purpose is to work with people who need care and support and may therefore need any of the services we arrange or provide.

The final approved budget will be presented in line with the new Operating Model which will be implemented in April 2019.

We work with people to understand their personal needs and help them to build on their strengths and abilities wherever possible. We aim to promote people's independence and wellbeing and help them to achieve outcomes that are important to them. Within this core purpose, our top priority is to discharge our statutory safeguarding responsibilities for adults, working with our key partner organisations. We seize the opportunity to ensure we make sound commissioning decisions and drive the delivery of quality services that improve outcomes and wellbeing for the people of Kent.

As a Directorate, we will undoubtedly continue to face significant external pressures and internal challenges, and we will do all we can to provide services with the ongoing financial challenges, on top of significant pre-existing budgetary pressures and the continuation of a trend which sees rising numbers of people living longer with increasingly complex needs. We recognise that our services will need to demonstrate organisational resilience to assist us in achieving the improvements we have planned for the year ahead, and we are confident we have the necessary resourcefulness, skills, and abilities in place to deliver our intended outcomes for the people of Kent.

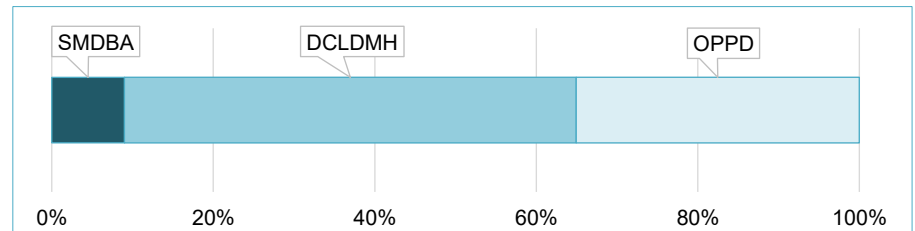
**Disabled Children, Adult Learning Disability & Mental Health (DCLDMH):** The Division commissions and provides a range of services for children, young people, adults with disabilities, and people with mental health issues. Our services for adult mental health and learning disability work in integrated teams with NHS colleagues. The Lifespan Pathway service provides flexible needs-led provision, for disabled children, young people and adults with complex physical and learning disabilities, to remove artificial transition points and ensure a smooth pathway from children and young people services into adulthood. The Joint Delivery Model for Community Mental Health and Social Care is a new operating model between Kent County Council (KCC) and the Kent and Medway NHS Partnership Trust (KMPT). All Social care staff previously within the KMPT Community Mental Health Teams will be transferred back to KCC by April 2019, to ensure the

robust delivery of social care statutory responsibilities. The Division is now made up of; Disabled Children and Young People teams, Community Learning Disability teams, In-House Provision, Mental Health Services, and, the Operational Support Unit (which provides support to the whole Directorate).

**Older People & Physical Disability (OPPD):** The Division commissions and provides a range of services to improve outcomes for older people and physically disabled adults and their carers. The Older People and Physical Disability (OPPD) Service is continuing to modernise services and approaches to the provision and delivery of services to the public. A new operating model was implemented in August 2018, this is aligned to the emerging Local Care Model and will focus on being preventative, enabling, maximising independence and choice, and providing targeted personalised support where required. The Division is made up of: Social Work, Safeguarding, Promoting Independence, Supporting Independence, Resource Management Accountability, Quality Improvement, Sensory and Autism and Integrated / Registered Care Centres, Day Centres, and the Design and Learning Centre.

**Strategic Management & Directorate Budgets (SMDBA):** This area incorporates the costs of the Strategic Management Team and Office, the Improved Better Care Fund (iBCF) specific allocation for social care, and the Winter Monies allocation. The elements of Housing Related Support not currently realigned with the supporting independence service remain included in this division.

## How is the ASCH budget split between Services?



## Directorate Level Variation Statement

2018-19 Revised Base	Spending Pressures	Savings & Income	2019-20 Proposed Budget
£417,044.8k	£32,140.3k	-15,875.2k	433,309.9k

SECTION 3 - REVENUE BUDGET - KEY SERVICES

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

**Adult Social Care & Health (ASCH)**

Corporate Director: Penny Southern

**£433.3m**

**Strategic Management & Directorate Budgets (SMDBA)**

Corporate Director: Penny Southern

1	17,493.8	Additional Adult Social Care Allocation	0.0	14,861.6	<b>14,861.6</b>	-6,164.4	0.0	<b>8,697.2</b>	Additional spending on the improved Better Care Fund (iBCF) and the newly announced Social Care Winter Monies. Spending plans to be refined and allocated across other Key Services lines.
2	911.0	Budget & Saving Plans to be allocated	0.0	2,109.8	<b>2,109.8</b>	-589.0	0.0	<b>1,520.8</b>	Budgets and savings held here until plans have been finalised and can be allocated to specific Key Services lines
3	3,656.4	Safeguarding Adults	1,259.0	1,098.4	<b>2,357.4</b>	-111.1	-129.9	<b>2,116.4</b>	A multi-agency partnership / framework to ensure a coherent policy, arrangements for the protection of vulnerable adults and Deprivation of Liberty Safeguards
4	3,923.6	Community Based Preventative Services - Learning Disability & Mental Health	0.0	7,866.2	<b>7,866.2</b>	-3,574.4	-381.0	<b>3,910.8</b>	Social Support Services provided by the voluntary sector to prevent social isolation and provide information and early intervention / preventative services to enable Service Users to remain independent
5	8,348.5	Community Based Preventative Services - Older People & Physical Disability	0.0	9,516.5	<b>9,516.5</b>	-1,220.0	0.0	<b>8,296.5</b>	Social Support Services provided by the voluntary sector to prevent social isolation and provide information and early intervention / preventative services to enable Service Users to remain independent
6	891.1	Community Based Preventative Services - Other Adults	0.0	1,326.0	<b>1,326.0</b>	-78.1	-356.8	<b>891.1</b>	Support Services for residents with immediate need and who are in crisis, to live independently by signposting to alternative appropriate services and helping with the purchase of equipment and supplies to ensure the safety and comfort of the most vulnerable in our society. This includes the Kent Social Fund (KSAS)  This service line also includes Local Healthwatch which is a statutory service commissioned by KCC to ensure that patients, users of social care services and their carers, and the public, have a say in how these services are commissioned and delivered on their behalf
7	8,560.7	Housing Related Support	0.0	8,508.7	<b>8,508.7</b>	-1,266.3	-181.7	<b>7,060.7</b>	Housing related support for 7,800 vulnerable households via supported housing, Home Improvement Agencies, women's refuges and community based support to enable them to gain the skills they need to live independently in their own home including emergency welfare assistance and advice to households in an emergency or crisis
8	7,062.8	Strategic Management & Directorate Support (ASCH)	1,954.4	6,725.7	<b>8,680.1</b>	-1,983.9	-136.0	<b>6,560.2</b>	Central Directorate costs including the costs of the Corporate Director, Directors, and associated officers
9	<b>50,847.9</b>	<b>Total - Strategic Management &amp; Directorate Budgets (SMDBA)</b>	<b>3,213.4</b>	<b>52,012.9</b>	<b>55,226.3</b>	<b>-14,987.2</b>	<b>-1,185.4</b>	<b>39,053.7</b>	

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description	
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s		Net Cost £000s
<b>Disabled Children, Adult Learning Disability &amp; Mental Health (DCLDMH)</b> Corporate Director: Penny Southern									
10	71,559.2	Adult Learning & Physical Disability Pathway - Residential Care Services	0.0	75,817.2	<b>75,817.2</b>	-6,042.8	0.0	<b>69,774.4</b>	Residential Care Services (and Short Breaks) for Learning Disability Service Users (aged 18+) and Physical Disability (aged 18-25)
11	90,716.0	Adult Learning & Physical Disability Pathway - Community Based Services	8,334.7	104,758.1	<b>113,092.8</b>	-6,746.7	-1,782.7	<b>104,563.4</b>	Community Based Services for Learning Disability Service Users (aged 18+) and Physical Disability (aged 18-25) including domiciliary care, direct payments, day care and supported living to enable Service Users to remain independent
12	5,689.0	Adult Learning Disability - Assessment Service	5,781.2	304.6	<b>6,085.8</b>	-385.7	-11.1	<b>5,689.0</b>	Social care staff providing assessment of community care needs and safeguarding investigation undertaken by Case Managers
13	11,293.2	Adult Mental Health - Residential Care Services	0.0	12,859.2	<b>12,859.2</b>	-774.0	0.0	<b>12,085.2</b>	Residential Care Services for Mental Health Service Users (aged 18+)
14	5,216.2	Adult Mental Health - Community Based Services	1,137.8	5,740.9	<b>6,878.7</b>	-408.3	-269.9	<b>6,200.5</b>	Community Based Services for Mental Health Service Users (aged 18+) including domiciliary care, direct payments, day care, and supported living to enable Service Users to remain independent
15	8,978.9	Adult Mental Health - Assessment Services	8,954.7	319.0	<b>9,273.7</b>	-283.7	-11.1	<b>8,978.9</b>	Social care staff providing assessment of community care needs and safeguarding investigation undertaken by Mental Health professionals
16	2,655.4	Carers Support (Learning Disability & Mental Health)	2,020.6	798.4	<b>2,819.0</b>	-152.1	0.0	<b>2,666.9</b>	Services supporting carers including both commissioned and in-house residential respite services
17	9,613.5	Looked After Children (with Disability) - Care & Support	3,430.0	10,157.0	<b>13,587.0</b>	-2,154.4	0.0	<b>11,432.6</b>	Services for Looked After Children (aged 0-18) with a Disability including both short and long term residential care and fostering services
18	6,668.8	Children in Need (Disability) - Care & Support	0.0	6,855.4	<b>6,855.4</b>	-41.2	0.0	<b>6,814.2</b>	Services for Children in Need (aged 0-18) with a Disability including day care, direct payments, payments to voluntary organisations, and short breaks for carers
19	6,381.9	Disabled Children & Young People Service (0-25 LD & Complex PD) - Assessment Service	6,443.1	505.9	<b>6,949.0</b>	0.0	0.0	<b>6,949.0</b>	Social care staff providing assessment and support services for Service Users (aged 0-25) with Learning Disability and Complex Physical Disabilities
20	7,186.6	Divisional & Directorate Support	6,003.9	1,439.0	<b>7,442.9</b>	-256.3	0.0	<b>7,186.6</b>	Manages a number of operational support services allowing people to continue to live independently, and supports the Directorate to achieve business aims including Divisional management costs
<b>21</b>	<b>225,958.7</b>	<b>Total - Disabled Children, Adult Learning Disability &amp; Mental Health (DCLDMH)</b>	<b>42,106.0</b>	<b>219,554.7</b>	<b>261,660.7</b>	<b>-17,245.2</b>	<b>-2,074.8</b>	<b>242,340.7</b>	

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description	
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s		Net Cost £000s
<b>Older People &amp; Physical Disability (OPPD)</b> Director: Anne Tidmarsh									
22	13,114.7	Adult Physical Disability - Residential Care Services	0.0	17,301.7	<b>17,301.7</b>	-2,490.4	0.0	<b>14,811.3</b>	Residential Care Services for Physical Disability Service Users (aged 26+)
23	20,842.6	Adult Physical Disability - Community Based Services	0.0	25,481.6	<b>25,481.6</b>	-2,524.3	-1,013.2	<b>21,944.1</b>	Community Based Services for Physical Disability Service Users (aged 26+) including domiciliary care, direct payments, day care, and supported living to enable Service Users to remain independent
24	53,581.5	Older People - Residential Care Services	9,443.8	109,560.5	<b>119,004.3</b>	-57,659.4	-2,052.9	<b>59,292.0</b>	Residential and Nursing Care Services for Older People (aged 65+) including the in-house residential and integrated care centres
25	24,038.8	Older People - Community Based Services	8,967.1	58,452.3	<b>67,419.4</b>	-30,376.5	-8,085.9	<b>28,957.0</b>	Community Based Services for Older People (aged 65+) including domiciliary care, direct payments, day care, supported living, and social support services provided by the voluntary sector to enable Service Users to remain independent
26	4,040.6	Adaptive & Assistive Technology	0.0	10,422.1	<b>10,422.1</b>	-6,236.5	0.0	<b>4,185.6</b>	Occupational Therapy & Sensory Disability Services working in partnership with Health, Hi Kent, and Kent Association for the Blind to provide equipment, including telehealth and telecare
27	761.0	Carers Support (Older People & Physical Disability)	0.0	1,898.8	<b>1,898.8</b>	-1,320.0	-12.3	<b>566.5</b>	Services supporting carers including residential respite services
28	24,856.8	Older People & Physical Disability Assessment Services	25,477.9	1,766.2	<b>27,244.1</b>	-2,051.9	-335.4	<b>24,856.8</b>	Social care staff providing assessment of community care needs and safeguarding investigation undertaken by Case Managers
29	322.2	Children in Need (Disability) - Assessment Services	237.4	84.8	<b>322.2</b>	0.0	0.0	<b>322.2</b>	Social care staff providing assessment and support services for children with sensory impairment
30	180.0	Divisional Management & Support Costs	175.2	70.3	<b>245.5</b>	0.0	-65.5	<b>180.0</b>	Older People & Physical Disability (OPPD) Management Costs
31	-1,500.0	Budget & Saving Plans to be allocated	0.0	-3,200.0	<b>-3,200.0</b>	0.0	0.0	<b>-3,200.0</b>	Budgets and savings held here until plans have been finalised and can be allocated to specific Key Services Lines
<b>32</b>	<b>140,238.2</b>	<b>Total - Older People &amp; Physical Disability (OPPD)</b>	<b>44,301.4</b>	<b>221,838.3</b>	<b>266,139.7</b>	<b>-102,659.0</b>	<b>-11,565.2</b>	<b>151,915.5</b>	
<b>33</b>	<b>417,044.8</b>	<b>Total - Adult Social Care &amp; Health (ASCH)</b>	<b>89,620.8</b>	<b>493,405.9</b>	<b>583,026.7</b>	<b>-134,891.4</b>	<b>-14,825.4</b>	<b>433,309.9</b>	



# Children, Young People & Education (CYPE)



Corporate Director: **Matt Dunkley CBE**

Net Revenue Budget for 2019-20:	<b>£194,270.4k</b>
Gross Capital Budget over 3 year period:	<b>£285,262k</b>
Full Time Equivalent (FTE) Staff at November 2018:	<b>2,533.9</b>

Services for children in Kent are delivered through the Children, Young People and Education (CYPE) Directorate which comprises of four Divisions: Integrated Children's Services West; Integrated Children's Services East; Education Planning and Access; and Strategic Management and Directorate Budgets.

The CYPE vision is to make Kent a County that works for all children. We aim to ensure that all children feel safe, secure, loved, fulfilled, happy and optimistic so as they develop and achieve their maximum potential.

Our driving ambition is to ensure all Kent children have a good education and a good childhood. For all children, young people and their families to secure the best outcomes they can, CYPE services focus upon:

- Securing the best childcare, education and training opportunities;
- Joining up services to support families at the right time in the right place;
- Being the best Corporate Parent we can be;
- Developing a culture of high aspiration and empathy for children and their families;
- Valuing and listening to children and young people's voices.

We work hard to minimise the impact of reduced resources and continued demand from the most vulnerable in our communities. We aim to keep vulnerable families out of crisis, by providing them with timely support. The Directorate continues to respond creatively to the demands placed upon it by forming new partnerships, reshaping services and adopting new ways of working to ensure children and families are supported where and when they need help.

The bringing together of Early Help, Education and Children's Social Work into one Corporate Directorate has provided new opportunities for improving outcomes for vulnerable children across the County. CYPE's key focus is on better integrated working between these services. The Directorate has launched a Change for Kent Children Programme to better integrate all elements of the Directorate's work, using a new practice framework and operating model which will be in place from spring 2019.

The driving ambition for the new integrated practice framework is to reduce escalating demand, better supporting children, young people and their families at an earlier stage, without recourse to statutory intervention. By ensuring a new whole-systems approach to childhood, we will improve access for children, young people and families to consistent and timely support to meet their needs, enabling them to succeed in learning and life.

By adopting a new integrated practice framework, focused on prevention and working with families to reduce risks of harm to children, we will secure improvements to the effectiveness of service delivery

whilst also making it financially sustainable in the long term.

**Education Planning and Access (EPA):** This Division's purpose is to secure good quality school places in every community so that every young person can have the best start in life, so that they are ready to succeed at school, have excellent foundations for learning and are equipped well for achievement in life, no matter what their social background. This Division also commissions one of KCC's Local Authority Trading Companies (LATCo) 'The Education People' which launched in September 2018 to continue to deliver both traded and statutory elements of education support services. This development will increase the long term sustainability of education support services for schools and help to maintain and enhance the strong partnership between KCC and Kent schools in the future. It will also allow schools to have a greater say in how services operate and continue the focus on improving attainment and standards.

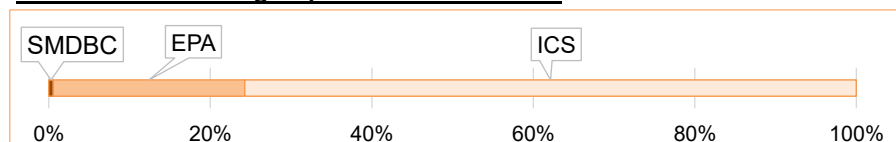
**Schools' Delegated Budgets (SDB):** This holds the budget for Kent schools

**Integrated Children's Services (West and East) (ICS):** These two Divisions have a statutory duty to safeguard and promote the welfare of some of Kent's most vulnerable children and young people. The Divisions focus on providing an effective and consistent integrated children's service across Kent, supporting staff to prevent the escalation of need and deliver services that provide timely and appropriate support for children and families earlier, when they are most in need.

Each Division comprises a range of services including: Early Help Units; the Front Door Referral Service (single request for support); Children's Social Work teams; Adolescent teams; Children in Care teams; Fostering Service; Adoption Service; Safeguarding and Quality Assurance; 18+ Care Leavers Service; Management Information; Youth Justice; Inclusion and Attendance teams; Open Access provision (Children's Centres and the Youth Service) and the Unaccompanied Asylum Seeking Children (UASC) Service.

**Strategic Management & Directorate Budgets (SMDBC):** This area incorporates the Directorate centrally held costs, which includes the budgets for, amongst other things, the Strategic Directors and Heads of Service. It also leads on the Change for Kent Children Programme, support for the Corporate Director, Directorate communications and Member interface.

## How is the CYPE budget split between Services?



## Directorate Level Variation Statement

2018-19 Revised Base	Spending Pressures	Savings & Income	2019-20 Proposed Budget
£186,463.7k	£10,764.5k	-£2,957.8k	£194,270.4k

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

## Children, Young People & Education (CYPE)

Corporate Director: Matt Dunkley CBE

**£194.3m**

### Strategic Management & Directorate Budgets (SMDBC)

Corporate Director: Matt Dunkley CBE

34	4,546.2	Strategic Management & Directorate Budgets (CYPE)	817.5	7,447.8	<b>8,265.3</b>	-684.0	-2,959.6	<b>4,621.7</b>	Central Directorate costs including the Strategic Director and Directorate pension costs
35	-2,276.3	Budget & Saving Plans to be allocated	-3,520.0	-6.3	<b>-3,526.3</b>	0.0	0.0	<b>-3,526.3</b>	Budgets and savings held here until plans have been finalised and can be allocated to specific Key Services lines
36	<b>2,269.9</b>	<b>Total - Strategic Management &amp; Directorate Budgets (SMDBC)</b>	<b>-2,702.5</b>	<b>7,441.5</b>	<b>4,739.0</b>	<b>-684.0</b>	<b>-2,959.6</b>	<b>1,095.4</b>	

### Education Planning and Access (EPA)

Director: Keith Abbott

37	2,946.3	Special Educational Needs & Psychology Services	9,691.5	66,124.2	<b>75,815.7</b>	-4,765.7	-65,614.7	<b>5,435.3</b>	Assessment and placement of children and young people with Special Educational Needs including those with Education Health Care plans
38	0.0	Early Years Education	0.0	69,596.6	<b>69,596.6</b>	0.0	-69,596.6	<b>0.0</b>	Parents' statutory entitlement to free Early Years education provision, most commonly from private, voluntary and independent providers for which KCC provides reimbursement from the Dedicated Schools Grant. There is a universal entitlement of 15 hours per week for all 3 and 4 year olds, increasing to 30 hours for children of working parents. This budget also provides entitlement to eligible 2 year olds for up to 15 hours per week
39	35,888.8	Home to School & College Transport	188.9	42,751.8	<b>42,940.7</b>	-4,112.4	0.0	<b>38,828.3</b>	Transport to education establishments for all entitled pupils including specialist transport to school and college for children and young people with Special Educational Needs, together with free mainstream school transport, and the partly subsidised 16+ travel card (which includes an individual contribution). A small team support specific pupils with their travel arrangements to schools to enable them to become independent as they transition to secondary school
40	10.0	Fair Access & Planning Services	2,200.8	687.8	<b>2,888.6</b>	-58.0	-2,820.6	<b>10.0</b>	Planning the provision of school places and managing the schools admissions and eligibility for school transport services
41	4,245.6	Education Services provided by EDSECO Ltd (trading as The Education People)	0.0	9,099.4	<b>9,099.4</b>	0.0	-5,922.0	<b>3,177.4</b>	A range of statutory education services provided through the Education Services Company (trading as The Education People), including School Improvement, Education Psychology, Education Safeguarding, Skills & Employability, Schools Financial Services, and Outdoor Education

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description	
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s		Net Cost £000s
42	-1,210.1	Community Learning & Skills (CLS)	9,142.0	3,480.9	<b>12,622.9</b>	-3,264.5	-10,568.5	<b>-1,210.1</b>	Provision of adult education courses and family and responsive learning, together with the delivery of English and Maths learning, to help people improve their employability skills
43	1,003.4	Education Services & Planning Resources Management & Division Support	1,130.8	885.7	<b>2,016.5</b>	-310.0	-795.0	<b>911.5</b>	Includes Area Education Officers and their direct support, costs associated with Academy conversions, and other Divisional management and support costs
44	-1,876.8	Other School Services	0.0	39,402.4	<b>39,402.4</b>	-19,701.0	-20,795.2	<b>-1,093.8</b>	Provision of a wide range of support services to schools (most of which operate on a traded basis)
<b>45</b>	<b>41,007.2</b>	<b>Total - Education Planning and Access (EPA)</b>	<b>22,354.0</b>	<b>232,028.8</b>	<b>254,382.8</b>	<b>-32,211.6</b>	<b>-176,112.6</b>	<b>46,058.6</b>	

**Integrated Children's Services (East & West) (ICS)**

Directors: Stuart Collins (Early Help & Preventative Services Lead) & Sarah Hammond (Children's Social Work Lead)

46	6,861.5	Early Help & Preventative Services	11,234.1	6,375.9	<b>17,610.0</b>	-3,144.2	-7,604.3	<b>6,861.5</b>	Early intervention and prevention services for families, children and young people, including services provided under the Tackling Troubled Families Scheme and Headstart project to improve the mental health and emotional wellbeing of 10-16 year olds
47	4,044.1	Children's Centres	6,144.3	727.9	<b>6,872.2</b>	-3,528.1	0.0	<b>3,344.1</b>	Provides integrated early childhood services to young children and their families (many of whom are disadvantaged), in order to improve their development and life chances so that children are school ready and parents have support and the opportunity to gain parenting skills
48	3,991.2	Youth Services	4,287.8	2,144.7	<b>6,432.5</b>	-1,214.0	-1,310.4	<b>3,908.1</b>	Youth Services enable young people to access positive educational and recreational leisure time activities to improve their wellbeing and personal and social development. The Youth Justice Service assesses, plans and intervenes with 10-17 year olds who have come to the attention of the Police or judicial system, to prevent them offending
49	0.0	Pupil Referral Units & Inclusion	1,656.6	3,075.2	<b>4,731.8</b>	-267.0	-4,464.8	<b>0.0</b>	Pupil Referral Units (PRU's) are short-stay centres which provide education for children who are excluded, sick, or otherwise unable to attend a mainstream school, until they are reintegrated. Inclusion Advisers work with pupils, families, and schools to improve pupil behaviour and attendance, which reduces the need for permanent or fixed-term exclusion
50	54,323.2	Looked After Children - Care & Support	3,356.8	59,202.4	<b>62,559.2</b>	-1,020.0	-3,990.8	<b>57,548.4</b>	Looked After Children Services including residential, fostering, and supported accommodation for under 18s, and Virtual Schools Kent
51	3,239.1	Children in Need - Care & Support	0.0	3,408.2	<b>3,408.2</b>	-153.1	0.0	<b>3,255.1</b>	Children in Need services including Section 17 payments which are made in safeguarding, promoting the general welfare of a child in need and their family, and Commissioned Services (Health & Wellbeing Service)

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description	
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s		Net Cost £000s
52	46,341.2	Children's Social Work Services - Assessment & Safeguarding Service	47,501.9	2,750.8	<b>50,252.7</b>	-3,008.7	-242.2	<b>47,001.8</b>	Social care staffing providing assessment of children and families' needs, ongoing support to looked after children, and Safeguarding Service
53	14,692.3	Adoption & Special Guardianship Arrangements & Service	1,926.5	12,450.3	<b>14,376.8</b>	-103.0	0.0	<b>14,273.8</b>	The Adoption Service works to achieve alternative permanent care arrangements for Looked after Children within a family setting. This includes family finding, assessing and matching, and offering support services to adoptive families and children. Special guardianship arrangements are also supported, so a child may live with someone other than their parent(s) on a long term basis
54	4,257.3	Care Leavers Service	4,053.5	4,514.0	<b>8,567.5</b>	-2,192.1	-888.5	<b>5,486.9</b>	Enables and assists care leavers (post 18) to develop their skills and enhance their life opportunities as they progress into adulthood
55	0.0	Asylum	851.3	17,433.5	<b>18,284.8</b>	-1,454.1	-16,830.7	<b>0.0</b>	Supporting unaccompanied asylum seekers under the age of 18 and those aged 18 or over (who were previously in care when aged under 18) as Care Leavers
56	5,436.7	Integrated Services (Children's) Management & Directorate Support	6,316.8	1,754.6	<b>8,071.4</b>	-443.5	-2,191.2	<b>5,436.7</b>	Directorate support costs including practice development for both early help and children social work functions along with the provision of management information for the whole Directorate
<b>57</b>	<b>143,186.6</b>	<b>Total - Integrated Children's Services (East &amp; West) (ICS)</b>	<b>87,329.6</b>	<b>113,837.5</b>	<b>201,167.1</b>	<b>-16,527.8</b>	<b>-37,522.9</b>	<b>147,116.4</b>	

**Schools Delegated Budgets (SDB)**

Corporate Director: Matt Dunkley

58	0.0	Schools' Delegated Budgets	<b>434,323.7</b>	<b>194,778.2</b>	<b>629,101.9</b>	<b>-50,826.2</b>	<b>-578,275.7</b>	<b>0.0</b>	Includes Kent maintained Schools' Delegated Budgets and High Needs Budgets for Mainstream High Needs Funding, Special Schools, Specialist Resource Provisions and delegated funding for Alternative Provision
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<b>59</b>	<b>186,463.7</b>	<b>Total - Children, Young People &amp; Education (CYPE)</b>	<b>541,304.8</b>	<b>548,086.0</b>	<b>1,089,390.8</b>	<b>-100,249.6</b>	<b>-794,870.8</b>	<b>194,270.4</b>	
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# Growth, Environment & Transport (GET)



Corporate Director: **Barbara Cooper**

Net Revenue Budget for 2019-20:	<b>£171,322.4k</b>
Gross Capital Budget over 3 year period:	<b>£450,472k</b>
Full Time Equivalent (FTE) Staff at November 2018:	<b>1,338.5</b>

Growth, Environment & Transport (GET) consists of five divisions; Economic Development (ED), Environment, Planning & Enforcement (EPE), Highways, Transportation & Waste (HTW), Libraries, Registration & Archives (LRA) and Strategic Management & Directorate Budgets (SMDBG).

GET is considerable in terms of its breadth, the number of services and projects, as well as a considerable capital programme. GET is responsible for an array of familiar services that shape our communities, such as maintaining and improving Kent's roads, protecting communities against flooding, disposing of and recycling our waste as well as fostering a lifelong love of reading through our libraries. We also provide loans to help local businesses thrive or convert empty properties into much needed residences, encourage physical activity through our Country Parks, protect vulnerable residents against rogue traders, and actively support the low carbon sector.

By delivering good services we can improve the normal, everyday lives of the people and businesses of Kent and make the County a better place to live, work, and do business. Our services are mainly focused on delivering KCC's Strategic Outcome 2: Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life. We also deliver services which support Strategic Outcomes 1 (Children and young people in Kent get the best start in life) and 3 (Older and vulnerable residents are safe and supported with choices to live independently).

**Economic Development (ED):** The strategic vision of this Division is to create the conditions that enable economic growth to deliver better outcomes and a good quality of life for Kent's communities, workforce, and visitors. The three main areas of activity are; Business and Enterprise, Economic Strategy & Partnerships, and Infrastructure.

**Environment, Planning & Enforcement (EPE):** EPE fundamentally supports sustainable economic growth, facilitates a quality environment across Kent, and improves the safety, health, and quality of life for Kent's residents. It comprises six groups delivering 19 services which together create the environment in which Kent residents and businesses live and grow.

EPE delivers a range of strategic and frontline services to create a quality and safe environment for sustainable economic and housing growth. From managing 4,310 miles of Public Rights of Way, to attracting and lobbying for millions of pounds of infrastructure investment, its services deliver against a host of wider Kent County Council outcomes, including a healthier lifestyle for our

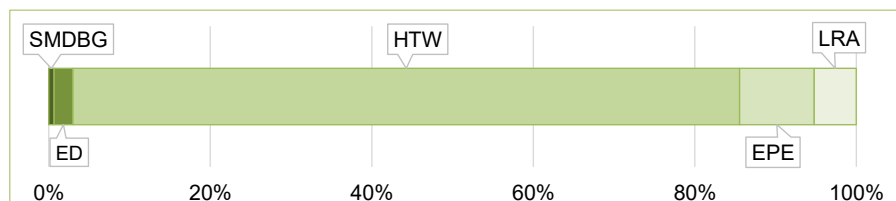
residents, as well as a safer and more resilient environment for our younger, older and vulnerable residents.

**Highways, Transportation & Waste (HTW):** This Division delivers services that are used by most, if not all, residents in Kent and those who travel through it. HTW has a duty to ensure the effective discharge of the Council's statutory duties and powers as Local Transport & Highway Authority, in particular it's duty of care to help ensure safe passage for all road users and the processing and disposal of household waste. The Division's core purposes are; the management, maintenance, emergency response and improvement of Kent's 5,400 miles of highway network and associated assets, the processing and disposal of the household waste and recycle collected by the 12 District and Borough Councils in Kent, as well as enabling access to education, health, and community services for diverse users across Kent, through the planning, procurement and management of public transport services.

**Libraries, Registration & Archives (LRA):** This Division is an internally commissioned service which delivers services that support people throughout their lives. The services are open to everyone, but also targeted to help those who most need them. The Libraries Service is delivered through library buildings, mobile library service, online offer, and a range of outreach services such as the home library and postal loan services. The Registration Service enables people to register a birth or death, get married as well as get their passport form checked. The Archives Service works to conserve, protect, and provide access to the remarkable collection of over 14 kilometres of unique and precious historical archive material.

**Strategic Management & Directorate Budgets (SMDBG):** This area incorporates the Directorate centrally held costs.

## How is the GET budget split between Services?



## Directorate Level Variation Statement

2018-19 Revised Base	Spending Pressures	Savings & Income	2019-20 Proposed Budget
<b>169,098.5k</b>	<b>£6,991.5k</b>	<b>-£4,767.6k</b>	<b>£171,322.4k</b>

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

**Growth, Environment & Transport (GET)**

Corporate Director: Barbara Cooper

**£171.3m**

**Strategic Management & Directorate Budgets (SMDBG)**

Corporate Director: Barbara Cooper

60	1,280.9	Strategic Management & Directorate Budgets (GET)	448.6	900.3	<b>1,348.9</b>	-68.0	0.0	<b>1,280.9</b>	Cross Directorate costs, including the Corporate Director
61	-141.1	Budget & Savings Plans to be allocated	0.0	-159.9	<b>-159.9</b>	0.0	0.0	<b>-159.9</b>	Budgets and savings held here until plans have been finalised and can be allocated to specific Key Services lines
62	<b>1,139.8</b>	<b>Total - Strategic Management &amp; Directorate Budgets (SMDBG)</b>	<b>448.6</b>	<b>740.4</b>	<b>1,189.0</b>	<b>-68.0</b>	<b>0.0</b>	<b>1,121.0</b>	

**Economic Development (ED)**

Director: David Smith CBE

63	2,428.6	Economic Development	2,592.5	3,003.6	<b>5,596.1</b>	-1,941.9	-1,232.6	<b>2,421.6</b>	Working with public, private, and voluntary sectors to support Kent's economic growth (including Kent and Medway Business Loan Fund)
64	1,775.8	Arts	296.7	1,283.0	<b>1,579.7</b>	0.0	0.0	<b>1,579.7</b>	Supporting Kent's creative and cultural economy (including Turner Contemporary)
65	<b>4,204.4</b>	<b>Total - Economic Development (ED)</b>	<b>2,889.2</b>	<b>4,286.6</b>	<b>7,175.8</b>	<b>-1,941.9</b>	<b>-1,232.6</b>	<b>4,001.3</b>	

**Highways, Transport & Waste (HTW)**

Director: Simon Jones

66	5,294.3	Highway Transportation (including School Crossing Patrols)	5,417.4	2,168.0	<b>7,585.4</b>	-2,163.0	-107.4	<b>5,315.0</b>	Reducing casualties and traffic congestion on Kent's roads by enabling the delivery of a £300m+ capital programme of engineering schemes by managing traffic and through road safety improvements, education and campaigns. Assisting developers in identifying and delivering solutions to protect our network from the negative impacts of development traffic
67	13,144.3	Highway Asset Management (Roads and Footways)	4,636.1	7,259.9	<b>11,896.0</b>	0.0	0.0	<b>11,896.0</b>	Safety inspections, emergency and routine maintenance, and minor repairs to Roads, Footways and Cycleways (including repairing damage by Third Parties), Traffic Management, Fly Tipping removal

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description	
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s		Net Cost £000s
68	16,552.5	Highway Asset Management (Other)	4,261.0	16,368.0	<b>20,629.0</b>	-3,949.0	0.0	<b>16,680.0</b>	Safety inspections, routine maintenance and minor repair of traffic signals, CCTV cameras, highway drainage cleansing, repairs and soakaways, highway trees, shrubs and grass cutting, weed spraying, bridges and tunnels, permitting, inspection and coordination of all works undertaken by utility companies, developers and KCC contractors, winter service and adverse weather, street lighting and lit signs and bollards maintenance and energy costs of street lighting, Kent lane rental scheme, permits and licences, Third Party damage to other assets
69	5,956.1	Subsidised Buses and Community Transport	0.0	8,305.9	<b>8,305.9</b>	-1,019.0	-1,087.8	<b>6,199.1</b>	Financial support for otherwise uneconomic bus routes (including the Kent Karrier service), as well as community transport schemes
70	17,199.2	Concessionary Fares	0.0	17,271.6	<b>17,271.6</b>	-47.0	0.0	<b>17,224.6</b>	A statutory concessionary travel scheme, providing free bus travel for the elderly, disabled and disabled user companions
71	8,707.5	Young Person's Travel Pass	0.0	15,840.5	<b>15,840.5</b>	-7,733.0	0.0	<b>8,107.5</b>	Provides discounted travel on the Kent bus network for young people aged 11-16. The average subsidy was £300 in previous years
72	39,279.8	Residual Waste	0.0	40,410.5	<b>40,410.5</b>	-92.3	0.0	<b>40,318.2</b>	Statutory waste services for Kent residents including treatment and disposal of residual household waste
73	29,704.6	Waste Facilities & Recycling Centres	0.0	33,415.6	<b>33,415.6</b>	-2,218.8	0.0	<b>31,196.8</b>	Statutory waste services for Kent residents including Household recycling centres, cost of recycling, and composting household waste
74	4,453.1	Highways, Transport & Waste Management Costs and Commercial Operations	3,858.3	3,296.7	<b>7,155.0</b>	-2,666.9	0.0	<b>4,488.1</b>	Management, planning, procurement and monitoring of transport services, work with Environment Agency to reduce waste, pollution monitoring at landfill sites, commissioning and contract management of care waste management service, business services including provision of Speed Awareness courses, and business support for Highways, Transportation & Waste
<b>75</b>	<b>140,291.4</b>	<b>Total - Highways, Transport &amp; Waste (HTW)</b>	<b>18,172.8</b>	<b>144,336.7</b>	<b>162,509.5</b>	<b>-19,889.0</b>	<b>-1,195.2</b>	<b>141,425.3</b>	



**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

<b>Environment, Planning &amp; Enforcement (EPE)</b> Director: Katie Stewart									
76	8,514.9	Public Protection (Enforcement)	8,328.0	4,551.4	<b>12,879.4</b>	-2,790.3	0.0	<b>10,089.1</b>	Public Protection services including Trading Standards, Community Wardens, Coroners, Kent Scientific Services (KSS), Resilience, and Emergencies
77	5,061.5	Environment & Planning	7,041.6	12,912.7	<b>19,954.3</b>	-6,700.6	-8,160.1	<b>5,093.6</b>	Covers a wide range of services including Country Parks, development of sports and physical activity, Kent Downs Area of Outstanding Natural Beauty (AONB), Public Rights of Way (PROW), Gypsy & Traveller Unit, delivery of key strategic transport improvement, heritage services, sustainable business and communities, planning, and climate change projects
78	639.0	Environment, Planning & Enforcement Management Costs	631.1	16.1	<b>647.2</b>	-8.2	0.0	<b>639.0</b>	Divisional management costs
<b>79</b>	<b>14,215.4</b>	<b>Total - Environment, Planning &amp; Enforcement (EPE)</b>	<b>16,000.7</b>	<b>17,480.2</b>	<b>33,480.9</b>	<b>-9,499.1</b>	<b>-8,160.1</b>	<b>15,821.7</b>	

<b>Libraries, Registration &amp; Archives (LRA)</b> Head of Service: James Pearson									
80	9,247.5	Libraries, Registration & Archives	11,151.2	4,191.3	<b>15,342.5</b>	-6,389.4	0.0	<b>8,953.1</b>	The Libraries, Registration & Archives (LRA) service is delivered through a network of 99 libraries, 5 Register Offices, 5 mobile libraries, an archive centre, the stock distribution and support function building at Quarrywood, the information service which includes the public 'Ask a Kent Librarian' service, and the 24 hour accessible online services. The LRA service also delivers the records management service on behalf of KCC, is contracted to deliver 5 prison libraries in Kent and the registration service on behalf of the London Borough of Bexley

<b>81</b>	<b>169,098.5</b>	<b>Total - Growth, Environment &amp; Transport (GET)</b>	<b>48,662.5</b>	<b>171,035.2</b>	<b>219,697.7</b>	<b>-37,787.4</b>	<b>-10,587.9</b>	<b>171,322.4</b>	
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# Strategic & Corporate Services (S&CS)



Corporate Director: **David Cockburn**

Net Revenue Budget for 2019-20:	<b>£77,316.2k</b>
Gross Capital Budget over 3 year period:	<b>£57,570k</b>
Full Time Equivalent (FTE) Staff at November 2018:	<b>688.3</b>

The Strategic & Corporate Services Directorate provides core services which support frontline service delivery to achieve better outcomes for Kent's residents and our customers. The Directorate supports the political and managerial leadership in setting the strategic direction for the Council. Strategic & Corporate Services also supports the organisation to deliver and respond to changes in our operating environment. Priorities include leading the revenue and capital budget process for the Authority, ensuring effective governance and assurance processes and providing support for extensive business change across the Council as we continue to embed our strategic commissioning authority and traded service arrangements. Our Directorate also plays a significant role in ensuring the Council is well placed to meet its statutory and regulatory duties.

Strategic & Corporate Services has the following roles and responsibilities:

**Engagement, Organisation Design & Development (EODD):** The Division is responsible for employment practice and policy, organisation design and development, health and safety, and the communications, customer, and engagement functions for the authority. The Division holds the client-side responsibility for the Contact Point and Digital Services provided by Agilisys.

**Finance (FIN):** The Division comprises of four key functions that together provide strategic financial and audit support to the Council. These functions are; External Contracts & Funding, Operations, Internal Audit, and, Policy, Planning & Strategy. The Vision Statement of the Division is to, "Work together as one market leading team that always put the customers at the heart of everything we do".

**Governance & Law (G&L):** Provides democratic services including support of the 81 elected Members of the County Council. The division manages information governance and data protection considerations for the authority including co-ordination of responses to Freedom of Information (FOI) requests. The division also holds the client-side responsibility for Invicta Law which provides legal advice and services to KCC, public bodies, and other local authorities.

**Infrastructure (INF):** The Division is responsible for the provision of the Authority's Property & ICT services which support our frontline service delivery; it sets the Council's technology and asset strategy and delivers the Council's disposal and capital programmes. The division holds the client side responsibility for Cantium Business Solutions Ltd and GEN<sup>2</sup> Property Ltd.

## Strategic Commissioning including Public Health (SCincPH):

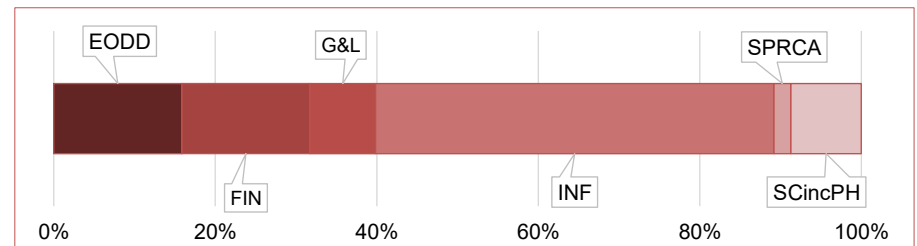
**Strategic Commissioning** leads and shapes the process for deciding how best to use the total resources available to improve outcomes in the most efficient, effective, equitable, and sustainable way. Those resources could be within KCC, or across the public, voluntary, and private sectors. The Division provides capability in commercial leadership and judgement, evidence-based decision making, and performance reporting and analysis. The Division also incorporates Public Health which aims to improve and protect the health and wellbeing of Kent's residents.

The **Public Health** function has three overriding aims, to improve the health of the Kent population, to protect the health of the Kent population, and to improve the quality, effectiveness, and access to health and social care services. By achieving these aims, we will not only improve the wellbeing of the people of Kent, but also reduce the need for expensive acute interventions, thereby reducing the pressure on other KCC services, and the wider public sector.

**Strategy, Policy, Relationships & Corporate Assurance (SPRCA):** The Division's role is to help prepare the organisation to meet future challenges through environment scanning, medium term planning, corporate and service policy development, and, relationship management, as well as leading the equality, risk, and corporate assurance frameworks.

**Strategic Management & Directorate Budgets S&CS (SMDBS):** This area incorporates the Directorate centrally held costs and external grant income.

## How is the S&CS budget split between Services?



## Directorate Level Variation Statement

2018-19 Revised Base	Spending Pressures	Savings & Income	2019-20 Proposed Budget
<b>£74,949.8k</b>	<b>£4,550.9k</b>	<b>-£2,184.5k</b>	<b>£77,316.2k</b>

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

**Strategic & Corporate Services (S&CS)**

Corporate Director: David Cockburn

**£77.3m**

**Strategic Management & Directorate Budgets (SMDBS)**

Corporate Director: David Cockburn

82	-1,259.3	Strategic Management & Directorate Budgets (S&CS)	503.6	2,904.0	<b>3,407.6</b>	-635.6	-4,050.0	<b>-1,278.0</b>	Central Directorate costs and grant contributions to Corporate Services' overheads
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**Engagement, Organisation Design & Development (EODD)**

Corporate Director: Amanda Beer

83	7,583.7	Human Resources Related Services	4,907.2	3,765.4	<b>8,672.6</b>	-1,087.9	-1.0	<b>7,583.7</b>	Strategic and operational Human Resource (HR) services to KCC. Advisory role to ensure that KCC meets its statutory responsibility in terms of Health & Safety, Employment Law, and Equality Legislation in relation to employment. Transactional HR services commissioned from Cantium Business Solutions Ltd
84	5,514.4	Customer Contact, Communications & Consultations	1,543.2	4,483.6	<b>6,026.8</b>	-497.7	-89.0	<b>5,440.1</b>	Responsible for communicating with the public, customer contact services, effective consultation, and information provision
85	<b>13,098.1</b>	<b>Total - Engagement, Organisation Design &amp; Development (EODD)</b>	<b>6,450.4</b>	<b>8,249.0</b>	<b>14,699.4</b>	<b>-1,585.6</b>	<b>-90.0</b>	<b>13,023.8</b>	

**Finance (FIN)**

Corporate Director: Zena Cooke

86	9,531.1	Finance	11,027.8	4,668.0	<b>15,695.8</b>	-5,259.9	-904.8	<b>9,531.1</b>	Provision of finance advice to support both managers and Members in planning, managing, and reporting upon the Council's financial resources. Transactional financial services commissioned from Cantium Business Solutions Ltd
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**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

**Governance & Law (G&L)**

Director: Ben Watts

87	5,339.1	Governance & Law	2,549.0	3,225.6	<b>5,774.6</b>	-298.8	-35.0	<b>5,440.8</b>	Includes the cost of supporting the 81 elected Members of the County Council and their responsibilities, together with the management of the contract with Invicta Law for legal advice and services to KCC, public bodies, and other local authorities. Co-ordination of responses to Freedom of Information (FOI) requests
88	1,620.0	Local Member Grants	0.0	1,215.0	<b>1,215.0</b>	0.0	0.0	<b>1,215.0</b>	Member Grants made to a wide range of community based groups, individuals and organisations
<b>89</b>	<b>6,959.1</b>	<b>Total - Governance &amp; Law (G&amp;L)</b>	<b>2,549.0</b>	<b>4,440.6</b>	<b>6,989.6</b>	<b>-298.8</b>	<b>-35.0</b>	<b>6,655.8</b>	

**Infrastructure (INF)**

Director: Rebecca Spore

90	21,596.5	Property Related Services	773.1	34,969.3	<b>35,742.4</b>	-11,657.2	-187.0	<b>23,898.2</b>	Strategic management of KCC's estate and day-to-day costs associated with managing the Authority's estate. Lead on delivery of the Council's Property Asset Management Strategy together with delivery of day to day costs associated with KCC's estate, through GEN <sup>2</sup> Property Ltd.
91	16,475.0	ICT Related Services	1,953.6	18,191.7	<b>20,145.3</b>	-3,396.8	-149.0	<b>16,599.5</b>	Leads on defining future provision and strategy for ICT, ensuring the best use of available technology to support the needs of the Council. ICT services commissioned from Cantium Business Solutions Ltd. Business Partnership providing service delivery assurance and monitoring of deliverables
<b>92</b>	<b>38,071.5</b>	<b>Total - Infrastructure (INF)</b>	<b>2,726.7</b>	<b>53,161.0</b>	<b>55,887.7</b>	<b>-15,054.0</b>	<b>-336.0</b>	<b>40,497.7</b>	

**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

**Strategic Commissioning including Public Health (SCincPH)**  
 Directors: Vincent Godfrey (Strategic Commissioning) & Andrew Scott-Clark (Public Health)

93	7,166.6	Strategic Commissioning	7,267.9	561.0	<b>7,828.9</b>	-621.3	-41.0	<b>7,166.6</b>	Responsible for developing and delivering a commissioning and procurement strategy for the Authority. Includes commissioning, contract management, and procurement functions
94	-200.0	Public Health - Children's Programme	0.0	30,995.7	<b>30,995.7</b>	0.0	-30,995.7	<b>0.0</b>	Includes provision for 0-19 year olds and their families including: Health Visiting, School Public Health, Oral Health, services delivered through Children Centres and Adolescent services
95	-21.1	Public Health - Mental Health, Substance Misuse & Community Safety	100.0	12,158.7	<b>12,258.7</b>	-914.0	-11,344.7	<b>0.0</b>	Includes the provision of drug and alcohol services, Domestic abuse services and Mental Health early intervention.
96	0.0	Public Health - Sexual Health	0.0	12,765.1	<b>12,765.1</b>	-1,500.0	-11,265.1	<b>0.0</b>	Commissioning of mandated contraception and sexually transmitted infection advice and treatment services
97	-115.4	Public Health - Healthy Lifestyles	0.0	8,201.0	<b>8,201.0</b>	0.0	-8,201.0	<b>0.0</b>	Improving health and lifestyles through provision of Integrated Lifestyle services and NHS Health Checks to support the following outcomes; reduction in smoking, improved exercise and healthy eating to tackle obesity levels
98	0.0	Public Health - Advice and Other Staffing	2,879.4	1,368.2	<b>4,247.6</b>	-255.1	-3,992.5	<b>0.0</b>	Includes cost of management, commissioning, and operational staff to deliver statutory Public Health advice
<b>99</b>	<b>6,830.1</b>	<b>Total - Strategic Commissioning including Public Health (SCincPH)</b>	<b>10,247.3</b>	<b>66,049.7</b>	<b>76,297.0</b>	<b>-3,290.4</b>	<b>-65,840.0</b>	<b>7,166.6</b>	

**Strategy, Policy, Relationships & Corporate Assurance (SPRCA)**  
 Director: David Whittle

100	1,719.2	Strategy, Policy, Relationships & Corporate Assurance	1,778.4	1,626.8	<b>3,405.2</b>	-436.0	-1,250.0	<b>1,719.2</b>	Supports the political and managerial leadership of KCC through strategic policy development
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<b>101</b>	<b>74,949.8</b>	<b>Total - Strategic &amp; Corporate Services (S&amp;CS)</b>	<b>35,283.2</b>	<b>141,099.1</b>	<b>176,382.3</b>	<b>-26,560.3</b>	<b>-72,505.8</b>	<b>77,316.2</b>	
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**SECTION 3 - REVENUE BUDGET - KEY SERVICES**

Row Ref	2018-19 Revised Budget (Net Cost) £000s	Division & Key Service	2019-20 Proposed Budget					Key Service Description
			Staffing £000s	Non Staffing £000s	Gross Expenditure £000s	Income £000s	Grants £000s	

Financing Items & Unallocated (FI&U)	£111.8m
Corporate Director: Zena Cooke	

102	107,501.9	Financing Items - General	969.5	119,232.7	<b>120,202.2</b>	-16,783.6	-18.0	<b>103,400.6</b>	Includes net debt costs (including investment income), transfers to and from reserves, net contributions from KCC owned companies, and others including audit fees and carbon reduction commitment
103	3,429.2	Financing Items - Unallocated	3,250.0	5,149.2	<b>8,399.2</b>	0.0	0.0	<b>8,399.2</b>	

104	110,931.1	<b>Total - Financing Items &amp; Unallocated (FI&amp;U)</b>	<b>4,219.5</b>	<b>124,381.9</b>	<b>128,601.4</b>	<b>-16,783.6</b>	<b>-18.0</b>	<b>111,799.8</b>	
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105	958,487.9	<b>Total Budget</b>	<b>719,090.8</b>	<b>1,478,008.1</b>	<b>2,197,098.9</b>	<b>-316,272.3</b>	<b>-892,807.9</b>	<b>988,018.7</b>	
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106	958,487.9	<b>Total Budget (excluding Schools' Delegated Budgets on Row 58)</b>	<b>284,767.1</b>	<b>1,283,229.9</b>	<b>1,567,997.0</b>	<b>-265,446.1</b>	<b>-314,532.2</b>	<b>988,018.7</b>	
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## **Budget Book**

# **APPENDICES**

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## Appendix A (i) - High Level 2019-22 Revenue Plan

2018-19			2019-20		2020-21		2021-22	
£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s
	<b>932,976.8</b>	<b>Revised 2018-19 Base Budget</b>		<b>958,487.9</b>		<b>988,018.7</b>		<b>984,759</b>
		<b>Additional Spending Pressures</b>						
12,881.2		Net Budget Realignments from Previous Year	6,697.0		433.0		584.0	
11,343.7		Replacement of Use of Reserves and Other One-off Budget Solutions	12,858.6		21,975.9		1,000.0	
1,784.0		Reduction in Grant Funding	1,785.0					
4,453.0		Pay	4,500.0		5,000.0		5,000.0	
20,185.4		Prices	20,393.6		21,002.2		17,844.8	
17,242.9		Demand & Demographic	19,157.5		16,688.1		16,637.8	
-6,895.0		Government & Legislative	-1,894.2		-6,167.4		174.0	
14,718.0		Service Strategies and Improvements	8,888.6		3,342.1		3,447.5	
	<b>75,713.2</b>	<b>Total Pressures</b>		<b>72,386.1</b>		<b>62,273.9</b>		<b>44,688.1</b>
		<b>Savings &amp; Income</b>						
		<u>Transformation Savings</u>						
-3,788.2		Adults Transformation Programmes	-3,094.8		-3,700.0			
-4,054.4		Other Transformation Programmes	-2,266.0		-2,270.0		-134.8	
-6,036.5		Income Generation	-4,338.4		-2,650.5		-3,061.3	
		Increases in Grants & Contributions	-6,164.4		6,164.4			
		<u>Efficiency Savings</u>						
-6,402.4		Staffing	-2,459.3					
-980.5		Premises	-80.0		-110.0		-1,500.0	
-10,802.5		Contracts & Procurement	-3,940.1		-910.0			
-1,092.5		Other	-256.0		156.0			
-14,256.6		Financing Savings	-17,345.8		-500.0		1,000.0	
-2,788.5		Policy Savings	-2,910.5		-1,203.1			
	<b>-50,202.1</b>	<b>Total Savings &amp; Income</b>		<b>-42,855.3</b>		<b>-5,023.2</b>		<b>-3,696.1</b>
	<b>0.0</b>	<b>Unidentified</b>		<b>0.0</b>		<b>-60,510.5</b>		<b>-19,884.3</b>
	<b>958,487.9</b>	<b>Net Budget Requirement</b>		<b>988,018.7</b>		<b>984,758.9</b>		<b>1,005,866.6</b>

## Appendix A (i) - High Level 2019-22 Revenue Plan

2018-19			2019-20		2020-21		2021-22	
£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s
		<u>Funded by</u>						
37,640.1		Revenue Support Grant	9,487.1		4,743.6			
3,852.8		Social Care Support Grant	10,530.9					
133,568.9		Business Rate Top-Up Grant	136,209.7		138,933.9		141,712.6	
35,018.9		Improved Better Care Fund (incl additional Adult Social Care allocation announced in Chancellor's Spring 2017 budget)	42,379.7		42,379.7		42,379.7	
13,531.9		Other un-ringfenced grants	18,663.3		15,553.6		15,553.6	
59,048.9		Local Share of Retained Business Rates	54,319.2		52,345.6		53,392.5	
-247.3		Business Rate Collection Fund	tbc					
629,137.3		Estimated Council Tax Yield (including increase up to referendum limit but excluding social care levy)	658,818.5		680,192.1		702,217.8	
36,598.0		Estimated Council Tax Social Care Levy	50,610.3		50,610.4		50,610.4	
10,338.4		Estimated Council Tax Collection Fund	7,000.0					
	<b>958,487.9</b>	<b>Total Funding</b>		<b>988,018.7</b>		<b>984,758.9</b>		<b>1,005,866.6</b>

(Figures subject to rounding)

The figures in this table reflect that in 2019-20 we are part of a business rates pool and reflects 50% business rates retention with KCC's share at 9%. There are no assumptions regarding additional business rate retention or the consequential transfer of additional responsibilities from Government in 2020-21 and 2021-22

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	
<b>2018-19 Base</b>	Approved budget by County Council on 20th February 2018	418,670.8	183,889.0	169,105.2	71,394.6	115,428.3	0.0	958,487.9	£000s
<b>Base Adjustments (internal)</b>	Changes to budgets which have nil overall affect on net budget requirement	-1,626.0	2,574.7	-6.7	3,555.2	-4,497.2		0.0	
<b>Revised 2018-19 Base</b>		<b>417,044.8</b>	<b>186,463.7</b>	<b>169,098.5</b>	<b>74,949.8</b>	<b>110,931.1</b>	<b>0.0</b>	<b>958,487.9</b>	<b>958,487.9</b>
<b>Additional Spending Pressures</b>									
<b>Net Budget Realignment</b>	<i>Necessary adjustments to reflect current and forecast activity levels from in-year monitoring reports</i>								
Adult Social Care Sustainability	Removal of one-off funding	-339.2						-339.2	6,697.0
Coroners	Realign post mortem, toxicology and pathology budgets, as well as new Body Removal contract (full cost recovery)			962.0				962.0	
Community Wardens	Removal of undelivered 2018-19 saving			190.0				190.0	
Library, Registration & Archives service	Loss of income following the end of the Nationality checking pilot			100.0				100.0	
Trading Standards	Realign for increased Crown Court prosecutions and whereby costs cannot be recovered by Proceeds of Crime Act (PoCA)			60.0				60.0	
Waste	Part year impact of anticipated increased costs of operating our household waste recycling centres, realignment for reduced recycling income, offset by current tonnage levels being lower than budgeted			998.0				998.0	
Foster Payments	Correction to prices uplift provided in the 2018-20 MTFP in line with DfE fostering related rates	-12.6	-298.3					-310.9	
The Education People	Removal of temporary funding in The Education People Company		-979.2					-979.2	
Disabled Children's Services	To fund underlying pressures arising from 2017-18 outturn and 2018-19 monitoring relating to both placements and staffing	987.0						987.0	
Adults - Transformation	Removal of undelivered 2018-19 saving	250.0						250.0	
Asset Utilisation	Re-phasing of asset rationalisation plans				650.0			650.0	
Infrastructure	Realignment of budget for legal fees, disposal costs and empty properties transferring into the corporate estate				600.0			600.0	
Coroners - Medical Examiner Service	This service is not being hosted by KCC, resulting in the funding already included in the base budget no longer being required			-300.0				-300.0	
Subsidised Bus Routes	Removal of undelivered 2018-19 saving			243.0				243.0	
Kent Resilience Forum	KCC contribution to Brexit co-ordinator post & increase in core funding contribution for Kent Resilience Team			41.0				41.0	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Public Protection	Realign for shortfall in income due to the end of the Checktrade contract			85.0				85.0	£000s
Country Parks	Realignment of income levels			20.0				20.0	
Education Basic Need	Mobile classrooms required to fulfil Education Basic Need		783.0					783.0	
Home to School Transport	Realignment of budget to reflect current activity levels including a reduction to mainstream transport and an increase to SEN transport		741.8					741.8	
Looked After Children	Realignment of budget to reflect current activity levels		815.5					815.5	
Other Base Budget pressures	Provision for future budget realignment based on 2018-19 monitoring for the remainder of the year					1,100.0		1,100.0	
<b>Replace use of one-offs</b>	Impact of not being able to repeat one-off use of reserves and underspends in approved base budget for 2018-19	6,315.3		300.0		6,243.3		12,858.6	12,858.6
<b>Reduction In Grant Income</b>	Impact of Reduction in Public Health Grant				1,785.0			1,785.0	1,785.0
<b>Pay and Prices</b>									
<u>Pay</u>									
Pay and Reward	Additional contribution to performance reward pot and impact on base budget of uplifting pay grades in accordance with single pay reward scheme. This contribution together with the savings from staff turnover will equate to a pay pot of around 2.8%					4,146.2		4,146.2	4,500.0
Reform of pay grades	Revision of the lower Kent Scheme pay scales to align with new minimum pay point for the National Joint Council (NJC) pay scale by 2020, ensuring at least a £1,200 differential between the top of each pay range, and lifting the bottom of all ranges by 0.5%					253.8		253.8	
Annual Leave entitlement	Changes to annual leave entitlement for lower graded staff					100.0		100.0	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<u>Inflation</u>									20,393.6
KCC Estate Energy	Anticipated price increases on energy contracts for the KCC estate as estimated by Commercial Services				338.7			338.7	
Streetlight Energy	Provision for price inflation related to Streetlight energy as estimated by Commercial Services			260.5				260.5	
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. Contracted services already allow for separate uplifts for National Living Wage/National Minimum Wage and Consumer Prices elements through formulaic approach	11,279.2						11,279.2	
Children's Social Care	Provision for price negotiations with external providers and uplift to in-house foster carers in line with DFE guidance	400.1	1,314.7					1,714.8	
Home to School Transport	Provision for inflation on contracted services and season tickets for mainstream & SEN Home to School and College Transport and the 16+ travel card		1,138.7					1,138.7	
Young Person's Travel Pass	Provision for price inflation related to the Young Person's Travel Pass which is recovered through uplifting the charge for the pass			588.6				588.6	
Contract related inflation	Provision for price inflation related to Highways, Waste and other contracted services (based on contractual indices)			2,516.9				2,516.9	
ICT contracts	Provision for price inflation on Third Party ICT related contracts				121.4			121.4	
Levies	Estimated increase in Environment Agency Levy					20.0		20.0	
The Education People (TEP) contract	Provision for price inflation on the statutory services provided by TEP		213.1					213.1	
Facilities Management	Price uplift for the two year extension to the Facilities Management contract				210.9			210.9	
Non specific price provision	Non specific provision for CPI inflation on other negotiated contracts without indexation clauses		94.2	26.5	250.1	1,620.0		1,990.8	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Demography</b>	<i>Additional spending associated with increasing population and demographic make-up of the population</i>								
Older People & Physical Disability	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	5,314.6						5,314.6	19,157.5
Adults with a Learning Disability (age 18+)	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	5,297.7						5,297.7	
Mental Health	Growth in client numbers and additional costs resulting from existing and new clients whose needs are becoming more complex, together with associated staff costs	828.2						828.2	
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	750.0	1,669.0					2,419.0	
Home to School transport - SEN	Estimated impact of rising pupil population on SEN Home to School and College Transport		1,250.0	55.0				1,305.0	
Home to School transport - Mainstream	Estimated impact of rising pupil population on Mainstream Home to School transport		234.0					234.0	
Young Person's Travel Pass	Estimated impact of changes in activity across usage of Young Person's Travel Pass based on school roll data			200.0				200.0	
Waste tonnage	Estimated impact of changes in waste tonnage as a result of population and housing growth			790.2				790.2	
Education Psychology Service	Estimated impact from growth in Statutory Assessments requiring an Education Psychology Service		750.0					750.0	
SEN	Estimated impact from growth in Education, Health & Care Plan assessments		1,726.0					1,726.0	
Coroners Service	Estimated impact of increased coroner investigations and post mortems and associated body storage costs			262.0				262.0	
Public Rights of Way	Adoption of new routes			8.0				8.0	
Streetlight energy & maintenance	Adoption of new streetlights at new housing developments			22.8				22.8	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Government &amp; Legislative</b>									
Adult Social Care Spring Budget 2017 Allocation	Planned reduction in specific adult social care allocation via the iBCF	-8,796.6						-8,796.6	-1,894.2
Coroners Service	New responsibilities and services as a result of legislative reform, including the net new burdens impact of the Medical Examiner Service & increased responsibilities in relation to Duty Officer Scheme			319.0				319.0	
Children's Social Care - New Burdens	Shortfall in government funding for new burdens to cover the extended duty for Care Leavers up to age of 25		1,203.0					1,203.0	
General Data Protection Regulation (GDPR)	Increase capacity to meet GDPR requirements				172.0			172.0	
Deprivation of Liberty Safeguards (DOLS)	Removal of one-off funding in 2018-19 for Additional DOLS assessments following the Cheshire Judgment 2014	-1,540.0						-1,540.0	
Public Rights of Way	Impact of introduction of the Deregulation Act 2015				40.0			40.0	
Trading Standards	Estimated impact of increased pressure on border controls following BREXIT decision				144.0			144.0	
Condition surveys & resultant works	Condition surveys and resultant works for the Corporate estate to meet the Hackett Review and statutory requirements					400.0		400.0	
Adult Social Care Winter pressures	Spending plans in line with the Adult Social Care Winter pressures funding announced in Chancellor's Autumn 2018 budget to help alleviate pressures on the NHS through the winter months, ensuring that people can leave hospital when they are ready, into a care setting that best meets their needs	6,164.4						6,164.4	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b><i>Service Strategies &amp; Improvements</i></b>									
Home to School transport - Mainstream	Impact of Grammar School Select Committee transport recommendations to provide a subsidy to low income families to help with the cost of school transport to selective schools		100.0					100.0	8,888.6
Capital Programme	Additional debt costs to fund the 2018-21 capital programme					3,955.6		3,955.6	
Adult Technology Enabled Change (TEC)	Reduction in temporary funding for training, maintenance and licence costs leading up to the implementation of the new Adults performance system (MOSAIC)	-430.9			33.1			-397.8	
Highway Maintenance	Removal of one-off funding provided in 2018-19 for potholes and drainage approved at County Council in February 2018.			-2,400.0				-2,400.0	
Pothole Fund	Removal of one-off funding provided in 2018-19 approved at County Council in May 2018 and included within the £958m published budget. The additional funding approved at County Council in July 2018 is not included in the £958m published budget (hence it is not included in this budget realignment), and was one-off in nature.			-2,000.0				-2,000.0	
Adult Services Contracts Re-let	Estimated impact of re-letting community care contracts to ensure sustainability across the market	5,223.0						5,223.0	
Waste	Part year effect of lease cost for the provision of a new household waste recycling centre at the Allington site			100.0				100.0	
Pothole Fund	To establish a base KCC funded contribution for annual Pothole Blitz campaign			3,000.0				3,000.0	
Non cashable element of workforce productivity	Additional staff capacity as a result of sickness management etc from the workforce productivity programme						500.0	500.0	
Disabled Children's Services	Increase in staffing required as a result of increasing caseloads	405.1						405.1	
Other	Other minor service improvements	45.0	9.0	359.0	-10.3			402.7	
<b>Total Additional Spending Demands</b>		<b>32,140.3</b>	<b>10,764.5</b>	<b>6,991.5</b>	<b>4,550.9</b>	<b>17,438.9</b>	<b>500.0</b>	<b>72,386.1</b>	<b>72,386.1</b>



## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Savings and Income</b>									
<b>Transformation Savings</b>									
Adults Older People / Physical Disability - Phase 2	Final stage of roll out of Phase 2 transformation including initiatives aimed at promoting better integration with health services and a better range of support services for clients leaving hospital back to home	-394.8						-394.8	-3,094.8
Adults - Transformation	Implementation of core operating model for Adult Social Care	-2,700.0						-2,700.0	
Conversion of Streetlight assets to LED technology	Continuation of programme to convert streetlight network to better, more cost and energy efficient LED technology and implementation of a central monitoring system			-497.0		-19.0		-516.0	-2,266.0
Service Integration within CYPE directorate	Moving to different service delivery model following integration of Children's Services across the Children, Young People and Education Directorate		-1,250.0					-1,250.0	
Other	Other minor savings to be achieved through transformation					-500.0		-500.0	
<b>Income</b>									
Trading	Increased income from traded services with schools, academies, other local authorities and public bodies		-464.1					-464.1	-4,338.4
Review of Charges for Service Users - existing service income streams & inflationary increases	Uplift in social care client contributions in line with estimated benefit and other personal income uplifts for 2018-19, together with inflationary increases and a review of fees and charges across all KCC services, in relation to existing service income streams	-1,544.9		-245.6				-1,790.5	
Young Persons Travel Pass	Travel pass price realignment to offset bus operator inflationary fare increases			-588.6				-588.6	
Charging for waste	Estimated income from introducing charging for the disposal of soil, rubble, hardcore and plasterboard at KCC household waste and recycling centres			-1,000.0				-1,000.0	
Economic Development	One-off dividend from joint venture with East Kent Opportunities			-300.0				-300.0	
Cantium Business Solutions	Estimated increase in dividend					-195.2		-195.2	
<b>Increases in Grants &amp; Contributions</b>									
Adult Social Care Winter pressures funding announced in Chancellor's Autumn 2018 budget	A continuation for 2019-20 of the additional Section 31 grant provided by Government in 2018-19 to help alleviate winter pressures on the NHS	-6,164.4						-6,164.4	-6,164.4

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Efficiency Savings</b>									
<b>Staffing</b>									
Staffing Restructures	Service re-design, integration of services and more efficient ways of working resulting in a reduction of staff and staff related costs			-7.0	-202.3			-209.3	-2,459.3
Workforce Productivity Programme	Cashable and non-cashable savings to be achieved across all directorates from reviewing the use of consultants, agency staff, increased use of technology solutions, and managing staff sickness to enable the council to improve workforce productivity					-1,750.0	-500.0	-2,250.0	
<b>Infrastructure</b>									
Established Programmes	Existing savings plans arising from phase 2 of the rationalisation of the office estate				-80.0			-80.0	-80.0
<b>Contracts &amp; Procurement</b>									
SEN Home to School transport	SEN transport re-tendering & school led management		-125.0					-125.0	-3,940.1
Public Health	Review of Commissioned services				-1,448.5			-1,448.5	
Housing Related Support - Learning Disability & Mental Health	Transition of Housing Related Support services into Supporting Independence Service	-1,500.0						-1,500.0	
Kent Public Services Network (KPSN)	Changes to the KPSN contract including extending the customer base				-30.0			-30.0	
Waste	Implementation of South West Kent Waste Partnership			-406.0				-406.0	
Early Help & Preventative Services	Review of Early Help & Preventative Children's Services including Children's Centres, matching reduction in funding transfer from Public Health		-200.0					-200.0	
Adult Social Care	Review of Adult Social Care contracts, matching reduction in funding transfer from Public Health	-136.5						-136.5	
Other	Other minor contracts and procurement savings				-94.1			-94.1	
<b>Other</b>									
Council Tax Support	Planned reduction in costs associated with counter fraud as data now available through the National Fraud Initiative					-156.0		-156.0	-256.0
Other	Other minor efficiency savings	-18.8	-18.7	-43.8	-18.7			-100.0	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Financing Savings</b>									
Draw-down central reserves	Net draw-down of central reserves to support the budget					-8,850.0		-8,850.0	-17,345.8
Draw-down Kings Hill Reserve	Increase the use of the Kings Hill reserve					-2,000.0		-2,000.0	
Debt repayment	Reduction in overall level of prudential borrowing as a result of assessment of government funding levels to finance the capital programme and review amounts set aside for debt repayment (MRP) based on review of asset life					-2,500.0		-2,500.0	
Draw-down Directorate reserves	Draw-down directorate reserves to smooth expenditure across years	-2,895.8	-500.0					-3,395.8	
Debt Restructuring	Saving from restructuring LOBO borrowing					-600.0		-600.0	
<b>Policy Savings</b>									
Arts	Review of Turner Contemporary funding agreement			-130.0				-130.0	-2,910.5
Library, Registration & Archives Service	Estimated saving from delivery of the Libraries Registration & Archives (LRA) Ambition, which defines the future strategy and outcomes of the service and informs where future savings opportunities will arise			-555.5				-555.5	
Highway Maintenance	Reviewing the level of spend on verge, as well as lit signs and bollards, maintenance			-100.0				-100.0	
Adult Social Care Charging	Make changes to the charging policy for Adult Social Care in a person's own home or in the community (subject to consultation)	-520.0						-520.0	
Member Community Grants	Reduce Member Community Grants from £20k to £15k per Member for one year only				-405.0			-405.0	
Young Person's Travel Pass	Increase the charge for a full price pass to £350			-800.0				-800.0	
Charging for post 16 SEN Transport	Introduction of charging for post 16 SEN transport at £400 per child in line with Kent 16+ Travel Card		-400.0					-400.0	
<b>Total savings and Income</b>		<b>-15,875.2</b>	<b>-2,957.8</b>	<b>-4,767.6</b>	<b>-2,184.5</b>	<b>-16,570.2</b>	<b>-500.0</b>	<b>-42,855.3</b>	<b>-42,855.3</b>
<b>Proposed Budget</b>		<b>433,309.9</b>	<b>194,270.4</b>	<b>171,322.4</b>	<b>77,316.2</b>	<b>111,799.8</b>	<b>0.0</b>	<b>988,018.7</b>	<b>988,018.7</b>

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Funding</b>									
<b>Final Settlement</b>									
	<i>Notification of funding from central government</i>								
Revenue Support Grant	Comprises share of previous Formula Grant, Early Intervention Grant, Learning Disability Grant, Council Tax Freeze Grant, Care Act Grant etc. allocated as revenue support grant, including impact of overall reductions in the provisional local government finance settlement							9,487.1	9,487.1
Social Care Support Grant	Further one-off extension of the Adult Social Care Support Grant as announced in the Chancellors Autumn Budget 29th October 2018							10,530.9	10,530.9
Business Rate Top-up	Top-up derived by comparing local share of business rates according to historical average and business rate baseline share of previous grants including annual uplift in line with business rate multiplier, as per the provisional local government finance settlement							136,209.7	136,209.7
Improved Better Care Fund	MHCLG un-ring-fenced grant allocated towards improved integration between social care and health, including the additional adult social care funding announced in the Chancellor's Spring Budget on 8th March 2017							42,379.7	42,379.7
New Homes Bonus Grant	MHCLG un-ring-fenced grant allocated according to increase in tax base, as per the provisional local government finance settlement							6,388.1	18,663.3
Business Rate Compensation	Compensation for additional reliefs on business rates for small businesses, retail premises and reduction in multiplier paid as un-ring-fenced grant by MHCLG (estimate)							7,665.5	
Business Rates Levy Account surplus	KCC share of distribution of £180m surplus in the national business rate levy account							2,836.5	
Un-ring-fenced grants	Un-ring-fenced grants from other Government Departments							1,773.2	

## Appendix A(ii) - Detailed 2019-20 Revenue Plan by Directorate

Heading	Description	ASCH (incl DCS Age 0-25)	CYPE	GET	S&CS (incl PH)	FI&U	Non Cashable	Total	£000s
		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
<b>Business Rates</b>									
Business Rate Baseline	Local share of business rates baseline based on historical average with annual uplift in line with business rate multiplier, as per provisional local government finance settlement							48,675.8	54,319.2
Business Rate Local Share	KCC 9% share of local tax base as notified by district councils less baseline share identified above							5,643.4	
Business Rate Collection Fund	KCC share of surpluses and deficits on business rate collection in 2018-19							tbc	tbc
<b>Local Taxation</b>									
Council Tax Base	KCC band D equivalent assuming 1.5% growth in tax base notified by district councils based on 2018-19 Council Tax							638,574.4	658,818.5
Council Tax Increase	Impact of proposed increase in Council Tax up to the 3% referendum limit							20,244.1	
Social Care Levy	Impact of further 2% increase in Council Tax for Social Care Levy (total shown relates to 2016-17, 2017-18, 2018-19 and 2019-20 increases combined)							50,610.3	50,610.3
Council Tax Collection Fund	KCC share of surpluses and deficits on Council Tax collection in 2018-19							7,000.0	7,000.0
<b>Total Funding</b>								<b>988,018.7</b>	<b>988,018.7</b>

**Key:**

CYPE	Children, Young People and Education
ASCH	Adult Social Care and Health
DCS	Disabled Children's Services
GET	Growth, Environment & Transport
S&CS	Strategic & Corporate Services
PH	Public Health
FI&U	Financing Items and Unallocated



## Appendix B - Budget Risks Register

These are the main budget risks highlighted during the development of the 2019-20 Budget.

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Financial Impact (if known) £m's
CYPE	High Needs Demand	The Dedicated Schools Grant High Needs Block is insufficient to meet the cost of demand for placements in schools, academies, colleges and independent providers.	We will accrue an unacceptable deficit on the unallocated Schools Budget Reserve. We have partially mitigated this risk by agreeing with the Schools forum and submitting an application to the Secretary of State to transfer 1% of the Schools Block into the High Needs Block over two years.	Alternative options need to be considered to stay within budget along with raising the profile of this national issue with Central Government. Any reductions to existing funding rates could have an adverse impact on schools, academies, colleges and independent providers. (Continuation of policy of not using general KCC reserves to top up DSG).	5	£10m+
CYPE	Asylum	The Council requires full reimbursement from Central Government for the cost of supporting Unaccompanied Asylum Seeking Children (UASC) including when they become Care Leavers.	Full reimbursement not received.	Unfunded Budget Pressure. Urgent alternative savings need to be found which could have an adverse impact on service users and/or Kent residents.	4	£2.1m (based on Oct mon)
ASCH	Sleep in Nights	Court of Appeal ruling in favour of MENCAP that sleep nights do not constitute paid work and thus are not subject to requirement to comply with National Living Wage is overturned by the Supreme Court	UNISON has already lodged an appeal to the Supreme Court which results in a ruling that directs us to pay higher than budgeted sums for sleep in nights	Unfunded Budget Pressure. Urgent alternative savings need to be found which could have an adverse impact on service users and/or Kent residents, or will require the use of reserves.	3	£3m

Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Financial Impact (if known) £m's
CYPE	Change for Kent Children Programme (Service Integration)	This requires up front investment from the Transformation Fund to achieve the outcomes of the programme and deliver the MTFP savings. Funding has been agreed in principle pending a detailed business case	a) Business case fails to secure sufficient transformation funding to achieve the outcomes required to deliver the full level of savings. b) Inability to recruit and retain sufficient newly qualified social workers resulting in continued reliance on agency staff, at additional cost	Budgeted saving not delivered resulting in an overspend on the revenue budget.	3	£3.25m in 2019-20 & a further £1.25m in 2020-21
GET	Waste Charging	The decision to implement charging for the disposal of soil, rubble, hardcore and plasterboard at KCC HWRCs has not yet been taken.	Decision not taken	Budgeted income not collected resulting in an overspend on the revenue budget.	3	£1.0m
GET	Libraries, Registration & Archives (LRA)	The decision to implement the LRA Ambition, which defines the future strategy and outcomes of the service, informing where savings opportunities will arise has not yet been taken	Decision not taken	Budgeted saving not achieved resulting in an overspend on the revenue budget.	3	£555k in 2019-20 & a further £500k in 2020-21
ASCH	Adult Social Care Non-Residential Charging	The decision to make changes to the charging policy for Adult Social Care in a person's own home or in the community has not yet been taken	Decision not taken	Budgeted income not collected resulting in an overspend on the revenue budget.	3	£520k in 2019-20 & a further £730k in 2020-21
ALL	Capital Costs	Pre-Capital Works Expenditure.	Scheme doesn't proceed as planned and capital costs are transferred to revenue.	Overspend on the revenue budget.	3	
ALL	Inflation	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending demands.	Inflation rises above the current MTFP assumptions.	Overspend on the revenue budget.	3	£8.5m per 1% based on all commissioned spend or £3.5m per 1% based on contractual commitments



Directorate	Risk Title	Source/Cause of Risk	Risk Event	Consequence	Current Likelihood (1-5)	Financial Impact (if known) £m's
ALL	Demand	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust estimates for spending demands.	Demand for services exceeds the Budget available e.g. children's services, older people, waste, winter impact, public transport, coroners etc.	Overspend on the revenue budget.	3	
ALL	Income	The Council must ensure that the Medium Term Financial Plan (MTFP) includes robust income estimates relating to savings plans.	Income is less than that assumed in the MTFP.	Overspend on the revenue budget.	2	
ASCH	Social care re-let	Social Care re-let of community care contracts	The costs associated with re-letting the community care contracts exceed our budget estimates.	Overspend on the revenue budget.	2	Up to £2m
ASCH	Deprivation of Liberty Safeguards (DOLS)	Level of ongoing referrals/ assessments	Insufficient budget to cover the ongoing level of support required	Overspend on the revenue budget.	2	
S&CS	Operational Estate	Delays to the rationalisation programme of operational buildings due to service requirements.	KCC cannot reduce our asset base	Overspend on the revenue budget due to non-delivery of savings target.	2	
ALL	VAT Partial Exemption	KCC VAT Partial Exemption Limit almost exceeded.	Additional capital schemes which are hosted by KCC result in partial exemption limit being exceeded.	Loss of ability to recovery VAT resulting in an overspend on the revenue budget.	2	£9.0m

#### **Likelihood Rating**

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



## **Appendix C**

### **Assessment of Level of Reserves**

#### **1 Introduction**

Each year, reviewing the level of reserves the Council holds is an important part of the budgetary 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 we are operating in.

#### **2 Background**

The Chartered Institute of Public Finance and Accountancy (CIPFA) recommend that the following factors should be taken into account when considering the level of reserves and balances:

- Assumptions regarding inflation and interest rates
- Estimates of the level and timing of capital receipts
- The capacity to manage in-year demand led pressures
- Ability to activate contingency plans if planned savings cannot be delivered
- Risks inherent in any new partnerships
- Financial standing of the Authority (level of borrowing, debt outstanding etc.)
- The Authority's record of budget management and ability to manage in year budget pressures
- Virement and year-end procedures in relation to under and overspends
- The general financial climate
- The adequacy of insurance arrangements

It should be made clear that the assessment of the adequacy of reserves is very subjective. There is no 'right' answer as to the precise level of reserves to be held. There is also no formula approach to calculating the correct level; it is a matter of judgement, responsibility for which lies with the Council's Section 151 Officer.

#### **3 Provisional Local Government Finance Settlement (LGFS)**

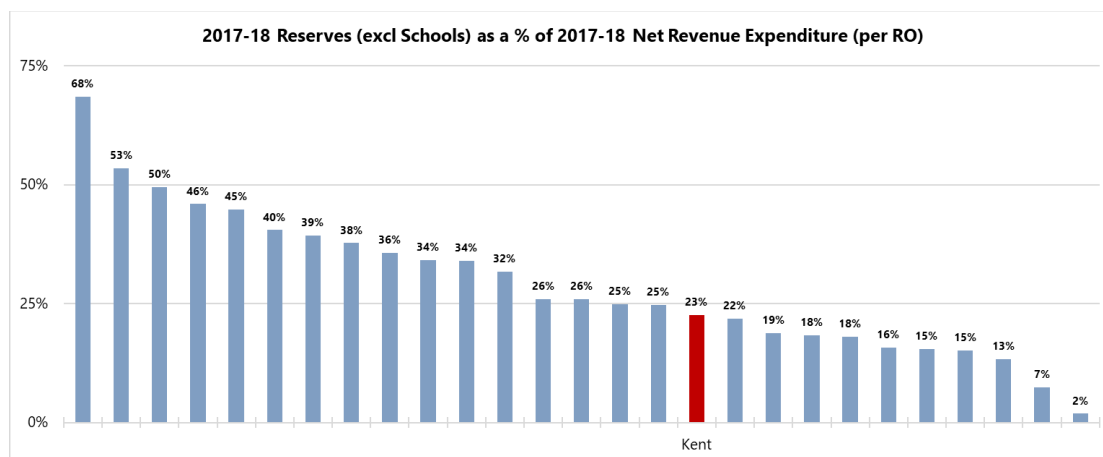
The Provisional Local Government Finance Settlement was published on 13<sup>th</sup> December 2018.

The impact of the draft settlement is reflected in this assessment and assumes there will be no significant changes in the final settlement published early in 2019.

## 4 Comparison with other County Councils

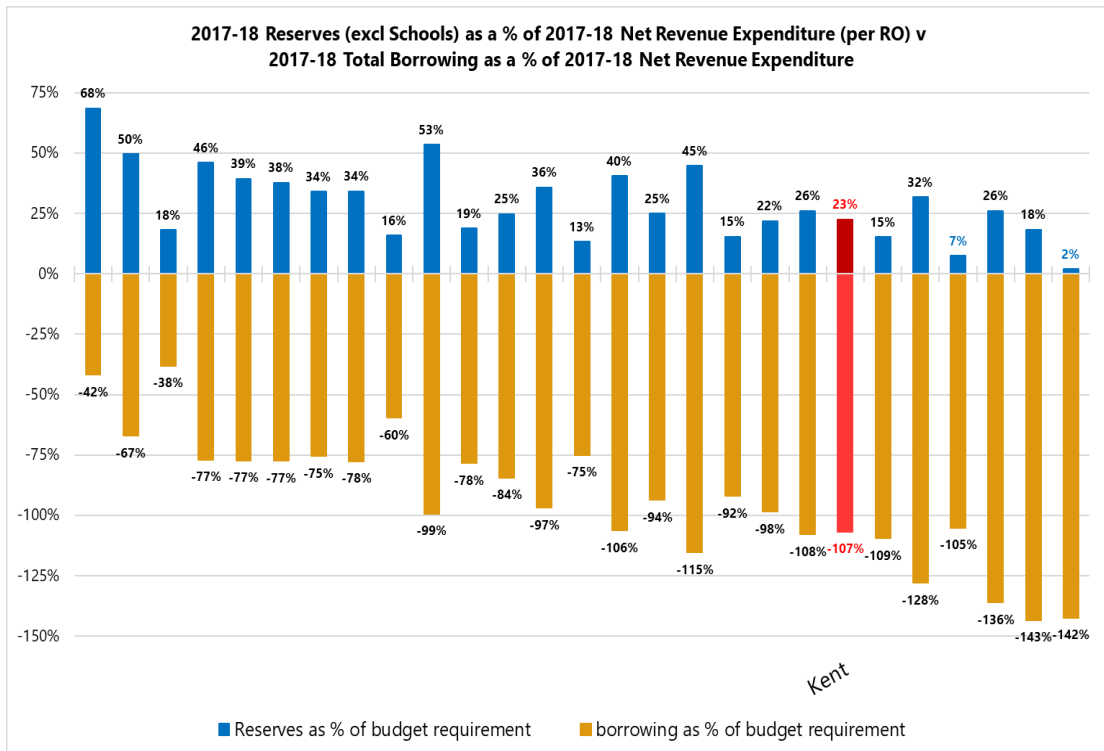
Each Council must make their own decisions about the level of reserves they hold, taking into account all of the issues referred to in Section 2 above.

A graphical analysis of the 2017-18 reserves is shown below. Kent is still ranked 17 out of 27 County Councils in terms of the percentage of reserves held (1 being the highest level of reserves as a percentage of annual budget). This is the same ranking as last year. Kent has not used its reserves to support the revenue budget in recent years to the same extent as many other authorities, meaning our reserves have been stable but are still below the average of other county councils.



The range of reserves held as a percentage of budget is vast; the lowest Authority at 2%, up to the highest at 68%. Kent's figure is 23%. This figure of 23% is made up of our General Reserve of £36.9m and our Earmarked Reserves (including Public Health and trading surpluses but excluding Schools and Capital Grants unapplied) of £162.4m, totalling £199.3m. Details of all KCC's reserves can be found in the 2017-18 Statement of Accounts, which includes a summary of all usable reserves in note 23 on page 81, and details of all the earmarked reserves in note 25 on pages 90-93.

It is also worth looking at reserves alongside borrowing, as borrowing can be used to protect reserves, or reserves can be used to reduce borrowing. The graph below shows the % reserves to % debt ratio, with Kent ranked 21 out of the 27 Counties (1 being the highest percentage of reserves compared to percentage borrowing). This is a slight improvement of one place on last year reflecting the Council's continued approach to internal borrowing rather than an improvement in the Council's Capital Financing Requirement (CFR). There is little that can be done in the short term to affect borrowing levels, other than to increase them by taking more borrowing, which for KCC is not prudent. We have capped our borrowing costs at a maximum of 15% of our net revenue budget in recent years (and have remained under that cap), and have stabilised our overall borrowing during that time.



## 5 Financial Resilience

Following well publicised financial difficulties in some authorities, and the heightened risk of more councils getting into financial difficulties over the coming years, there has been a much greater emphasis on the financial resilience of councils. As part of this, CIPFA has reviewed its range of guidance, tools and services to promote better financial management and to provide early warning systems. Part of this package has been the development of a financial resilience index. This tool is not a performance measure of service outcomes or quality, nor a comment on the quality of leadership. It aims to be an authoritative measure of council's financial resilience drawing on published information. It is designed as a dashboard warning indicator and not a full diagnostic tool.

The tool builds on existing evidence of financial stress including running down reserves, failure to plan and deliver savings on service provision, shortening of medium-term financial planning horizons, gaps in savings plans, and unplanned overspends and/or undelivered savings. The tool adds in additional considerations such as dependency on central funding, non-discretionary spending as a proportion of total expenditure, adverse (inadequate) Ofsted judgements on Children Services, changes in accounting policies (including a change by a council of minimum revenue provision), poor returns on investments, and low level of confidence in financial management. The tool is based on six measures:

- Total reserves (excluding schools and public health) as a proportion of net revenue expenditure
- Percentage change in reserves (excluding schools and public health) over the past 3 years
- Ratio of government grants to net revenue expenditure
- Proportion of net revenue spending accounted for by children's social care, adult social care and debt costs
- Ofsted rating for children's social care
- Auditors VFM judgement

CIPFA were due to publish the indices during the autumn. In the meantime we have made an initial assessment of KCC's relative rating compared to the other 26 county councils based on provisional data. KCC's relative ranking for the first four indicators i.e. excluding the judgement measures, are shown below (1 being the least resilient). Our overall assessment is that the Council is not in imminent danger of financial failure, but we are in the lower half of the resilience range, and therefore should not be complacent and must continue to maintain financial vigilance. We will update this information when the indices are formally published:

- KCC ranks 11<sup>th</sup> on total reserves as % of net revenue budget
- KCC ranks 15<sup>th</sup> on change in reserves over last 3 years
- KCC ranks 6<sup>th</sup> on ratio of government grants to net revenue expenditure
- KCC ranks 12<sup>th</sup> on the proportion of spend on children's social care, adult social care and debt

## 6 Analysis of Risk

Listed in Section 2 of this appendix are the factors that CIPFA recommend should be taken into account when considering the level of reserves and balances. Below, each of those factors is given a 'direction of travel' indicator since last year's budget was set. An upward direction means an improved position for this Council (i.e. the risk is less than it was last year).



- Assumptions regarding inflation and interest rates:  
Inflation has been on a general downward trend during 2018 from its peak in November 2017 (barring the occasional seasonal fluctuation) but remains above the Government target of 2%. Forecasts suggest a slight rise late in the year/early next year followed by a reduction in the rate of increase in 2019. The medium-term forecast is still slightly above the target. Interest rates are largely determined by the Bank of England base rate, this increased by 0.25% to 0.75% in August 2018, the second increase in less than a year. Further increases could be on the cards during 2019. Overall the lower forecast rate of inflation pretty much offsets the impact of higher forecast interest rates.



- Estimates of the level and timing of capital receipts:  
Our reliance on capital receipts is significant, in order to part fund our capital programme. Delivery of receipts against the target in the programme has fallen behind over the last year despite sufficient properties identified in the pipeline.



- The capacity to manage in-year demand led pressures:  
As each year passes, with reduced funding and increased demand, our discretionary spend that can be 'turned-off' at short notice diminishes. This is reflected in the 2018-19 forecast outturn, which is still showing a forecast overspend for the year-end despite in year corrective action.



- Ability to activate contingency plans if planned savings cannot be delivered:  
Similar to the above risk; we do still have some 'safety valves' that can be turned off in an emergency, but these are reducing and they may be very unpopular and potentially expensive in the longer term.



- Risks inherent in any new partnerships:  
Our biggest risk is from our Health partners. The financial difficulties in the health sector mean we have to be vigilant in managing any unmet demand. The returns from some of our trading companies have not been as great or have taken longer to be generated than originally estimated in business cases.



- Financial standing of the Authority (level of borrowing, debt outstanding etc.):  
The planned use of reserves to support the 2019-20 revenue budget does reduce our protection against a major unforeseen financial event although in the main these are reserves which have either been in our budget plans for some time to be drawn down in 2019-20 or would otherwise have been drawn down in 2018-19, so our financial sustainability is not adversely affected. The overall level of reserves is more stable in comparison to other authorities, although remain relatively low. Consequently, the general financial health of the Council remains fairly static, but we should not be complacent.



- The Authority's record of budget management and ability to manage in year budget pressures; this continues to be excellent with eighteen consecutive years of underspend up to 2017-18, although that record is still under threat in 2018-19. The additional funding for social care and highways announced in the Autumn Budget, and the further additional money from business rate levy announced in the provisional settlement have avoided the need for some very difficult decisions to balance the 2019-20 revenue budget



- Virement and year-end procedures in relation to under and overspends:  
The authority continues to adhere to sound financial governance and virement procedures set out in its financial regulations. The authority continues to have a good record of closing its accounts in a timely manner including agreeing rollovers for over and underspends



- The general financial climate:  
The current Spending Round does not extend beyond 2019-20. We have no detailed government spending plans or provisional settlement for local government beyond 2019-20. This severely limits our ability to make meaningful medium-term financial plans. This shortening of medium-term financial planning horizons for local government is one of the reasons which has prompted the CIPFA resilience indices. Based on a prudent assumption about the outcome of fundamental changes to local authority budgets arising out of the Spending Review, Fair Finding Review and additional business rate retention we are likely to continue to need to find substantial savings/income to compensate for rising spending trends and real-terms reductions in funding.



- The adequacy of insurance arrangements:  
We renewed our insurance policies in January 2016, insuring the same levels of risk as previously, albeit at a higher premium. Since then we have reassessed our exposure to risk and levels of insurance reserves and we have now accepted a higher level of excess on some policies in return for a lower premium. Evidence to date is that this has reduced the net cost to the Council.

Of the ten factors, one has shown an improvement from twelve months ago, five are relatively unchanged, and four have deteriorated. No weighting has been applied to the ten factors, but the general financial risk to the Council should now be regarded as increased compared with a year ago, which in turn, was increased from the year before, so we start to see the cumulative effect.

Only our general reserves of £36.9m (as at 31 March 2018) are available to offset any in-year overspends, and of course can only be used once.

The overall conclusion is that we have an increased risk profile since the 2018-19 budget, and on a like-for-like basis we will have a similar level of earmarked reserves. Although this is something to monitor very closely (as we constantly do) and a trend that we should reverse if possible over the medium term, there is no immediate action needed.

## 7 The detail of our Reserves

The Statement of Accounts that we produce each year details our **Earmarked Reserves** and explains why we hold each of them. There will continue to be draw-down and contributions to these reserves in line with the patterns of expenditure anticipated when the reserves were created. There is no proposal within the budget to change this strategy.

A review of the earmarked reserves, in light of the local government finance settlement, has resulted in a proposal within the 2019-20 budget to draw-down a net £14.4m of earmarked reserves (including base contributions and draw-downs). These reserves are either no longer needed (e.g. Directorate specific reserves), are supported by forecast additional receipts into the reserve (e.g. Kings Hill), were planned to be drawn-down in 2018-19 but were subsequently not needed or were created for exactly this situation.



## **8 Role of the Section 151 Officer**

The duties of the Council's Section 151 Officer include the requirement 'to ensure that the Council maintains an adequate level of reserves, when considered alongside the risks the Council faces and the general economic outlook'. The expected level of reserves that this Council will hold as at 1 April 2019 are, in the opinion of the Section 151 Officer, adequate.

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