

Tonbridge & Malling Borough Council

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Performance and Finance 2007/09



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Your Borough Council has 46 Conservative Councillors and 7 Liberal Democrat Councillors.

Our performance

Pages 3 - 11

On these pages we set out:

- Our main services.
- The results of the most recent public satisfaction surveys, independently assessed by the Audit Commission, a Government watchdog.
- Some of our priorities for improving services, including our key priorities where we are especially looking for improvement. Against each priority we set out examples of what we have done in 2007/08 and what we plan to do in 2008/09.
- Contact telephone numbers.

Council Tax

Pages 12 - 18

Most of the Council Tax we collect from households in the borough is used to fund services provided by Kent County Council (KCC), Kent Police, Kent Fire & Rescue and parish councils. These pages show how it is shared out between the Borough Council and these other organisations as well as Council Tax levels across our borough. They also explain the basis of exemptions and discounts.

Our budget

Pages 19 - 20

Our Budget is funded from Government grants and other sources, as well as a portion of Council Tax and Business Rates. These pages summarise our income and expenditure.

Business Rates

Pages 21 - 24

We collect Business Rates, also known as National Non-Domestic Rates, from businesses in our borough. We pass this money to the Government, which pools all Business Rates from all councils and then redistributes it back to councils as part of the annual formula grant settlement. These pages explain the system.

If you are having difficulty reading this booklet and would like the information in another format please telephone (01732) 876008 or email corporate.services@tmbc.gov.uk

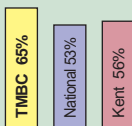
For general enquiries please telephone our switchboard on (01732) 844522

Tonbridge & Malling - an “Excellent” Council

We aim to provide **Excellent Public Services**, good **Value for Money** and effective **Community Leadership**.

Excellent Public Services: The performance of all councils is independently assessed by the Audit Commission. In 2004, they rated Tonbridge & Malling as "Excellent", awarding 58 points out of a possible 60, the top score of all district councils in England. Every year since then the Commission has confirmed that we have sustained this high level of performance. This booklet provides an insight into our plans for further improvement.

Public satisfaction: In a 2006 satisfaction survey of nearly 2000 residents, 65% were very or fairly satisfied with the way the Council runs things overall. This result was better than the averages nationally and for district councils in Kent.



Value for Money: In the 2006 public satisfaction survey, 78% of residents said the Council is efficient and well run and 59% said we provide good value for money, the highest results of all district councils in Kent. In 2006/07 our "Band D" charge was £151.98, compared with an average of £162.92 for all district councils in Kent. High public satisfaction with our services and below average Council Tax also indicates that we provide good value for money.

Community Leadership: We published an updated Community Strategy for the borough in 2006. Working with our partners, we aim to combine our resources and efforts to make Tonbridge & Malling a better place in which to live.

Key priority: Contribute locally to tackling the causes and effects of climate change.

First, we will prepare a strategy setting out direct action to be taken by the council and ways to involve the local community.

In 2007/08 we:

✓ Prepared a Climate Change Strategy (2008/11) setting out direct action to be taken by the council and ways to involve the local community.

Key priority: Ensure local communities benefit from the Government's latest blueprint (2006) for local government. We will work more closely with KCC to deliver better services.

In 2007/08 we:

✓ Explored ways of working more closely with partners to deliver better services.

In 2008/09 we plan to:

➤ Implement Year-1 actions of the Climate Change Strategy, including further energy saving measures at our leisure centres.

In 2008/09 we plan to:

➤ Sign-up to a formal "Kent Agreement 2" and work with partners to better join up services.



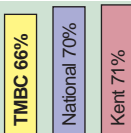
Recycling and Waste Collection

Main services that we provide:

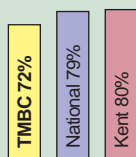
We collect and recycle garden waste, cardboard, paper and cans every fortnight. During alternative weeks we collect other waste. Food waste is collected weekly. These are kerbside collections from outside residents' homes. We also provide recycling sites across the borough for glass, plastic bottles and other materials.

Public satisfaction:

In a 2006 satisfaction survey of nearly 2000 residents, 66% were very or fairly satisfied with the local recycling facilities that we provide.



In the same survey 72% were very or fairly satisfied with our waste collection service overall. The survey was undertaken as we were in the midst of changing our collection arrangements to increase recycling. Now that the new arrangements have bedded down we expect satisfaction with the service to recover.



Priority: Recycle a larger proportion of household waste.

By 31 March 2008 we estimate total waste recycled will have increased from 34% to 39% year on year and up to 47% by 31 March 2009. This is mainly due to the expansion of green waste collection.

In 2007/08 we:

- ✓ Rolled out fortnightly green waste collections to all remaining areas of the borough.
- ✓ Increased the number of sites and banks for recycling plastic bottles and the frequency of emptying the banks.
- ✓ Increased the number of litter bins that enable recycling.

In 2008/09 we plan to:

- Further increase the number of recycling sites and banks, including the development of a new 'super site' at Tonbridge, and provide additional emptyings at existing sites.
- Complete a review and reorganisation of refuse and recycling collection rounds to improve efficiency.
- Work with KCC to provide a household waste recycling centre in the borough.

For our service standards and other information about recycling and waste collection, visit our website or call: 01732 876147.

Street Scene

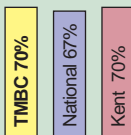


Main services that we provide:

We clean the streets, remove fly-tips and enforce against those who dump rubbish. We also deal with: graffiti, abandoned vehicles, dog fouling and fly-posting.

Public satisfaction:

In a 2006 satisfaction survey of nearly 2000 residents, 70% were very or fairly satisfied that we keep public land clear of litter and refuse. This result was better than the average nationally and in line with the average for Kent districts.



Key priority: Achieve a cleaner, smarter and better-maintained street scene and open space environment.

We deal with street scene problems via: education, enforcement and action. We work with other agencies and voluntary organisations to use our resources efficiently.

Our Cleaner Borough Campaign raises awareness of the environmental problems of litter. It encourages prevention and removal via educational and community projects. A major part of this involves working with schools.

In 2007/08 we:

✓ Worked with other councils in Kent under the "Clean Kent" banner to:

- ✓ Tackle fly-tipping.
- ✓ Change anti-social behaviour related to littering and other environmental crime.

✓ Worked with other agencies on a range of measures to prevent, enforce against, and remove graffiti.

✓ Explored options to remove chewing gum from pavements effectively.

In 2008/09 we plan to:

- Improve the appearance of public open spaces surrounding the river Medway in Tonbridge as part of the development of Tonbridge town centre.
- Continue working with other agencies to introduce and extend anti-graffiti measures.
- Work with Kent Highways on roundabout sponsorship.
- Implement a programme of local street scene enhancements funded from roundabout sponsorship and elsewhere.

To report street scene problems, including: littering, dumped rubbish, graffiti, dog fouling, overflowing recycling sites, abandoned vehicles, flooding and weeds, visit our website or call Streetline on 01732 876060.

To report road maintenance problems, including: potholes, roadwork problems, blocked gullies, faulty streetlights and signs, call KCC's Highways Helpline on 08458 247800.



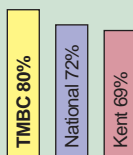
Planning and Development

Main services that we provide:

We maintain a borough-wide development plan to help ensure that the right type of development takes place in the right locations. We receive and make decisions on 3,000 to 4,000 planning cases each year and we approve the vast majority. We carry out over 10,000 inspections of new buildings and extensions each year. We also ensure dangerous buildings are made safe quickly.

Public satisfaction:

In a 2006 satisfaction survey of over 400 applicants and agents, 80% were very or fairly satisfied with the service we provided in processing their planning application. This result was better than the averages nationally and for Kent districts.



Key priority: Enhance the vitality of Tonbridge town centre.

In 2007/08 we:

- ✓ Progressed the Tonbridge Central Area Action Plan for adoption in April 2008.
- ✓ Began to develop a detailed scheme to enhance the Town Lock area in Tonbridge.

In 2008/09 we plan to:

- Promote a detailed design for a major high quality redevelopment of the Botany site, including leisure and community facilities and car park management, for the benefit of the town centre as a whole.

Priority: Prepare the Local Development Framework (LDF).

In 2007/08 we:

- ✓ Adopted the Core Strategy.
- ✓ Progressed the rest of the first set of LDF documents, covering Tonbridge town centre and allocation of development land, for adoption.
- ✓ Progressed the second set for public consultation.

In 2008/09 we plan to:

- Adopt an Open Space Strategy and progress the second set of LDF documents, covering management of the environment, for adoption.

For our service standards and other information visit our website or call (01732):

- 876218 - Planning policy
- 876230 - Planning applications
- 876302 - Planning enforcement
- 876305 - Building regulations

Transport and Environment



Main services that we provide:

We work with the Kent County Council (KCC), parish councils and developers on schemes to improve the appearance of the street scene, highway safety and transportation. We build, operate and improve car parks and enforce waiting restrictions. We work with landowners to lower flood risks.

Priorities:

- Work in partnership to improve the efficiency and sustainability of transport in the borough.
- Reduce the risk of flooding to residential and commercial premises.

In 2007/08 we:

- ✓ Implemented a range of road and traffic schemes across the borough, directly or via KCC, to improve:
 - ✓ Road safety.
 - ✓ Cycling routes.
 - ✓ Information on, and efficient movement of, buses.
 - ✓ Footpath lighting.

In 2008/09 we plan to:

- Implement with KCC a further range of road and traffic schemes.
- Promote a scheme with the Environment Agency to reduce the risk of properties being flooded by the Rochester Road stream in Aylesford.
- Implement a scheme at the Pen stream in north Tonbridge to improve the flow and the environment.

Priority: Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents.

In 2007/08 we:

- ✓ Adopted a Local Parking Plan for Borough Green.
- ✓ Completed phase four of an action plan to improve on-street parking at problem sites borough-wide.
- ✓ Implemented the Local Parking Plan for Tonbridge, incorporating a series of parking management improvements.

In 2008/09 we plan to:

- Begin to implement the Local Parking Plan for Borough Green, and adopt plans for Hadlow, Snodland and East Malling.
- Review the parking plans for central Tonbridge and West Malling.
- Complete phase five of an action plan to improve on-street parking at a further set of problem sites borough-wide.

For our service standards and other information visit our website or call (01732):

876034 - Parking enquiries

876288 - Transportation

**For highway maintenance and management issues call:
Kent County Council's Highways Helpline on 08458 247800.**



Healthy Living

Main services that we provide:

We work with other health organisations to provide advice on healthy living, help to improve the health of residents in the poorest areas of the borough and want to improve these services still further. We also provide a range of services where indicators suggest that performance is already strong including: enforcing food hygiene, pollution/noise control and pest control.

Key priority: Promote, encourage and provide opportunities for healthy living.

In 2007/08 we:

- ✓ Promoted and implemented new laws relating to smoking in public places.
- ✓ Provided better access to health and fitness facilities at Larkfield Leisure Centre for disabled people and customers in general.
- ✓ Extended our Local Motion healthy cycling and healthy walking programmes.
- ✓ Secured funding with partners to better coordinate mental health services and our partners provided four units of supported accommodation.
- ✓ Secured lottery and other funding of £300,000 to improve people's health in our more deprived communities.

In 2008/09 we plan to:

- Work with West Kent Primary Care Trust to increase availability of smoking cessation classes.
- Further develop courses and programmes at our leisure facilities to promote healthy lifestyles, including the Lifestyles Referral Programme.
- Hold workshops for young people to improve their sexual health.
- Continue to work with partners to better coordinate mental health services and develop further housing with support for people with mental health needs.
- Use the new funding to deliver a range of health improvement projects.

Priority: Work with other agencies to improve people's health in the poorest areas of the borough.

In 2007/08, with partners, we:

- ✓ Established the Trench Partnership to address health problems and wider community concerns in Trench ward, north Tonbridge.

In 2008/09, having secured funding, we plan to:

- Work with partners on projects to encourage more healthy lifestyles in Snodland, East Malling and Trench Ward.

For our service standards and other information visit our website or call (01732):

876166 - Lifestyle Referral Scheme, healthy cycling and healthy walks programmes **876190 - Food safety**

Leisure and Culture

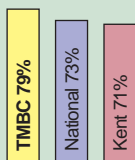
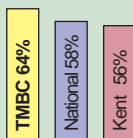


Main services that we provide:

We provide leisure centres, parks and open spaces, and a golf centre for residents and visitors. We encourage tourism, the arts and operate Tonbridge Castle as an attraction. We promote sports development and run activities for young people.

Public satisfaction:

In a 2006 satisfaction survey of nearly 2000 residents, 64% were very or fairly satisfied with sports and leisure facilities and events that we provide.



In the same survey 79% were very or fairly satisfied with the parks and open spaces that we provide. These results were better than the averages nationally and for district councils in Kent.

Key priority: Involve and meet the needs of young people.

In 2007/08 we:

- ✓ Implemented an action plan to help meet travel and access needs.
- ✓ Provided events programmes at Leybourne Lakes and Haysden country parks.
- ✓ Introduced a new brand for young people at our leisure centres.

In 2008/09 we plan to:

- Further develop the role of the Youth Forum in influencing Council decisions.
- Increase use of text messaging and our website in marketing leisure activities.
- Develop and deliver schools activities and conservation programmes with the Medway Valley Countryside Partnership.

Priority: Improve public access to the countryside and public open spaces across the borough.

In 2007/08 we:

- ✓ Achieved green flag awards for Leybourne Lakes and Haysden country parks.
- ✓ Started children's play improvements at Tonbridge Farm Sportsground.

In 2008/09 we plan to:

- Provide a new ball court at Tonbridge Racecourse Sportsground.
- Make Haysden Country Park a local nature reserve.

For our service standards and other information visit our website or call (01732):

876166 - General leisure enquiries and activities for young people and children. 876322 - Tonbridge Castle



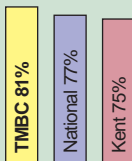
Housing and Housing Benefits

Main services that we provide:

- help and advice to people in housing need, including the homeless
- grants for adaptations to help older people and those with disabilities live independently in their own homes
- housing improvement grants to landlords and people on low incomes
- financial aid to people who need help to pay Council Tax or rent.

Public satisfaction:

In a 2006 satisfaction survey of over 1100 benefit claimants, 81% were very or fairly satisfied overall with the service they received. This result was better than the averages nationally and for district councils in Kent.



Key priority: Add to the supply of affordable housing and reduce the incidence of homelessness.

In 2007/08 we:

- ✓ Continued to provide affordable homes via the planning system and housing associations.
- ✓ Developed, agreed and funded a programme of studies to determine the need for affordable housing in the parishes.
- ✓ Improved our services to people who are homeless.

In 2008/09 we plan to:

- Streamline the way housing advice/assistance is provided to the public.
- Update our affordable housing guidance for developers to maintain a programme of high quality affordable homes.
- Adopt a multi-agency approach to preventing and tackling homelessness across west Kent.

Priority: Achieve high performance in both accuracy of calculating benefit due and speed of processing.

In 2007/08 we:

- ✓ Achieved 100% accuracy in processing housing and Council Tax benefits (up to 31 December 2007).
- ✓ Evaluated, and approved investment in, computer software to enable on-line submission of benefit claim information.

In 2008/09 we plan to:

- Maintain the high level of accuracy in processing benefit entitlement.
- Implement the software to enable claimants, and staff visiting customers' homes, to enter benefit claim information on-line.

For our service standards and other information visit our website or call (01732):
876395 - Housing grants 876067 - Housing advice
876376 - Housing benefit

Crime and Disorder Reduction



Main services that we provide:

We jointly lead, with the police, the Community Safety Partnership for our borough. We work with our partners to:

- encourage local communities to help address crime and disorder in their areas
- take action against anti-social behaviour
- promote community safety
- reduce violent crime and criminal damage
- help to keep young people out of trouble and away from drugs and alcohol.

Key priority: Reduce:

- Criminal damage
- Substance misuse

- Anti-social behaviour (ASB)
- Offences against the person
- Environmental crime

However, Tonbridge and Malling is a low crime area compared with the rest of Kent and nationally.

In 2007/08 we:

✓ Campaigned to raise awareness of the dangers of alcohol abuse, a root cause of ASB, criminal damage and violent crime.

✓ Established Safer Towns Partnership schemes in Borough Green, Wrotham and Tonbridge, whereby local communities help to identify and address crime and disorder in their areas.

✓ Developed educational programmes aimed mainly at young people about the dangers of alcohol abuse and effects of vandalism.

✓ Worked with other agencies on a range of anti-graffiti measures.

✓ Progressed projects to engage young people in activities away from crime and disorder, for example, extending football coaching with Charlton Athletic FC and Kent Police to Tonbridge, Snodland and Aylesford.

In 2008/09 we plan to:

➤ Continue working with other agencies to introduce and extend anti-graffiti measures.

➤ Undertake further work with our partners to prevent domestic violence and deal more effectively with cases that do occur.

➤ Encourage expansion of Kent Police's Speedwatch initiative, which involves assisting with the purchase of radar equipment for use by parish councils.

➤ Roll out the Safer Towns Partnership approach to other towns in the borough.

➤ Progress projects to engage young people in activities away from crime and disorder, for example, carrying out detailed planning to provide a multi-use community centre in East Malling.

For our service standards and other information visit our website: www.tmcriderduction.org.uk or call: 01732 876132 - Crime reduction enquiries

Council Tax

Council Tax requirements

The Borough Council collects Council Tax not only for its own purposes but also on behalf of Kent County Council, Kent Police Authority, Kent & Medway Fire & Rescue Authority and parish councils. The overall requirement for Council Tax is as follows:

2007/08				2008/09		
Council Tax £'000	Band D £	% of total bill		Council Tax £'000	Band D £	% of total bill
7,099	151.98	11.4	Borough Council	7,552	159.50	11.5
45,035	964.17	72.4	Kent County Council precept	47,436	1,001.79	72.2
5,707	122.18	9.2	Kent Police Authority precept	6,073	128.25	9.3
2,880	61.65	4.6	Kent & Medway Fire & Rescue Authority precept	3,021	63.81	4.6
1,496	32.04	2.4	Parish council precepts (average)	1,598	33.74	2.4
62,217	1,332.02	100.0	Total	65,680	1,387.09	100.0

In 2008/09, the Borough Council's requirement for a Band D property at £159.50 is equivalent to just under 44p per day, for the Kent County Council at £1,001.79 it is just over £2.74 per day, for the Kent Police Authority at £128.25 it is just over 35p per day and for the Kent & Medway Fire & Rescue Authority at £63.81 it is just over 17p per day.

Details of the County Council's, the Police Authority's and the Fire Authority's expenditure together with other information is provided in separate leaflets. Details of the parish council precepts are shown on pages 13 to 15 of this booklet and the Council Tax Valuation Band on page 16. Information on the Borough Council's expenditure plans are given on pages 19 to 20.

Council Tax

Parish council precepts

Council Tax will vary in those parts of the borough where parish councils have issued a precept to the Borough Council. Details of parish council precepts and Council Tax for Band D are shown below.

Precept 2007/08 £	Band D £	Parish	Precept 2008/09 £	Band D £
19,258.00	49.51	Addington	19,258.00	49.39
157,636.00	38.23	Aylesford	163,550.00	39.70
6,500.00	30.75	Birling	6,500.00	31.46
86,477.00	56.56	Borough Green	95,318.00	62.11
11,000.00	23.12	Burham	11,500.00	24.35
194,825.00	111.11	Ditton	209,834.00	111.22
183,282.00	37.09	East Malling & Larkfield	187,601.50	37.91
57,519.00	43.08	East Peckham	68,194.00	50.94
74,500.00	46.39	Hadlow	76,000.00	47.77
25,385.00	11.65	Hildenborough	29,130.00	13.29
24,525.00	22.37	Ightham	24,525.00	22.12
107,091.00	41.48	Kings Hill	121,104.00	42.33
54,500.00	42.48	Leybourne	70,000.00	55.08
8,500.00	18.52	Mereworth	9,000.00	19.80
13,406.00	35.58	Offham	14,892.00	38.74
30,600.00	37.10	Platt	32,400.00	38.24
18,453.00	32.47	Plaxtol	19,007.00	33.53
11,585.00	39.89	Ryarsh	12,716.00	43.99
3,633.00	14.17	Shipbourne	3,700.00	14.38
192,000.00	58.53	Snodland	204,285.00	60.90
11,824.20	49.19	Stansted	9,384.00	39.36
8,000.00	29.43	Trottscliffe	8,000.00	29.81
62,752.45	67.63	Wateringbury	62,752.45	67.99
62,317.00	55.65	West Malling	64,810.00	57.43
2,300.00	13.54	West Peckham	2,355.00	13.62
21,131.00	43.79	Wouldham	22,777.00	46.95
47,462.00	54.98	Wrotham	49,123.00	56.51
1,496,461.65		Total	1,597,715.95	

Four parish councils have issued precepts to the Borough Council for sums in excess of £140,000. In accordance with relevant regulations, these parish councils have provided the information shown on pages 14 and 15.

Should you have any questions regarding the parish council information, they should be raised direct with the relevant parish council.

Parish council precepts (over £140,000)

Aylesford Parish Council's precept on the Borough Council for 2008/2009 is £163,550. There is a contribution from reserves of £150,071 in 2008/2009.

Ditton Parish Council's precept on the Borough Council for 2008/2009 is £209,834. There is a contribution from reserves of £53,931 in 2008/2009.

Council Tax

2007/08				2008/09			
Borough Council		Other income		Borough Council		Other income	
Gross exp	£	grant	£	Gross exp	£	grant	£
Service							
Net exp							
£							
East Malling and Larkfield Parish Council							
23,180	(795)	(1,000)	21,385	30,230	(810)	-	29,420
44,650	(3,337)	(1,650)	39,663	40,300	(3,397)	(1,515)	35,388
3,200	-	(1,450)	1,750	3,300	-	(1,550)	1,750
500	-	-	500	500	-	-	500
99,335	-	(58,000)	41,335	120,701	(4,973)	(62,250)	53,478
140,050	(23,896)	(16,505)	99,649	139,035	(24,665)	(17,055)	97,315
310,915	(28,028)	(78,605)	204,282	334,066	(33,845)	(82,370)	217,851
Total							

East Malling and Larkfield Parish Council's precept on the Borough Council for 2008/2009 is £187,602. There is a contribution from reserves of £30,249 in 2008/2009.

Snodland Town Council							
63,000	-	(8,000)	55,000	76,100	-	(5,000)	71,100
62,500	-	(12,000)	50,500	63,100	-	(10,000)	53,100
34,000	(15,660)	(14,000)	4,340	41,277	(15,942)	(17,300)	8,035
11,500	(3,158)	-	8,342	13,500	(3,215)	-	10,285
8,000	-	-	8,000	8,000	-	-	8,000
28,650	-	-	28,650	27,500	-	-	27,500
73,240	(16,758)	(19,314)	37,168	73,580	(17,540)	(29,775)	26,265
280,890	(35,576)	(53,314)	192,000	303,057	(36,697)	(62,075)	204,285
Total							

Snodland Town Council's precept on the Borough Council for 2008/2009 is £204,285.

Council Tax

Council Tax set for the financial year starting 1 April 2008

Part of the Council's area	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	902.23	1,052.61	1,202.98	1,353.35	1,654.09	1,954.84	2,255.58	2,706.70
Addington	935.16	1,091.02	1,246.88	1,402.74	1,714.46	2,026.18	2,337.90	2,805.48
Aylesford	928.70	1,083.48	1,238.27	1,393.05	1,702.62	2,012.18	2,321.75	2,786.10
Birling	923.21	1,077.07	1,230.94	1,384.81	1,692.55	2,000.28	2,308.02	2,769.62
Borough Green	943.64	1,100.91	1,258.19	1,415.46	1,730.01	2,044.55	2,359.10	2,830.92
Burham	918.47	1,071.54	1,224.62	1,377.70	1,683.86	1,990.01	2,296.17	2,755.40
Ditton	976.38	1,139.11	1,301.84	1,464.57	1,790.03	2,115.49	2,440.95	2,929.14
East Malling & Larkfield	927.51	1,082.09	1,236.68	1,391.26	1,700.43	2,009.60	2,318.77	2,782.52
East Peckham	936.19	1,092.23	1,248.26	1,404.29	1,716.35	2,028.42	2,340.48	2,808.58
Hadlow	934.08	1,089.76	1,245.44	1,401.12	1,712.48	2,023.84	2,335.20	2,802.24
Hildenborough	911.09	1,062.94	1,214.79	1,366.64	1,670.34	1,974.04	2,277.73	2,733.28
Ightham	916.98	1,069.81	1,222.64	1,375.47	1,681.13	1,986.79	2,292.45	2,750.94
Kings Hill	930.45	1,085.53	1,240.60	1,395.68	1,705.83	2,015.98	2,326.13	2,791.36
Leybourne	938.95	1,095.45	1,251.94	1,408.43	1,721.41	2,034.40	2,347.38	2,816.86
Mereworth	915.43	1,068.01	1,220.58	1,373.15	1,678.29	1,983.44	2,288.58	2,746.30
Offham	928.06	1,082.74	1,237.41	1,392.09	1,701.44	2,010.80	2,320.15	2,784.18
Platt	927.73	1,082.35	1,236.97	1,391.59	1,700.83	2,010.07	2,319.32	2,783.18
Plaxtol	924.59	1,078.68	1,232.78	1,386.88	1,695.08	2,003.27	2,311.47	2,773.76
Ryarsh	931.56	1,086.82	1,242.08	1,397.34	1,707.86	2,018.38	2,328.90	2,794.68
Shipbourne	911.82	1,063.79	1,215.76	1,367.73	1,671.67	1,975.61	2,279.55	2,735.46
Snodland	942.83	1,099.97	1,257.11	1,414.25	1,728.53	2,042.81	2,357.08	2,828.50
Stansted	928.47	1,083.22	1,237.96	1,392.71	1,702.20	2,011.69	2,321.18	2,785.42
Trottscliffe	922.11	1,075.79	1,229.48	1,383.16	1,690.53	1,997.90	2,305.27	2,766.32
Wateringbury	947.56	1,105.49	1,263.41	1,421.34	1,737.19	2,053.05	2,368.90	2,842.68
West Malling	940.52	1,097.27	1,254.03	1,410.78	1,724.29	2,037.79	2,351.30	2,821.56
West Peckham	911.31	1,063.20	1,215.08	1,366.97	1,670.74	1,974.51	2,278.28	2,733.94
Wouldham	933.53	1,089.12	1,244.71	1,400.30	1,711.48	2,022.66	2,333.83	2,800.60
Wrotham	939.91	1,096.56	1,253.21	1,409.86	1,723.16	2,036.46	2,349.77	2,819.72

Council Tax

Council Tax valuation

Council Tax is paid on domestic dwellings. These include houses, bungalows, flats, maisonettes, mobile homes and houseboats. There will be one bill per dwelling. Each dwelling has been given a band by the Valuation Office Agency. The band is based on the dwelling's market value as at 1 April 1991. Your bill will show which band your dwelling is in.

Band A up to £40,000	Band E £88,001 to £120,000
Band B £40,001 to £52,000	Band F £120,001 to £160,000
Band C £52,001 to £68,000	Band G £160,001 to £320,000
Band D £68,001 to £88,000	Band H over £320,000

Appeals

If you think your property's band is too high, you might be able to appeal. To do this, you should contact the Valuation Office Agency, Union House, Eridge Road, Tunbridge Wells, Kent, TN4 8HF. You can also visit the Valuation Office website at www.voa.gov.uk. Please do not appeal to us, as we cannot change your property's band unless the Valuation Office Agency has agreed to it first. Also, you should not withhold payment while your appeal is being dealt with. If your appeal is successful, we will refund any overpayment straight away.

If you think that your Council Tax bill is wrong for some other reason, you should contact us first. If we cannot resolve the issue, you may appeal to an independent Valuation Tribunal. Information about Valuation Tribunals can be found on their website www.valuation-tribunals.gov.uk.

Exempt dwellings

Some dwellings are exempt from the Council Tax. These include: ■ properties occupied wholly by students, people under 18, or the severely mentally impaired ■ properties left empty because the usual occupant is away studying, in prison, or receiving or providing personal care ■ unfurnished properties (exempt for 6 months) ■ properties undergoing, or needing, major repair (exempt for 12 months) ■ repossessed properties ■ some annexes ■ empty properties where occupation is prohibited by law ■ empty properties which are owned by charities ■ empty caravan pitches or houseboat moorings ■ empty properties that are part of a deceased's estate ■ properties that are the responsibility of a trustee in bankruptcy ■ properties that are waiting to be occupied by a minister of religion ■ armed forces accommodation.

If you think your property may be exempt, please let us know.

Council Tax

Discounts

The full Council Tax charge assumes that there are 2 adults resident in a dwelling. If there is only one adult, we will grant a 25% discount. When we look at the number of people living in a property, certain people are not counted. These include:

■ full time students, student nurses, apprentices and Youth Training trainees ■ patients living in hospital ■ people being looked after in care homes ■ people who are severely mentally impaired ■ people staying in hostels or night shelters ■ school leavers ■ certain low-paid care workers and unpaid carers ■ monks and nuns ■ people in prison ■ non-British partners of students (if not allowed to work or claim benefits) ■ members of visiting forces. If all the adults are not counted, we will grant a 50% discount.

From 1 April 2004, second homes and long-term empty properties (empty for more than six months) qualify for a 10% discount.

If you think you might be entitled to a discount, please let us know. If you already receive a discount you must tell us, within 21 days, if there is any change in your circumstances that might affect your entitlement. You could be liable to a penalty of £50 if you don't.

People with disabilities

If you have extra space, or extra rooms, in your property in order to meet the needs of a disabled person, you could be entitled to a reduction in your bill. If so, we would reduce your band by one (a special adjustment applies for properties already in Band A). If you think you might be entitled to a reduction, please let us know.

Council Tax benefit

If you are on a low income you might be entitled to a rebate on your Council Tax. If you have access to the internet, there is a benefits 'calculator' on our website. This would give you an indication of whether you might be entitled to benefit.

If you would like to discuss whether you might be entitled to benefit, please contact us for further details. If you have not claimed benefit before, we can arrange for a member of staff to visit you at home and help you complete the claim form.

For more information about Council Tax and Council Tax benefit, please visit the 'Services' section of our website www.tmbc.gov.uk.

Our budget

Borough Council expenditure

2007/08			Service	2008/09		
Exp. £'000	Income £'000	Net £'000		Exp. £'000	Income £'000	Net £'000
18,384	(7,293)	11,091	Cultural, environmental & planning	18,527	(7,853)	10,674
2,833	(2,152)	681	Highways, roads & transport	3,434	(2,633)	801
21,049	(19,811)	1,238	Housing	22,484	(21,153)	1,331
8,482	(6,783)	1,699	Central services to the public	8,853	(7,150)	1,703
2,485	-	2,485	Corporate & democratic core	2,619	-	2,619
350	(52)	298	Non-distributed costs	428	(41)	387
53,583	(36,091)	17,492	Net expenditure	56,345	(38,830)	17,515
			342 Levies and payments to other Government bodies			384
			682 Pension accounting adjustments			1,005
			3,243 Expenditure funded from capital reserve			4,315
			(203) Trading undertakings			(215)
			(1,744) Investment income			(1,658)
			(2,122) Depreciation account			(2,599)
			(4,235) Use of balances and reserves			(4,768)
			13,455 Budget requirement			13,979
			Met from			
			(6,330) Government grant			(6,452)
			(26) Council Tax collection adjustments			25
			7,099 Balance met from Council Tax payers			7,552
			£151.98 Council Tax at Band D			£159.50

In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of Council Tax for the year. The Council's Band D tax rate of £159.50 for 2008/09 represents an increase of £7.52 or 4.95% on the figure for 2007/08.

One of the external factors affecting the Council's budget is the level of general Government Grant. This Council is to receive the lowest ever increase in general Government Grant of 1% in 2008/09, 0.5% in 2009/10 and 0.6% in 2010/11. The 1% increase falls to 0.4% when taking into account funding previously paid separately to the Council now included within the Grant settlement. This is a very poor settlement not only for 2008/09, but for the whole of the three-year period and is set against a background where CPI (consumer price index) and RPI (retail price index) are currently 2.2% and 4.1% (January 2008 figures).

Our budgets are now under severe pressure with the Council facing a 'funding gap' in the order of £500,000. We have for several years had in place a very robust Medium Term Financial Strategy. This Strategy affords us the time to take a constructive and considered approach to how we might address the 'funding gap'. The Council's Management Team in liaison with the Cabinet is to identify and bring forward a range of options to address the 'funding gap' in the coming months.

These are difficult times, but we are determined that through careful financial planning we will be able to preserve services, invest in new projects and set a target to produce a balanced budget.

Our budget

The Borough Council's money:

	2008/09	
Is raised from:	£'000	%
Specific grants	27,850	44.7
Interest, fees & charges, rent etc.	12,931	20.8
Collection fund* - Council Tax	7,552	12.2
- Collection adjustments	(25)	-
Government grant	6,452	10.4
Use of reserves	4,768	7.7
Capital accounting adjustments	2,599	4.2
Total	62,127	100.0

*This is the fund into which Council Tax is paid.

Is to be spent on:

Information & publicity	212	0.3
Transportation	226	0.4
Financial arrangements with parish councils	304	0.5
Capital programme revenue expenses	338	0.5
Sports grounds	363	0.6
Community safety	374	0.6
Local land charges	429	0.7
Golf course	632	1.0
General leisure services	751	1.2
Pleasure grounds & open spaces	827	1.3
Council Tax & NNDR collection costs	990	1.6
Concessionary fares	1,006	1.6
Housing	1,121	1.8
Amenity cleansing	1,174	1.9
Miscellaneous services	1,494	2.4
Environmental health services	1,725	2.8
Car parking	2,008	3.2
Corporate management & democratic representation	2,383	3.8
Refuse collection & recycling	2,839	4.6
Planning & building control	3,495	5.6
Leisure centres	5,833	9.4
Council Tax benefits	6,404	10.3
Housing benefits	21,417	34.7
Gross expenditure on services	56,345	90.8
Trading undertakings	78	0.1
Levies & payments to other Government bodies	384	0.6
Pension accounting adjustments	1,005	1.6
Expenditure funded from capital reserve	4,315	6.9
Total	62,127	100.0

Copies of the Budget Statement and the detailed Budget Book for 2008/09 are available from Financial Services, Council Offices, Gibson Drive, Kings Hill, West Malling, Kent, ME19 4LZ or can be found on the Council's website.

Business Rates - explanatory notes

Non-Domestic Rates

Non-Domestic Rates, or Business Rates, collected by local authorities are the way that those who occupy non-domestic property contribute towards the cost of local services. Except in the City of London where special arrangements apply, the rates are pooled by central government and redistributed to local authorities as part of the annual formula grant settlement. The money, together with revenue from council tax payers, revenue support grant provided by the Government and certain other sums, is used to pay for the services provided by your local authority and other local authorities in your area.

Rateable Value

Apart from properties that are exempt from Business Rates, each non-domestic property has a rateable value which is set by the valuation officers of the Valuation Office Agency (VOA), an agency of Her Majesty's Revenue and Customs. It draws up and maintains a full list of all rateable values, available on their website at www.voa.gov.uk. The rateable value of your property is shown on the front of this bill. This broadly represents the yearly rent the property could have been let for on the open market on a particular date. For the revaluation that came into effect on 1 April 2005, this date was set as 1 April 2003.

The valuation officer may alter the value if circumstances change. The ratepayer (and certain others who have an interest in the property) can also appeal against the value shown in the list if they believe it is wrong. Further information about the grounds on which appeals may be made and the process for doing so can be found on the VOA website or from your local valuation office.

National Non-Domestic Rating Multiplier

The local authority works out the Business Rates bill by multiplying the rateable value of the property by the appropriate multiplier. There are two multipliers; the standard non-domestic rating multiplier and the small business non-domestic rating multiplier. The former is higher to pay for small business rate relief. The Government sets the multipliers for each financial year for the whole of England, except in the City of London where special arrangements apply, according to formulae set by legislation. The multipliers change each year in line with inflation and to take account of the cost of small business rate relief. In the year of a revaluation, the multipliers are set at a level which will keep the total amount raised in rates after the revaluation the same as before, plus inflation for that year. The current multipliers are shown on the front of this bill.

Business Rates - explanatory notes

Transitional Arrangements

Property values normally change a good deal between each revaluation. Transitional arrangements help to phase in the effects of these changes by limiting increases in bills. To help pay for the limits on increases in bills, there also have to be limits on reductions in bills. Under the transition scheme, limits continue to apply to yearly increases and decreases until the full amount is due (rateable value times the appropriate multiplier).

The scheme applies only to the bill based on a property at the time of the revaluation. If there are any changes to the property after 1 April 2005, transitional arrangements will not normally apply to the part of a bill that relates to any increase in rateable value due to those changes. Any transitional adjustments are shown on the front of this bill.

Further information about transitional arrangements and other reliefs may be obtained from Tonbridge & Malling Borough Council or the website www.mybusinessrates.gov.uk.

Unoccupied Property Rating

Business Rates will not be payable in the first three months that a property is empty. This is extended to six months in the case of certain industrial properties. After this period, rates are payable in full unless the unoccupied property rate has been reduced by the Government by order. In most cases, the unoccupied property rate is zero for properties owned by charities and Community Amateur Sports Clubs. In addition, there are a number of exemptions from the empty property rate. Full details on exemptions can be obtained from the local authority. If the unoccupied property rate for the financial year has been reduced by order, it will be shown on the front of this bill.

Partly Occupied Property Relief

A ratepayer is liable for the full non-domestic rate whether a property is wholly occupied or only partly occupied. Where a property is partly occupied for a short time, the local authority has discretion in certain cases to award relief in respect of the unoccupied part. Full details can be obtained from the local authority.

Small Business Rate Relief

This relief is only available to ratepayers who apply to their local authority and who occupy either - (a) one property, or (b) one main property and other additional properties providing those additional properties each have a rateable value of less than £2,200. The rateable value of the property mentioned in (a), or the aggregate rateable value of all properties mentioned in (b), must

Business Rates - explanatory notes

be under £15,000 outside London or £21,500 in London, on 1 April in the financial year in question, on the day for which relief is being sought, and each intervening day. If the rateable value, or aggregate rateable value, increases above those levels, relief will cease from the day of the increase.

Ratepayers who satisfy these conditions will have the bill for their single or main property calculated using the lower small business non-domestic rating multiplier rather than the ordinary non-domestic rating multiplier that is used to calculate the liability of other businesses.

In addition, if the single or main property is shown on the rating list with a rateable value of up to £10,000, the ratepayer will receive a percentage reduction in their rates bill for this property of up to a maximum of 50% for a property with a rateable value of not more than £5,000.

If an application for relief is granted, provided the ratepayer's circumstances do not change, the application will not need to be renewed until the next revaluation of non-domestic premises, which happens every five years. Certain changes in circumstances will need to be notified to the local authority by the ratepayer (other changes will be picked up by the local authority). The changes which must be notified are - (a) the ratepayer taking up occupation of a property they did not occupy at the time of making their application for relief; and (b) an increase in the rateable value of a property occupied by the ratepayer in an area other than the area of the local authority which granted the relief.

Notification of these changes must be given to the local authority within 4 weeks of the day after the day the change happened. If this happens, there will be no interruption to the ratepayer's entitlement to the relief. A notification that the ratepayer has taken up occupation of an additional property must be by way of a fresh application for relief; notice of an increase in rateable value must be given in writing.

Full details on the eligibility criteria and on how to apply for this relief are available from the local authority.

Charity and Registered Community Amateur Sports Club Relief

Charities and Registered Community Amateur Sports Clubs are entitled to 80% relief where the property is occupied by the Charity or Club and is wholly or mainly used for charitable purposes or as a Registered Community Amateur Sports Club.

The local authority has discretion to give further relief on the remaining bill. Full details can be obtained from the local authority.

Business Rates - explanatory notes

Non-Profit Making Organisation Relief

The local authority has discretion to give relief to Non-Profit Making Organisations. Full details can be obtained from the local authority.

Hardship Relief

The local authority has discretion to give relief in special circumstances. Full details can be obtained from the local authority.

Rating advisers

Ratepayers do not have to be represented in discussions about their rateable value or their rates bill. Appeals against rateable values can be made free of charge. However, ratepayers who do wish to be represented should be aware that members of the Royal Institution of Chartered Surveyors (RICS-website www.rics.org.uk) and the Institute of Revenues Rating and Valuation (IRRV-website www.irrv.org.uk) are qualified and are regulated by rules of professional conduct designed to protect the public from misconduct. Before you employ a rating adviser, you should check that they have the necessary knowledge and expertise, as well as appropriate indemnity insurance. Take great care and, if necessary, seek further advice before entering into any contract.

Rate relief for businesses in rural areas

Certain types of properties in a rural settlement with a population below 3,000 may be entitled to relief. The property must be the only general store, the only post office or a food shop and have a rateable value of less than £7,000, or the only public house or the only petrol station and have a rateable value of less than £10,500. The property has to be occupied. An eligible ratepayer is entitled to relief at 50% of the full charge whilst the local authority also has discretion to give further relief on the remaining bill.

In addition, the local authority can give relief on certain other occupied property in a rural settlement where the rateable value is less than £14,000.

Full details can be obtained from the local authority.

The information contained in this booklet, together with your bill, make up the demand notice, in accordance with The Council Tax and Non-Domestic Rating (Demand Notices) (England) Regulations 2003 (as amended).

2008/09

Revenue and Capital Budgets



www.tmbc.gov.uk



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BUDGET STATEMENT 2008/09

1. Introduction

- 1.1 The revenue and capital budgets for 2008/09 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of Council Tax for the year. The budget has been prepared within the context of a Medium Term Financial Strategy.
- 1.2 As reported to the October meeting of the Finance and Property Advisory Board the Comprehensive Spending Review 2007 covering the three-year period 2008/09 to 2010/11 was likely to bring significant challenge. This has certainly been proved to be the case after the Council received the lowest ever increase in its annual Government grant of 1% in 2008/09 and 0.5% and 0.6% in 2009/10 and 2010/11 respectively.
- 1.3 Our budgets are now under severe pressure with the Council facing a 'funding gap' in the order of £500,000. This can largely be attributed to the poor Government grant settlement for the three-year period 2008/09 to 2010/11 and the changes made in recent years by central Government to the concessionary bus scheme for the over 60s and disabled people costing more than the additional Government funding provided to meet those costs.
- 1.4 We have for several years had in place a very robust Medium Term Financial Strategy. The existence and discipline of our Medium Term Financial Strategy affords us the time to take a constructive and considered approach to how we might address the 'funding gap' rather than "knee-jerk" reactions. We are confident, although some tough choices will certainly be necessary, that we will be able to address the 'funding gap' and ensure that the integrity of our Medium Term Financial Strategy is maintained.
- 1.5 The Management Team, in consultation with the Cabinet, will over the coming months identify a range of options to address the 'funding gap'. Where appropriate, the relevant Advisory Board will then be invited to consider options further and make recommendations to Cabinet. Whatever options are recommended they must be found and implemented before 2009/10 in order to maintain the integrity of the Medium Term Financial Strategy. Clearly, it will be beneficial to the overall financial position if savings or additional income can be delivered during 2008/09.

- 1.6 Clearly, our budget position has made it very difficult to prioritise improvements for 2008/09 but, nevertheless, we will be making some key improvements including the implementation of the land drainage and flood defence improvement programme, new energy saving measures at the Council's leisure centres and disabled access improvements at Tonbridge swimming pool and a range of community partnership projects.
- 1.7 These are difficult times, but we are determined that through careful financial planning we will be able to preserve services, invest in new projects and set a target to produce a balanced budget.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council has adopted a Medium Term Financial Strategy **[Annex 1]** covering both Capital and Revenue budgets for the period 2008/09 to 2013/14. It is this Strategy that underpins the budget setting process over the six-year period.
- 2.1.2 The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. This includes achieving a balanced revenue budget by 2012/13 that delivers the Council's priorities by the end of the strategy period and to retain a minimum of £3.0m in the General Revenue Reserve. The Strategy also sets out, based on current financial information, not only the projected budgets for the period, but also the levels of Council Tax that are projected to be required to meet the Council's spending plans.
- 2.1.3 The aim of the Medium Term Financial Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.

2.2 Council Priorities

- 2.2.1 Our improvement priorities as set out in Spotlight, our Corporate Performance Plan, are reviewed annually to ensure that they remain relevant to changed circumstances and can continue to set an overall framework for our work across the Council each year. These priorities are broadly based and span all areas of Council activity.

- 2.2.2 Since the publication of Spotlight, our key improvement priorities have been reviewed by the Policy Overview Committee and subsequently endorsed by Cabinet. Our Key improvement priorities for 2008/09 are:

Give priority to involving and meeting the needs of young people

- 2.2.3 The budget for Youth and Play Development has been further enhanced, to reflect the revised job share arrangements for the Youth and Play Development officer post, approved by Council on 11 December 2007. This enhancement reflects the transfer of the Y2Crew scheme from Executive to Leisure Services and the coordination of children's play projects funded from the council's successful application to the Big Lottery Fund.



- 2.2.4 An enhancement scheme for Tonbridge Farm Sports Ground, programmed for 2008/09 is designed to improve facilities for young people, and a ball court will be installed at Tonbridge Racecourse Sports Ground.

- 2.2.5 The capital grants process has enabled further improvements in play provision to be programmed for 2008/09 in partnership with Parish Councils. Grants have been awarded for 2008/09 to Aylesford, Watlingtonbury and West Malling Parish Councils, towards the cost of new play equipment.

Reduce: anti-social behaviour, criminal damage, offences against the person, substance misuse and environmental crime

- 2.2.6 Provision has been made under the Community Safety revenue budget to enable the Council to provide funding and support for Crime and Disorder initiatives. In partnership with other organisations, these initiatives have included the employment of Police Community Support Officers in the Borough and contributions towards the "Positive Futures Scheme".



- 2.2.7 The Council is continuing to tackle criminal damage and has contributed towards the removal of graffiti in the borough. An educational package has been purchased enabling the council, together with the police, to raise the issue of criminal damage and its consequences within secondary schools in the borough.

Add to the supply of affordable housing and reduce the incidence of homelessness

2.2.8 The Council will continue to work closely with Housing Associations in order to increase the supply of affordable housing by supporting bids through the Housing Corporation and Regional Housing Board. A new Supplementary Planning Document on Affordable Housing will also be published during 2008/09 which will provide guidance and clarity for developers on the Council's expectations in the delivery of new affordable homes.

2.2.9 The Council maintains a rolling programme of house renovation grants and led on a partnership comprising eight local authorities in Kent to secure capital resources from the South East Regional Housing Board. Subject to confirmation it is anticipated that the Council will benefit from approximately £1.6m towards improving people's homes over the period 2008-11.



2.2.10 The Council recognises more needs to be done to prevent homelessness and will be taking back in-house the housing register and homelessness assessment services currently provided by Russet Homes under contract. From 2008/09 a greater focus will be placed on preventing homelessness through more timely intervention coupled with advice on debt counselling, mediation and identifying alternative housing options. This new approach will assist in reducing the human as well as financial cost of homelessness.

Achieve a cleaner, smarter and better maintained street scene and open space environment

2.2.11 Funding has been made available to achieve a cleaner, smarter and better-maintained street scene and open space environment, which is included within a range of service budgets. This is also met in part through Streetline, a single point of contact for reporting a number of street related issues including problems with littering and fly-tipping, graffiti and abandoned vehicles.



2.2.12 In addition, budgetary provision has been made in 2008/09 of £34,000 for graffiti removal. The new Street Scene action plan also encourages services to identify and seek opportunities for joint working and funding of initiatives.

Promote, encourage and provide opportunities for healthy living

2.2.13 Successful bids to the Big Lottery Fund and the West Kent Primary Care Trust will enable the Council to further extend the Lifestyles GP Referral Programme operating from the Council's Leisure Centres offering a wider range of specialist classes and additional outreach work. In addition the recently launched Excel activity programme for 11 – 15 year olds will be extended and improved to assist in the Council's commitment to reducing childhood obesity.



2.2.14 The Capital Plan scheme to lower the internal walkway at Larkfield Leisure Centre has improved access to the whole of the centre for people with disabilities and for people with push chairs and buggies. A further capital scheme to provide dedicated disabled changing facilities at Tonbridge Swimming Pool will be implemented in 2008/09.

Make a positive local contribution to tackling the causes and effects of climate change

2.2.15 Over the past year, the Council has prepared a draft climate change strategy following its commitment when signing the Nottingham Declaration. Consultation with the local community over the content of the Strategy has been completed and the Strategy has now been adopted. Work is underway to progress actions for year 1 of the three-year action plan and will cover both corporate initiatives and promotional activity within the local community.



Enhance the vitality of Tonbridge town centre

2.2.16 Considerable progress has been made in advancing proposals to attract investment in good quality development, environmental enhancement and an improvement in the range and quality of retail, leisure, community and other facilities. The Tonbridge Area Action Plan (AAP – part of our Local Development Framework) has successfully been through a public examination and will be adopted by the Council in April. The AAP will be the statutory planning basis for central Tonbridge and forms an important step in setting out a clear and confident planning framework for development. In parallel the

Council have adopted a planning brief for the Botany area of the town centre in order to guide detailed proposals for this key regeneration site.

- 2.2.17 The Council has formed a partnership with Sainsburys to bring forward a major mixed use development for additional retail opportunities, new and improved leisure and community facilities, market and affordable housing and incorporating some high quality open spaces.



- 2.2.18 A major environmental enhancement scheme is now in the pipeline for the Town Lock area to bring forward a new open space alongside the River Medway.

Identify the opportunities and benefits for Tonbridge and Malling flowing from the Local Government and Public Involvement in Health Act (2007)

- 2.2.19 This is a significant piece of legislation for local government. It is therefore essential that adequate focus is given to the implementation of a corporate action plan for this key issue.

- 2.2.20 Each of these priorities requires the involvement of more than a single service and some involve all Services. While recognising that it is good practice to identify a small number of key priorities, we also made explicit our intention to achieve real progress against a range of other priorities.

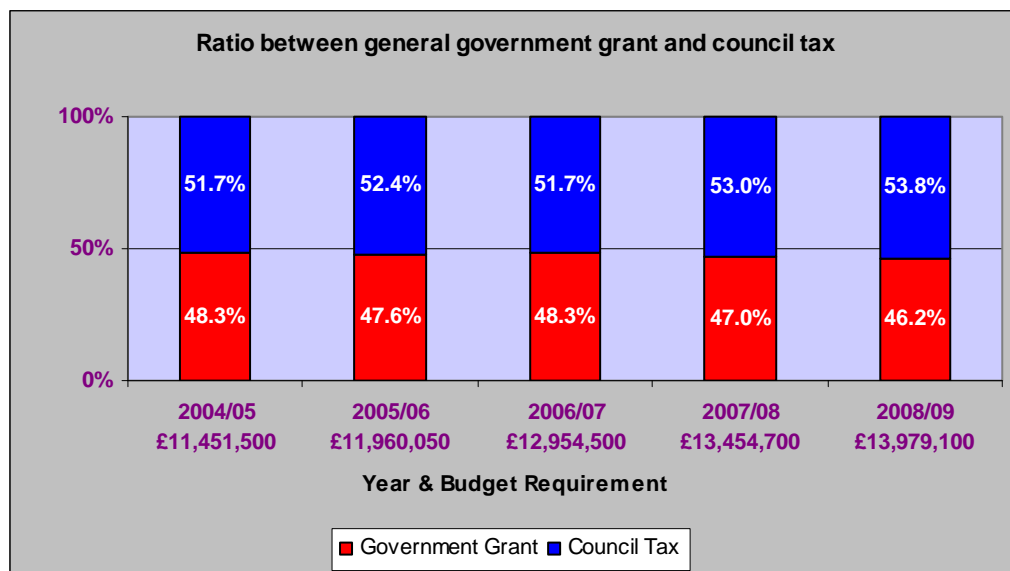


2.3 Financial Context

- 2.3.1 The level of Council Tax set by the Borough Council for the year 2008/09 is £159.50. In setting this level of Council Tax, the Council is budgeting to support its expenditure by the contribution of £599,600 from its General Revenue Reserve. In respect of Government Grant (see paragraph 3 below) in 2008/09, the Council is to receive £6,452,000, a cash increase of £64,000 or 1.0% on the adjusted grant for 2007/08. This falls to 0.4% or a cash increase of £26,000 when we take into account grant previously paid separately to the Council.
- 2.3.2 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. It will be refreshed and updated annually to reflect current circumstances.

3. Government Grants

- 3.1 One of the external factors affecting the Council's budget is the level of general Government Grant that is allocated to Tonbridge and Malling to provide general support in meeting the cost of services. This includes both Revenue Support Grant and redistributed National Non-Domestic Rates.
- 3.2 The Minister of State for Local Government announced in January the first three-year settlement for local government, covering 2008/09, 2009/10 and 2010/11.
- 3.3 Tonbridge and Malling Borough Council are to receive an increase in general Government Grant of 1% in 2008/09 (on its adjusted grant for 2007/08), an increase of 0.5% in 2009/10 and an increase of 0.6% in 2010/11. The 1% increase falls to only 0.4% when we take into account funding previously paid separately to the Council which has now been subsumed within the grant settlement.
- 3.4 The latest Government grant settlement continues the trend whereby the proportion of the council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between general government grant and council tax.



- 3.5 This is a very poor settlement not only for 2008/09, but for the whole of the three-year period and is set against a background where CPI (consumer price index) and RPI (retail price index) are currently 2.2% and 4.1% respectively (January 2008 figures).

Table 1 - Revenue Support Grant

	2008/09	2007/08 'Adjusted'	Variance
	£	£	£
Revenue Support Grant	788,401	967,647	-179,246
National Non-Domestic Rates	5,663,469	5,420,343	243,126
Total	<u>6,451,870</u>	<u>6,387,990 #</u>	<u>+63,880</u>

Note: For completeness, the actual grant received was £6,329,988 plus a Waste Performance and Efficiency grant of £96,199 now subsumed within the settlement.

4. Council Tax Limitation

- 4.1 The Secretary of State still has powers under the Local Government Finance Act 1992, as amended by the Local Government Act 1999, to limit the budgets of billing and precepting authorities and thereby limit the size of Council Tax increases. The Government has reiterated its intention to cap excessive council tax increases. Indeed, there appears to be an increased emphasis on keeping council tax increases below 5%.
- 4.2 The Medium Term Financial Strategy adopted last year assumed council tax increases of 4.95% for each year of the strategy, and it has been our intention throughout this process, where at all possible, to reaffirm this level of increase. There is a risk that this level of increase might be the subject of challenge, albeit in our opinion this is unlikely.

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2008/09 (prior to any contribution from the revenue reserve) amounts to £14,578,700. The Cabinet having regard to the Medium Term Financial Strategy proposes that £599,600 be charged to the Revenue Reserve Account leaving £13,979,100 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which all the council taxes are paid (including those collected on behalf of other precepting authorities).
- 6.2 Each year before we can finalise our calculations in respect of tax requirements, we have to calculate the surplus / deficit on the collection

fund and then share this between the major precepting authorities including ourselves. These are known as collection fund adjustments.

- 6.3 The estimated deficit on the collection fund at 31 March 2008 is £182,656 which must be shared proportionately amongst the major precepting authorities. Our share of the deficit is £25,234 and is taken into account in setting the council tax for 2008/09.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance, under delegated authority, was set at 47,350.82 band D equivalents for 2008/09. This figure was reported to the Finance & Property Advisory Board meeting on 2 January 2008.

8. Parish Councils

- 8.1 In addition to income raised through their precepts, parish councils receive monies paid by the Borough Council under a "Scheme of Financial Arrangements". A schedule of the payments to be made by the Borough Council towards the expenditure of Parish Councils for 2008/09 is shown on page 22.

9. Consultation with Non-Domestic Ratepayers

- 9.1 Before determining total estimated expenditure and calculating its requirements for the ensuing financial year, the Council has consulted representatives of its non-domestic ratepayers.

10. National Non-Domestic Rates

- 10.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and are paid into a central pool for redistribution. The prescribed standard rate for 2008/09 is 46.2p compared to 44.4p for 2007/08. Lower rates apply to small businesses with rateable values below £15,000.

11. Capital Estimates

- 11.1 The Borough Council's draft Capital Plan is shown on pages CP 1 to CP 66. This is the culmination of a review process, which began in January 2008. The progress on existing Capital Plan schemes has been noted and Cabinet on 5 February 2008 recommended the inclusion of a number of new schemes.
- 11.2 Pages CAP 1 to CAP 5 provide the key to the corporate aims and priorities indicated throughout the Capital Plan. The pages summarise the Corporate Aims and Priorities published in Spotlight, June 2007.

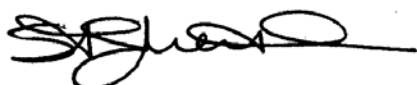
12. Cabinet

12.1 Cabinet comprises the following Councillors:

Councillor M Worrall	Leader of the Council
Councillor D Aikman	Finance
Councillor Mrs J Anderson	Housing
Councillor O Baldock	Environmental Services and Innovation & Improvement
Councillor M Balfour	Planning & Transportation
Councillor G Court	Community Safety
Councillor N Heslop	Community Development
Councillor Mrs S Murray	Leisure, Youth & Arts

13. Acknowledgement

- 13.1 This has been an extremely difficult budget year, and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring the Budget for 2008/09, and the updated Medium Term Financial Strategy, to fruition. We are also grateful to the Chief Executive, Chief Officers and their staff for their support, advice and assistance throughout the process.
- 13.2 Finally, we would like to thank the Leader and Members of the Council for their dedication and their support throughout this most difficult budget year.



Sharon Shelton
Director of Finance



David Aikman
Cabinet Member for Finance

A MEDIUM TERM FINANCIAL STRATEGY 2008/09 – 2013/14

INTRODUCTION

There are many complex demands placed on local authorities and Tonbridge and Malling Borough Council needs a clear direction for the coming years.

This Medium Term Financial Strategy for TMBC represents an update to the strategy approved by Council on 22 February 2007. The update has been prepared given the circumstances prevailing in February 2008. It will be refreshed and updated further as circumstances change but nevertheless, remains a **statement of intent** by all stakeholders.

FINANCIAL CONTEXT

The level of Council Tax set by the Borough Council for the year 2008/09 is £159.50. In setting this level of Council Tax, the Council has budgeted to support its expenditure by the contribution of £599,600 from Revenue Reserves.

TMBC received a grant settlement of £6,452,000 for 2008/09. This represented an uplift of £64,000 in cash terms or 1.0% on the adjusted 2007/08 grant settlement (£26,000 or 0.4% prior to adjustment).

Due largely to the poor Grant settlement, the Council is facing a 'funding gap' in the order of £500,000. The Council's Management Team in consultation with the Cabinet will identify and bring forward a range of options during the course of 2008/09 to address this 'funding gap'. This Strategy provides the opportunity to take a constructive and considered approach to resolving this issue.

The Council has a healthy and wide-ranging Capital Plan. It has adopted a Capital Strategy and Capital Planning process which are regularly revised to reflect changing circumstances.

OBJECTIVES

- To achieve a balanced revenue budget by 2012/13 that delivers the Council's priorities by the end of the strategy period.
- To retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period.
- Seek to balance the public's desire (as expressed in the 2007 and 2003 Council Tax Surveys) not to see heavy council tax rises with the wish not to see services reduced.

- Where possible, ensure that expenditure on expanding and improving services is accommodated by omissions and reductions from elsewhere within the Council's budget.
- In respect of capital schemes coming forward for promotion to List A (the Capital Plan), give priority to those schemes that generate income or reduce costs.
- Develop a strategy so as to avoid, as far as possible, the threat of council tax capping by the Secretary of State.

THE STRATEGY

The updated strategy is set out below. It incorporates:

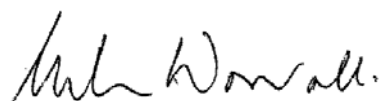
Document 1: A Revenue Budget Plan for the period 2008/09 to 2013/14 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2013/14.

The Strategy should be read in conjunction with:

- the updated Capital Strategy adopted by Council on 11 December 2007;
- the Council's Improvement Priorities updated and recommended to Council for adoption by Cabinet on 5 February 2008 ;
- the report to Cabinet on 5 February 2008 entitled 'Setting the Budget for 2008/09; and
- the Budget Statement 2008/09 to which this Strategy is annexed.

This Strategy will be reviewed and, where necessary, updated annually.



Mark Worrall
Leader of the Council



David Aikman
Cabinet Member for Finance

February 2008

Document 1

Revenue Budget Plan and Projected Council Tax Levels
2008/09 - 2013/14

	Estimate 2008/09 £000	2009/10 £000	2010/11 £000	Projection 2011/12 £000	2012/13 £000	2013/14 £000
EXPENDITURE						
Employees	11,943	12,223	12,528	12,841	13,288	13,633
Transfer Payments	26,529	27,192	27,872	28,569	29,283	30,015
Other Expenditure	12,803	12,746	12,960	13,199	13,612	13,983
Capital Charges	2,570	2,634	2,700	2,768	2,837	2,908
Total Expenditure	53,845	54,795	56,060	57,377	59,020	60,539
INCOME						
Fees & Charges	(7,214)	(7,378)	(7,518)	(7,714)	(8,087)	(8,238)
Specific Grants & Misc	(27,940)	(28,504)	(29,186)	(29,915)	(30,663)	(31,430)
Investment Income	(1,654)	(1,438)	(1,343)	(1,250)	(1,188)	(1,139)
Total Income	(36,808)	(37,320)	(38,047)	(38,879)	(39,938)	(40,807)
Appropriations	(2,458)	(2,155)	(2,018)	(2,068)	(2,139)	(2,161)
Savings Target		(489)	(501)	(514)	(527)	(540)
NET BUDGETED SPEND	14,579	14,831	15,494	15,916	16,416	17,031
Funding						
Revenue Reserves	600	261	314	36	(175)	(285)
Government Grant	6,452	6,484	6,522	6,652	6,785	6,921
Council Tax	7,552	8,086	8,658	9,228	9,806	10,395
Collection Fund Adjustment	(25)					
TOTAL FUNDING	14,579	14,831	15,494	15,916	16,416	17,031
Band D Council Tax	£159.50	£167.39	£175.67	£184.36	£193.48	£203.05
Increase on Previous Year	4.95%	4.95%	4.95%	4.95%	4.95%	4.95%
RESERVES BALANCE C/FWD	3,611	3,350	3,036	3,000	3,175	3,460

Document 2 Capital Plan Review 2007/08: Funding of the Capital Plan

	2007/08 Est. Inc Slippage From Previous Years	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Scheme Total Estimate
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan	3,436	4,318	2,341	2,156	1,708	1,806	1,707	17,472
Add back grants / contributions	1,386	403	301	301	301	301	301	3,294
Accruals	(97)							(97)
Total to be funded	4,725	4,721	2,642	2,457	2,009	2,107	2,008	20,669
Funded from:								
Grants								
06/07 WPEG (unused in 06/07)	50							50
Specified Capital Grants	336	301	301	301	301	301	301	2,142
Regional Housing Pot Capital Pot	241							241
Ton - Penshurst Cycleway - Interreg		26						26
Ton - Penshurst Cycleway - EDF		6						6
PDG - Council Offices Reception Enhancements	38							38
PDG - IT Initiatives	65							65
Developer Contributions								
LLC - Barratt Southern Counties	600							600
LLC - Asprey Homes	15							15
Ton Race Course - not yet identified	16							16
Ton Farm Sportsground - Croudace	25							25
Ton Race Course - Crest Nicholson		70						70
Usable Capital Receipts	472	3	2	2	1	1		481
Revenue Reserve for Capital Schemes	2,867	4,315	2,339	2,154	1,707	1,805	1,707	16,894
Total funding	4,725	4,721	2,642	2,457	2,009	2,107	2,008	20,669

Council Meeting 20 February 2008
General Fund Revenue Estimates 2008/09
Summary

SERVICE	2007/08 ESTIMATE		2008/09 ESTIMATE
	ORIGINAL £	REVISED £	
Corporate Services	4,762,350	5,138,900	5,601,100
Environmental Health Services	4,116,250	4,130,900	4,217,700
Housing Services	1,302,950	1,218,450	1,392,750
Leisure Services	3,687,550	3,979,350	3,669,750
Planning and Transportation Services	2,648,500	2,406,600	2,150,150
Leisure Services Business Unit	4,800	(3,550)	-
Sub Total	16,522,400	16,870,650	17,031,450
Depreciation Account	(2,121,550)	(2,548,550)	(2,598,800)
Contributions To (From) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(465,900)	(450,150)	(455,550)
Contribution to Reserve	325,000	325,000	325,000
Contributions From Earmarked Reserves			
Benefits Hit Squad Reserve	-	(15,000)	-
Blue Planet Reserve	-	(15,000)	-
Civic Ceremonial Reserve	-	(20,000)	-
Crime & Disorder Initiatives	(35,900)	(35,900)	(20,000)
Community Development Initiatives Res.	-	(5,000)	(5,000)
Customer Support Officer Reserve	-	(34,000)	(35,400)
Equalities Reserve	-	(1,250)	-
Election Expenses Reserve	(85,650)	(87,750)	(13,400)
Hadlow Tower Reserve	-	(35,000)	-
Homelessness Reserve	(16,000)	(21,000)	(11,000)
LABGI Scheme Grant Reserve	-	(98,100)	-
Leisure Reserve	-	(5,000)	-
Leisure & Cultural Activities Special Projects	(10,000)	(16,150)	-
Local Development Framework Reserve	(108,600)	(108,900)	(27,000)
LSBU Reserves	(4,800)	-	-
Planning Delivery Grant Reserve	(334,600)	(209,300)	(104,100)
Planning Inquiries Reserve	(40,000)	(30,000)	(30,000)
Risk Management Support Reserve	-	(5,000)	-
Training & IIP Accreditation Reserve	-	(5,000)	-
Tree Planting Special Projects Reserve	-	(8,200)	-
Twinning Reserve	-	(1,200)	-
Youth Programme Special Projects Reserve	(12,500)	(12,500)	(12,500)
Contributions To Earmarked Reserves			
Election Expenses Reserve	5,000	5,000	25,000
Housing Survey Reserve	15,000	15,000	15,000
Local Development Framework Reserve	45,000	45,000	45,000
Planning Inquiries Reserve	-	90,400	-
Risk Management Support Reserve	-	31,500	-
Capital Reserves			
Expenditure funded from Capital Reserve	3,243,000	2,867,000	4,315,000
Withdrawals to fund expenditure	(3,243,000)	(2,867,000)	(4,315,000)
General contribution to Capital Reserve	400,000	400,000	450,000
Financial Reporting Standard 17			
Retirement Benefit Costs	2,625,900	2,491,700	2,640,000
Employers Pension Contributions	(2,500,400)	(2,473,850)	(2,856,150)
Pensions Reserve	(125,500)	(17,850)	216,150
Business Growth Incentive Scheme	-	(49,100)	-
Sub Total	14,076,900	13,965,500	14,578,700
Contribution From Revenue Reserve			
General	(622,200)	(510,800)	(599,600)
Budget Requirement	13,454,700	13,454,700	13,979,100

ESTIMATES FOR THE FINANCIAL YEAR 2008/09

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2007/08 Estimate £	DESCRIPTION	2008/09 Estimate £
13,454,700	BOROUGH COUNCIL REQUIREMENT	13,979,100
1,496,462	PARISH COUNCIL PRECEPTS	1,597,716
14,951,162	Sub-total	15,576,816
6,329,988	LESS: Aggregate External Finance	6,451,870
8,621,174	Sub-total	9,124,946
25,843	LESS: Collection Fund Adjustments - Council Taxes	(25,234)
8,595,331	NET REQUIREMENT	9,150,180

COUNCIL TAX - BAND "D" EQUIVALENT

2007/08 Estimate £	Band "D" Equivalent £	DESCRIPTION	2008/09 Estimate £	Band "D" Equivalent £
45,035,542	964.17	KENT COUNTY COUNCIL PRECEPT	47,435,578	1,001.79
5,706,922	122.18	KENT POLICE AUTHORITY	6,072,743	128.25
2,879,618	61.65	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,021,456	63.81
7,098,869	151.98	BOROUGH COUNCIL NET REQUIREMENT	7,552,464	159.50
60,720,951	1,299.98	BAND "D" COUNCIL TAX (excluding Parishes)	64,082,241	1,353.35
1,496,462	32.04 *	PARISH COUNCIL PRECEPTS #	1,597,716	33.74 *
62,217,413	1,332.02	AVERAGE BAND "D" COUNCIL TAX	65,679,957	1,387.09
		* Parish Average		

See page 23 for details of Precepts and Band "D" Council Tax charges for individual Parish Councils

COUNCIL TAX

DRAFT RESOLUTION

1. That it be noted that at its meeting on 20th February 2008, the Council calculated the following amounts for the year 2008/2009 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- (a) 47,350.82 , being the amount calculated by the Council, in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 as amended, as its council tax base for the year.

- (b) Part of the
Council's
area

Addington	389.90
Aylesford	4,119.60
Birling	206.59
Borough Green	1,534.59
Burham	472.35
Ditton	1,886.62
East Malling & Larkfield	4,948.26
East Peckham	1,338.67
Hadlow	1,590.80
Hildenborough	2,191.06
Ightham	1,108.58
Kings Hill	2,860.93
Leybourne	1,270.81
Mereworth	454.50
Offham	384.36
Platt	847.20
Plaxtol	566.86
Ryarsh	289.06
Shipbourne	257.34
Snodland	3,354.47
Stansted	238.44
Trottscliffe	268.37
Wateringbury	923.01
West Malling	1,128.42
West Peckham	172.97
Wouldham	485.18
Wrotham	869.25

being the amounts calculated by the Council, in accordance with regulation 6 of the Regulations, as the amounts of its council tax base for the year for dwellings in those parts of its area to which one or more special items relate.

2. That the following amounts be now calculated by the Council for the year 2008/2009 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- | | | |
|-----|-------------|--|
| (a) | £63,724,816 | being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the Act. |
| (b) | £48,148,000 | being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act. |
| (c) | £15,576,816 | being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council, in accordance with Section 32(4) of the Act, as its budget requirement for the year. |
| (d) | £6,426,636 | being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant or additional grant (increased by the amount of the sums which the Council estimates will be transferred in the year from its collection fund to its general fund in accordance with Section 97(3) of the Local Government Finance Act 1988) [Council Tax Surplus] or (reduced by the amount of the sums which the Council estimates will be transferred in the year from its general fund to its collection fund in accordance with Section 97(4) of the Local Government Finance Act 1988) [Council Tax Deficit]. |
| (e) | £193.24 | being the amount at 2(c) above less the amount at 2(d) above, all divided by the amount at 1(a) above, calculated by the Council, in accordance with Section 33(1) of the Act, as the basic amount of its council tax for the year. |
| (f) | £1,597,716 | being the aggregate amount of all special items referred to in Section 34(1) of the Act. |

(g) £159.50 being the amount at 2(e) above less the result given by dividing the amount at 2(f) above by the amount at 1(a) above, calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates.

(h) Part of the Council's area

Addington	£	208.89
Aylesford	£	199.20
Birling	£	190.96
Borough Green	£	221.61
Burham	£	183.85
Ditton	£	270.72
East Malling & Larkfield	£	197.41
East Peckham	£	210.44
Hadlow	£	207.27
Hildenborough	£	172.79
Ightham	£	181.62
Kings Hill	£	201.83
Leybourne	£	214.58
Mereworth	£	179.30
Offham	£	198.24
Platt	£	197.74
Plaxtol	£	193.03
Ryarsh	£	203.49
Shipbourne	£	173.88
Snodland	£	220.40
Stansted	£	198.86
Trottiscliffe	£	189.31
Wateringbury	£	227.49
West Malling	£	216.93
West Peckham	£	173.12
Wouldham	£	206.45
Wrotham	£	216.01

being the amounts given by adding to the amount at 2(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

(i) Part of the
Council's
area

Valuation Bands

		A	B	C	D	E	F	G	H
Tonbridge	£	106.33	124.06	141.78	159.50	194.94	230.39	265.83	319.00
Addington	£	139.26	162.47	185.68	208.89	255.31	301.73	348.15	417.78
Aylesford	£	132.80	154.93	177.07	199.20	243.47	287.73	332.00	398.40
Birling	£	127.31	148.52	169.74	190.96	233.40	275.83	318.27	381.92
Borough Green	£	147.74	172.36	196.99	221.61	270.86	320.10	369.35	443.22
Burham	£	122.57	142.99	163.42	183.85	224.71	265.56	306.42	367.70
Ditton	£	180.48	210.56	240.64	270.72	330.88	391.04	451.20	541.44
East Malling & Larkfield	£	131.61	153.54	175.48	197.41	241.28	285.15	329.02	394.82
East Peckham	£	140.29	163.68	187.06	210.44	257.20	303.97	350.73	420.88
Hadlow	£	138.18	161.21	184.24	207.27	253.33	299.39	345.45	414.54
Hildenborough	£	115.19	134.39	153.59	172.79	211.19	249.59	287.98	345.58
Ightham	£	121.08	141.26	161.44	181.62	221.98	262.34	302.70	363.24
Kings Hill	£	134.55	156.98	179.40	201.83	246.68	291.53	336.38	403.66
Leybourne	£	143.05	166.90	190.74	214.58	262.26	309.95	357.63	429.16
Mereworth	£	119.53	139.46	159.38	179.30	219.14	258.99	298.83	358.60
Offham	£	132.16	154.19	176.21	198.24	242.29	286.35	330.40	396.48
Platt	£	131.83	153.80	175.77	197.74	241.68	285.62	329.57	395.48
Plaxtol	£	128.69	150.13	171.58	193.03	235.93	278.82	321.72	386.06
Ryarsh	£	135.66	158.27	180.88	203.49	248.71	293.93	339.15	406.98
Shipbourne	£	115.92	135.24	154.56	173.88	212.52	251.16	289.80	347.76
Snodland	£	146.93	171.42	195.91	220.40	269.38	318.36	367.33	440.80
Stansted	£	132.57	154.67	176.76	198.86	243.05	287.24	331.43	397.72
Trottiscliffe	£	126.21	147.24	168.28	189.31	231.38	273.45	315.52	378.62
Watlingbury	£	151.66	176.94	202.21	227.49	278.04	328.60	379.15	454.98
West Malling	£	144.62	168.72	192.83	216.93	265.14	313.34	361.55	433.86
West Peckham	£	115.41	134.65	153.88	173.12	211.59	250.06	288.53	346.24
Wouldham	£	137.63	160.57	183.51	206.45	252.33	298.21	344.08	412.90
Wrotham	£	144.01	168.01	192.01	216.01	264.01	312.01	360.02	432.02

being the amounts given by multiplying the amounts at 2(g) and 2(h) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

3. That it be noted that for the year 2008/2009 the Kent Police Authority, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Precepting Authority</u>		<u>Valuation Bands</u>							
		A	B	C	D	E	F	G	H
Kent Police Authority	£	85.50	99.75	114.00	128.25	156.75	185.25	213.75	256.50
Kent & Medway Fire & Rescue Authority	£	42.54	49.63	56.72	63.81	77.99	92.17	106.35	127.62
Kent County Council	£	667.86	779.17	890.48	1001.79	1224.41	1447.03	1669.65	2003.58

4. That, having calculated the aggregate in each case of the amounts at 2(i) and 3. above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2008/2009, for each of the categories of dwellings shown below:-

<u>Part of the Council's area</u>		<u>Valuation Bands</u>							
		A	B	C	D	E	F	G	H
Tonbridge	£	902.23	1052.61	1202.98	1353.35	1654.09	1954.84	2255.58	2706.70
Addington	£	935.16	1091.02	1246.88	1402.74	1714.46	2026.18	2337.90	2805.48
Aylesford	£	928.70	1083.48	1238.27	1393.05	1702.62	2012.18	2321.75	2786.10
Birling	£	923.21	1077.07	1230.94	1384.81	1692.55	2000.28	2308.02	2769.62
Borough Green	£	943.64	1100.91	1258.19	1415.46	1730.01	2044.55	2359.10	2830.92
Burham	£	918.47	1071.54	1224.62	1377.70	1683.86	1990.01	2296.17	2755.40
Ditton	£	976.38	1139.11	1301.84	1464.57	1790.03	2115.49	2440.95	2929.14
East Malling & Larkfield	£	927.51	1082.09	1236.68	1391.26	1700.43	2009.60	2318.77	2782.52
East Peckham	£	936.19	1092.23	1248.26	1404.29	1716.35	2028.42	2340.48	2808.58
Hadlow	£	934.08	1089.76	1245.44	1401.12	1712.48	2023.84	2335.20	2802.24
Hildenborough	£	911.09	1062.94	1214.79	1366.64	1670.34	1974.04	2277.73	2733.28
Ightham	£	916.98	1069.81	1222.64	1375.47	1681.13	1986.79	2292.45	2750.94
Kings Hill	£	930.45	1085.53	1240.60	1395.68	1705.83	2015.98	2326.13	2791.36
Leybourne	£	938.95	1095.45	1251.94	1408.43	1721.41	2034.40	2347.38	2816.86
Mereworth	£	915.43	1068.01	1220.58	1373.15	1678.29	1983.44	2288.58	2746.30
Offham	£	928.06	1082.74	1237.41	1392.09	1701.44	2010.80	2320.15	2784.18
Platt	£	927.73	1082.35	1236.97	1391.59	1700.83	2010.07	2319.32	2783.18
Plaxtol	£	924.59	1078.68	1232.78	1386.88	1695.08	2003.27	2311.47	2773.76
Ryarsh	£	931.56	1086.82	1242.08	1397.34	1707.86	2018.38	2328.90	2794.68
Shipbourne	£	911.82	1063.79	1215.76	1367.73	1671.67	1975.61	2279.55	2735.46
Snodland	£	942.83	1099.97	1257.11	1414.25	1728.53	2042.81	2357.08	2828.50
Stansted	£	928.47	1083.22	1237.96	1392.71	1702.20	2011.69	2321.18	2785.42
Trottiscliffe	£	922.11	1075.79	1229.48	1383.16	1690.53	1997.90	2305.27	2766.32
Wateringbury	£	947.56	1105.49	1263.41	1421.34	1737.19	2053.05	2368.90	2842.68
West Malling	£	940.52	1097.27	1254.03	1410.78	1724.29	2037.79	2351.30	2821.56
West Peckham	£	911.31	1063.20	1215.08	1366.97	1670.74	1974.51	2278.28	2733.94
Wouldham	£	933.53	1089.12	1244.71	1400.30	1711.48	2022.66	2333.83	2800.60
Wrotham	£	939.91	1096.56	1253.21	1409.86	1723.16	2036.46	2349.77	2819.72

Financial arrangements with Parish councils 2008/09

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £	Grants £
Addington	3,125	1,220	-	-	4,345	-
Aylesford	20,415	11,020	4,464	-	35,899	8,000
Birling	3,125	2,278	185	-	5,588	-
Borough Green	6,765	-	1,781	-	8,546	16,000
Burham	3,125	1,903	254	-	5,282	4,598
Ditton	9,060	1,410	-	3,454	13,924	6,877
East Malling & Larkfield	24,665	3,397	810	-	28,872	4,973
East Peckham	6,495	4,536	1,527	-	12,558	4,967
Hadlow	7,488	9,781	93	-	17,362	7,606
Hildenborough	9,475	2,911	139	-	12,525	5,500
Ightham	3,798	3,594	-	-	7,392	-
Kings Hill	8,743	-	-	-	8,743	-
Leybourne	5,953	1,014	439	-	7,406	-
Mereworth	3,125	2,854	-	-	5,979	3,000
Offham	3,125	1,020	-	-	4,145	7,328
Platt	3,125	2,784	486	-	6,395	-
Plaxtol	3,125	2,738	324	-	6,187	2,063
Ryarsh	3,125	1,109	555	-	4,789	-
Shipbourne	3,125	1,771	-	-	4,896	-
Snodland	17,540	15,942	3,215	-	36,697	3,500
Stansted	3,125	1,372	-	-	4,497	1,960
Trottiscliffe	3,125	596	-	-	3,721	16,002
Watlingbury	4,028	6,206	925	-	11,159	24,792
West Malling	4,778	4,856	2,174	266	12,074	6,067
West Peckham	3,125	1,451	-	-	4,576	3,900
Wouldham	3,125	881	208	-	4,214	-
Wrotham	3,533	5,672	1,249	-	10,454	-
Total	173,361	92,316	18,828	3,720	288,225	127,133
To be transferred to the capital grant provision for Special works projects					3,765	
Total annual revenue budget for Financial arrangements with Parish councils					291,990	

Parish council precepts

Precept for 2007 / 08	Parish council	Precept for 2008 / 09	Tax base	Amount per band D property	
£		£		Parish £	Total £
19,258.00	Addington	19,258.00	389.90	49.39	1402.74
157,636.00	Aylesford	163,550.00	4,119.60	39.70	1393.05
6,500.00	Birling	6,500.00	206.59	31.46	1384.81
86,477.00	Borough Green	95,318.00	1,534.59	62.11	1415.46
11,000.00	Burham	11,500.00	472.35	24.35	1377.70
194,825.00	Ditton	209,834.00	1,886.62	111.22	1464.57
183,282.00	E. Malling & Larkfield	187,601.50	4,948.26	37.91	1391.26
57,519.00	East Peckham	68,194.00	1,338.67	50.94	1404.29
74,500.00	Hadlow	76,000.00	1,590.80	47.77	1401.12
25,385.00	Hildenborough	29,130.00	2,191.06	13.29	1366.64
24,525.00	Ightham	24,525.00	1,108.58	22.12	1375.47
107,091.00	Kings Hill	121,104.00	2,860.93	42.33	1395.68
54,500.00	Leybourne	70,000.00	1,270.81	55.08	1408.43
8,500.00	Mereworth	9,000.00	454.50	19.80	1373.15
13,406.00	Offham	14,892.00	384.36	38.74	1392.09
30,600.00	Platt	32,400.00	847.20	38.24	1391.59
18,453.00	Plaxtol	19,007.00	566.86	33.53	1386.88
11,585.00	Ryarsh	12,716.00	289.06	43.99	1397.34
3,633.00	Shipbourne	3,700.00	257.34	14.38	1367.73
192,000.00	Snodland	204,285.00	3,354.47	60.90	1414.25
11,824.20	Stansted	9,384.00	238.44	39.36	1392.71
8,000.00	Trottiscliffe	8,000.00	268.37	29.81	1383.16
62,752.45	Watlingbury	62,752.45	923.01	67.99	1421.34
62,317.00	West Malling	64,810.00	1,128.42	57.43	1410.78
2,300.00	West Peckham	2,355.00	172.97	13.62	1366.97
21,131.00	Wouldham	22,777.00	485.18	46.95	1400.30
47,462.00	Wrotham	49,123.00	869.25	56.51	1409.86
1,496,461.65	Total	1,597,715.95	34,158.19		

CORPORATE SERVICES

SUMMARY

	2007/08		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1-3 SALARIES & OVERHEADS	797,000	907,050	1,120,850
4 DEMOCRATIC REPRESENTATION	1,621,550	1,603,150	1,649,250
5 CORPORATE MANAGEMENT	643,350	723,400	733,350
6 COMMUNITY SAFETY	339,150	323,900	309,800
7 COMMUNITY DEVELOPMENT	76,700	80,750	85,150
8 ELECTIONS	349,450	382,550	262,100
9 INFORMATION & PUBLICITY	206,550	201,800	211,950
10 PUBLIC RIGHTS OF WAY	7,650	7,550	7,500
11 CIVIL CONTINGENCIES	106,900	107,800	106,000
12 LOCAL LAND CHARGES	(91,000)	(39,000)	(53,250)
13 CONCESSIONARY FARES	518,250	731,750	753,900
14 GRANTS & PAYMENTS	204,850	204,950	209,450
15 INDUSTRIAL ESTATE	(49,150)	(49,900)	(49,850)
16 COMMERCIAL PROPERTY	(154,300)	(163,300)	(165,650)
17 VALE RISE DEPOT	-	-	-
18 LAND REVIEW	59,150	63,100	59,350
19 LOCAL REVENUE & NNDR COLLECTION	580,550	562,000	607,800
20 COUNCIL TAX BENEFITS	129,800	125,250	150,500
21 INTEREST & TRANSFERS	(1,558,500)	(1,700,900)	(1,456,400)
22 DRAINAGE BOARDS SPECIAL LEVIES	342,100	370,350	383,400
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	298,650	298,750	303,700
24 GENERAL ADVICE TO PARISH COUNCILS	66,550	69,750	65,750
25 ITINERANTS	9,300	9,000	9,100
26 LOCAL AGENDA 21 & OTHER ENVIRONMENTAL INITIATIVES	70,000	66,900	77,650
27 ECONOMIC DEVELOPMENT & REGENERATION	94,100	102,400	87,650
ANNUAL ESTIMATES	4,668,650	4,989,050	5,469,050
28 CAPITAL PROGRAMME REVENUE EXPENSES	93,700	114,850	132,050
29 CONTRIBUTIONS TO PROVISIONS	-	15,000	-
30 ITEMS FUNDED FROM RESERVES	-	20,000	-
	4,762,350	5,138,900	5,601,100

CORPORATE SERVICES

1. SALARIES & ONCOSTS

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries - see analysis page CS 21	11,417,950	11,406,400	12,018,000
Staff Turnover Saving	(50,000)	(50,000)	(75,000)
Termination Payments	272,000	286,500	289,000
Recruitment & Training	302,150	362,200	342,600
	11,942,100	12,005,100	12,574,600

2. OVERHEAD EXPENSES

(a) COUNCIL OFFICES

Employees	184,700	191,650	198,850
Premises Related Expenses	608,550	530,800	571,450
Supplies & Services	24,900	25,000	24,500
	818,150	747,450	794,800
Less Income	(15,000)	(12,000)	(15,000)
	803,150	735,450	779,800
<u>Sub-total</u>	803,150	735,450	779,800
Central, Departmental & Technical Support Services	61,300	71,550	73,650
Capital Financing Costs	220,250	217,900	193,750
	1,084,700	1,024,900	1,047,200

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & PHOTOCOPYING

	2007/08		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	90,100	89,500	92,050
Supplies & Services	79,200	78,100	78,100
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	169,300	167,600	170,150
Less Income	(29,650)	(25,450)	(25,850)
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<u>Sub-total</u>	139,650	142,150	144,300
Central, Departmental & Technical Support Services	65,850	61,050	63,200
Capital Financing Costs	17,350	24,950	18,300
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	222,850	228,150	225,800
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	263,450	260,850	301,600
Premises Related Expenses	2,050	4,300	5,200
Supplies & Services	8,250	24,900	7,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	273,750	290,050	314,100
Central, Departmental & Technical Support Services	175,250	203,500	212,750
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	449,000	493,550	526,850
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CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	19,950	19,700	20,450
Supplies & Services	153,200	109,250	98,250
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	173,150	128,950	118,700
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	173,100	128,900	118,650
Central, Departmental & Technical Support Services	3,700	3,700	3,900
	<hr/>	<hr/>	<hr/>
	176,800	132,600	122,550
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(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	309,250	321,950	327,700
Supplies & Services	374,600	395,900	379,000
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	683,850	717,850	706,700
Less Income	(15,550)	(46,750)	(15,250)
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<u>Sub-total</u>	668,300	671,100	691,450
Capital Financing Costs	30,350	30,100	24,650
	<hr/>	<hr/>	<hr/>
	698,650	701,200	716,100
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2007/08	2008/09
	ORIGINAL	ESTIMATE
	£	£
Supplies & Services	4,600	6,400
Less Income	(9,000)	(10,000)
	<hr/>	<hr/>
<u>Sub-total</u>	(4,400)	(3,600)
Central, Departmental & Technical Support Services	4,200	4,300
Capital Financing Costs	3,050	2,850
	<hr/>	<hr/>
	2,850	3,550
	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	745,550	735,100	762,900
Transport Related Expenses	200	300	300
Supplies & Services	462,200	491,600	517,500
	<hr/>	<hr/>	<hr/>
	1,207,950	1,227,000	1,280,700
Less Income	(200)	(150)	(150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,207,750	1,226,850	1,280,550
Central, Departmental & Technical Support Services	201,950	191,850	196,650
Capital Financing Costs	308,700	384,950	406,700
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	1,718,400	1,803,650	1,883,900
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3. SUMMARY

	2007/08		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	11,942,100	12,005,100	12,574,600
Overhead Expenses :			
(a) Council Offices	1,084,700	1,024,900	1,047,200
(b) Printing & Photocopying	222,850	228,150	225,800
(c) Customer Services	449,000	493,550	526,850
(d) General Administration	176,800	132,600	122,550
(e) Departmental Administration	698,650	701,200	716,100
(f) Snack Facilities	2,850	3,400	3,550
(g) Information Technology Services	1,718,400	1,803,650	1,883,900
	<hr/>	<hr/>	<hr/>
	16,295,350	16,392,550	17,100,550
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning & Transportation Services	(4,148,750)	(4,018,550)	(4,130,950)
Environmental Health Services	(1,717,500)	(1,723,500)	(1,740,050)
Housing Services	(1,661,400)	(1,654,600)	(1,872,250)
Leisure Services	(1,265,950)	(1,315,550)	(1,336,450)
Corporate Services	(4,679,550)	(4,737,850)	(4,759,900)
Other Services	(209,200)	(202,850)	(209,800)
Holding Accounts	(1,816,000)	(1,832,600)	(1,930,300)
	<hr/>	<hr/>	<hr/>
	(15,498,350)	(15,485,500)	(15,979,700)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	797,000	907,050	1,120,850
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

4. DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

	2007/08 ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	392,300	383,250	396,000
Premises Related Expenses	8,600	8,400	8,600
Supplies & Services	15,300	17,400	15,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	416,200	409,050	419,900
Central, Departmental & Technical Support Services	574,100	543,500	557,250
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	990,300	952,550	977,150
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(b) PAYMENTS TO MEMBERS

Transport Related Expenses	16,150	15,750	16,150
Supplies & Services	364,550	369,200	381,600
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<u>Sub-total</u>	380,700	384,950	397,750
Central, Departmental & Technical Support Services	20,250	23,700	25,700
	<hr/>	<hr/>	<hr/>
	400,950	408,650	423,450
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(c) MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)

Employees	59,850	58,650	64,000
Transport Related Expenses	23,000	23,000	23,000
Supplies & Services	35,050	34,350	34,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	117,900	116,000	121,300
Central, Departmental & Technical Support Services	112,400	125,950	127,350
	<hr/>	<hr/>	<hr/>
	230,300	241,950	248,650
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<u>TO SUMMARY</u>	1,621,550	1,603,150	1,649,250
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

5. CORPORATE MANAGEMENT

(a) CORPORATE POLICY

	2007/08		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	58,550	72,000	90,850
Supplies & Services	17,000	12,000	17,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	75,550	84,000	107,850
Central, Departmental & Technical Support Services	399,950	471,050	454,450
	<hr/>	<hr/>	<hr/>
	475,500	555,050	562,300
	<hr/>	<hr/>	<hr/>

(b) PUBLIC ACCOUNTABILITY

Supplies & Services	104,550	104,550	108,200
Central, Departmental & Technical Support Services	63,300	63,800	62,850
	<hr/>	<hr/>	<hr/>
	167,850	168,350	171,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	643,350	723,400	733,350
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2007/08		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
6. <u>COMMUNITY SAFETY</u>				
Employees		99,000	92,350	95,200
Supplies & Services		148,850	148,000	150,200
		<hr/>	<hr/>	<hr/>
		247,850	240,350	245,400
Less Income		(64,100)	(64,100)	(64,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	183,750	176,250	181,300
Central, Departmental & Technical Support Services		155,400	147,650	128,500
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	339,150	323,900	309,800
		<hr/>	<hr/>	<hr/>
7. <u>COMMUNITY DEVELOPMENT</u>				
Employees		43,050	40,700	44,550
Supplies & Services		7,500	12,500	12,500
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	50,550	53,200	57,050
Central, Departmental & Technical Support Services		26,150	27,550	28,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	76,700	80,750	85,150
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

8. ELECTIONS

(a) ELECTORAL REGISTRATION

	2007/08		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	52,850	58,300	70,600
Supplies & Services	37,600	36,800	36,900
	<hr/>	<hr/>	<hr/>
	90,450	95,100	107,500
Less Income	-	(1,500)	(1,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	90,450	93,600	106,000
Central, Departmental & Technical Support Services	86,300	91,750	103,400
	<hr/>	<hr/>	<hr/>
	176,750	185,350	209,400
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	30,250	33,700	7,850
Premises Related Expenses	10,000	9,500	1,500
Supplies & Services	75,650	78,250	11,900
	<hr/>	<hr/>	<hr/>
	115,900	121,450	21,250
Less Income	(10,150)	(8,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	105,750	113,450	21,250
Central, Departmental & Technical Support Services	66,950	83,750	31,450
	<hr/>	<hr/>	<hr/>
	172,700	197,200	52,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	349,450	382,550	262,100
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
9. <u>INFORMATION & PUBLICITY</u>			
Employees	86,300	82,900	90,000
Supplies & Services	68,950	68,950	68,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	155,250	151,850	158,950
Central, Departmental & Technical Support Services	51,300	49,950	53,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	206,550	201,800	211,950
	<hr/>	<hr/>	<hr/>
10. <u>PUBLIC RIGHTS OF WAY</u>			
Employees	5,500	5,550	5,500
Less Income	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	4,500	4,550	4,500
Central, Departmental & Technical Support Services	3,150	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,650	7,550	7,500
	<hr/>	<hr/>	<hr/>
11. <u>CIVIL CONTINGENCIES</u>			
Employees	39,500	38,350	36,100
Premises Related Expenses	100	100	100
Supplies & Services	40,100	40,300	40,100
	<hr/>	<hr/>	<hr/>
	79,700	78,750	76,300
Less Income	(4,750)	(4,750)	(4,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	74,950	74,000	71,550
Central, Departmental & Technical Support Services	31,950	33,800	34,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	106,900	107,800	106,000
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2007/08		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
12. <u>LOCAL LAND CHARGES</u>				
Employees		197,750	206,350	201,700
Supplies & Services		79,850	77,100	79,300
		<hr/>	<hr/>	<hr/>
		277,600	283,450	281,000
Less Income		(505,050)	(467,950)	(481,950)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(227,450)	(184,500)	(200,950)
Central, Departmental & Technical Support Services		136,450	145,500	147,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(91,000)	(39,000)	(53,250)
		<hr/>	<hr/>	<hr/>
13. <u>CONCESSIONARY FARES</u>				
Supplies & Services		499,600	773,800	984,850
Less Income		(700)	(62,450)	(252,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	498,900	711,350	732,850
Central, Departmental & Technical Support Services		19,350	20,400	21,050
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	518,250	731,750	753,900
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

14. GRANTS & PAYMENTS

Supplies & Services

191,900

192,250

195,200

Central, Departmental & Technical
Support Services

12,950

12,700

14,250

TO SUMMARY

204,850

204,950

209,450

15. INDUSTRIAL ESTATE

Employees

1,600

1,450

1,400

Supplies & Services

500

-

-

2,100

1,450

1,400

Less Income

(58,600)

(58,600)

(58,600)

Sub-total

(56,500)

(57,150)

(57,200)

Central, Departmental & Technical
Support Services

7,350

7,250

7,350

TO SUMMARY

(49,150)

(49,900)

(49,850)

CORPORATE SERVICES

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
16. <u>COMMERCIAL PROPERTY</u>			
Employees	8,000	4,850	4,750
Premises Related Expenses	6,800	6,600	4,300
Supplies & Services	1,000	-	-
	<hr/>	<hr/>	<hr/>
	15,800	11,450	9,050
Less Income	(230,900)	(234,850)	(234,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(215,100)	(223,400)	(225,800)
Central, Departmental & Technical Support Services	13,350	12,600	12,700
Capital Financing Costs	47,450	47,500	47,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(154,300)	(163,300)	(165,650)
	<hr/>	<hr/>	<hr/>
17. <u>VALE RISE DEPOT</u>			
Employees	2,000	2,250	2,300
Premises Related Expenses	14,000	11,950	12,300
	<hr/>	<hr/>	<hr/>
	16,000	14,200	14,600
Less Income	(24,700)	(23,450)	(23,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(8,700)	(9,250)	(9,200)
Central, Departmental & Technical Support Services	2,850	3,050	3,000
Capital Financing Costs	5,850	6,200	6,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

18. LAND REVIEW

Employees

Premises Related Expenses

Supplies & Services

Less Income

Sub-total

Central, Departmental & Technical
Support Services

Capital Financing Costs

TO SUMMARY

2007/08		2008/09
ORIGINAL £	REVISED £	ESTIMATE £
36,500	33,550	32,650
10,950	15,900	13,800
11,250	12,750	12,750
58,700	62,200	59,200
(30,800)	(30,800)	(30,800)
27,900	31,400	28,400
24,800	24,200	23,450
6,450	7,500	7,500
59,150	63,100	59,350

CORPORATE SERVICES

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
19. <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	417,450	409,850	424,850
Supplies & Services	133,950	134,750	147,850
	<hr/>	<hr/>	<hr/>
	551,400	544,600	572,700
Less Income	(369,400)	(382,250)	(382,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	182,000	162,350	190,450
Central, Departmental & Technical Support Services	397,400	398,500	416,200
Capital Financing Costs	1,150	1,150	1,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	580,550	562,000	607,800
	<hr/>	<hr/>	<hr/>
20. <u>COUNCIL TAX BENEFITS</u>			
Employees	202,300	197,150	201,550
Supplies & Services	23,300	20,700	21,200
Transfer Payments	5,581,800	5,588,500	6,005,700
	<hr/>	<hr/>	<hr/>
	5,807,400	5,806,350	6,228,450
Less Income	(5,867,750)	(5,858,950)	(6,253,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(60,350)	(52,600)	(24,600)
Central, Departmental & Technical Support Services	190,150	177,850	175,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	129,800	125,250	150,500
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2007/08		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>INTEREST & TRANSFERS</u>			
Employees	24,050	25,300	26,600
Supplies & Services	207,750	218,350	217,750
	<hr/>	<hr/>	<hr/>
	231,800	243,650	244,350
Less Income	(1,815,750)	(1,967,200)	(1,726,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,583,950)	(1,723,550)	(1,482,000)
Central, Departmental & Technical Support Services	25,450	22,650	25,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,558,500)	(1,700,900)	(1,456,400)
	<hr/>	<hr/>	<hr/>
22. <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	341,700	370,000	383,000
Central, Departmental & Technical Support Services	400	350	400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	342,100	370,350	383,400
	<hr/>	<hr/>	<hr/>
23. <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
Supplies & Services	286,850	286,850	292,000
Central, Departmental & Technical Support Services	11,800	11,900	11,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	298,650	298,750	303,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2007/08		2008/09
		ORIGINAL £	REVISED £	ESTIMATE £
24. <u>GENERAL ADVICE TO PARISH COUNCILS</u>				
Employees		33,100	34,250	34,150
Central, Departmental & Technical Support Services		33,450	35,500	31,600
	<u>TO SUMMARY</u>	66,550	69,750	65,750
25. <u>ITINERANTS</u>				
Employees		2,200	2,200	2,250
Central, Departmental & Technical Support Services		7,100	6,800	6,850
	<u>TO SUMMARY</u>	9,300	9,000	9,100
26. <u>LOCAL AGENDA 21 & OTHER ENVIRONMENTAL INITIATIVES</u>				
Employees		46,650	43,250	51,850
Supplies & Services		8,000	8,000	8,000
	<u>Sub-total</u>	54,650	51,250	59,850
Central, Departmental & Technical Support Services		15,350	15,650	17,800
	<u>TO SUMMARY</u>	70,000	66,900	77,650

CORPORATE SERVICES

		2007/08		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
27. <u>ECONOMIC DEVELOPMENT & REGENERATION</u>				
Employees		22,400	21,150	16,400
Supplies & Services		61,150	67,750	58,500
		<hr/>	<hr/>	<hr/>
		83,550	88,900	74,900
Less Income		(2,500)	(1,050)	(1,250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	81,050	87,850	73,650
Central, Departmental & Technical Support Services		13,050	13,150	11,200
Capital Financing Costs		-	1,400	2,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	94,100	102,400	87,650
		<hr/>	<hr/>	<hr/>
28. <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>				
Employees		177,950	180,750	185,900
Less Income		(237,250)	(217,150)	(206,300)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(59,300)	(36,400)	(20,400)
Central, Departmental & Technical Support Services		153,000	151,250	152,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	93,700	114,850	132,050
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2007/08		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
29. <u>CONTRIBUTIONS TO PROVISIONS</u>				
Supplies & Services		-	15,000	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	15,000	-
		<hr/>	<hr/>	<hr/>
30. <u>ITEMS FUNDED FROM RESERVES</u>				
Supplies & Services		-	20,000	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	20,000	-
		<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

SUMMARY

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,158,500	1,176,450	1,113,750
2. PUBLIC CONVENIENCES & CESSPOOL EMPTYING	311,450	308,100	306,850
3. AMENITY CLEANSING	1,054,050	1,067,750	1,109,750
4. ENVIRONMENTAL PROTECTION	439,850	439,500	464,850
5. FOOD & SAFETY	507,000	503,800	512,000
6. RECYCLING	435,700	442,750	550,450
7. PEST CONTROL	77,450	78,700	53,800
8. PUBLIC HEALTH ACT 1984	3,500	3,500	3,550
9. LICENCES	107,400	92,550	84,500
10. ENVIRONMENTAL PROTECTION ACT - PART 1	14,700	10,450	11,100
ANNUAL ESTIMATES	4,109,600	4,123,550	4,210,600
11. CAPITAL PROGRAMME - REVENUE EXPENSES	6,650	7,350	7,100
	4,116,250	4,130,900	4,217,700

ENVIRONMENTAL HEALTH SERVICES

1. REFUSE COLLECTION

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	75,900	75,800	78,150
Premises Related Expenses	21,250	20,900	21,250
Supplies & Services	18,500	18,700	18,700
Third Party Payments	1,014,750	1,029,450	969,950
	<hr/>	<hr/>	<hr/>
	1,130,400	1,144,850	1,088,050
Less Income	(44,450)	(44,450)	(54,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,085,950	1,100,400	1,034,000
Central, Departmental & Technical Support Services	46,900	45,100	45,250
Capital Financing Costs	25,650	30,950	34,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<u>1,158,500</u>	<u>1,176,450</u>	<u>1,113,750</u>

2. PUBLIC CONVENIENCES & CESSPOOL EMPTYING

Employees	20,050	20,400	19,800
Premises Related Expenses	71,800	68,350	64,850
Third Party Payments	79,200	80,500	83,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	171,050	169,250	168,150
Central, Departmental & Technical Support Services	21,350	21,300	21,150
Capital Financing Costs	119,050	117,550	117,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<u>311,450</u>	<u>308,100</u>	<u>306,850</u>

ENVIRONMENTAL HEALTH SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
3. <u>AMENITY CLEANSING</u>			
Employees	102,750	104,300	107,250
Supplies & Services	88,200	88,200	88,200
Third Party Payments	926,900	942,900	988,750
	1,117,850	1,135,400	1,184,200
Less Income	(129,500)	(129,500)	(133,800)
<u>Sub-total</u>	988,350	1,005,900	1,050,400
Central, Departmental & Technical Support Services	65,700	61,850	59,350
<u>TO SUMMARY</u>	1,054,050	1,067,750	1,109,750
4. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	241,550	245,450	258,800
Supplies & Services	62,050	63,150	74,950
Third Party Payments	34,000	43,300	33,250
	337,600	351,900	367,000
Less Income	(8,600)	(18,100)	(8,250)
<u>Sub-total</u>	329,000	333,800	358,750
Central, Departmental & Technical Support Services	106,900	101,600	102,000
Capital Financing Costs	3,950	4,100	4,100
<u>TO SUMMARY</u>	439,850	439,500	464,850

ENVIRONMENTAL HEALTH SERVICES

	2007/08 ESTIMATE		2008/09 ESTIMATE
	ORIGINAL £	REVISED £	£
5. <u>FOOD & SAFETY</u>			
Employees	337,900	336,050	350,000
Supplies & Services	51,900	50,750	7,450
Third Party Payments	4,500	4,500	4,650
	<hr/>	<hr/>	<hr/>
	394,300	391,300	362,100
Less Income	(54,350)	(54,800)	(12,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	339,950	336,500	350,000
Central, Departmental & Technical Support Services	164,600	166,950	161,650
Capital Financing Costs	2,450	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	507,000	503,800	512,000
	<hr/>	<hr/>	<hr/>
6. <u>RECYCLING</u>			
Employees	113,350	124,950	113,300
Premises Related Expenses	3,000	3,750	3,750
Transport Related Expenses	93,750	120,400	132,150
Supplies & Services	41,250	41,550	26,550
Third Party Payments	1,018,500	1,079,750	1,249,800
	<hr/>	<hr/>	<hr/>
	1,269,850	1,370,400	1,525,550
Less Income	(966,100)	(1,079,700)	(1,120,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	303,750	290,700	404,700
Central, Departmental & Technical Support Services	64,500	67,150	61,150
Capital Financing Costs	67,450	84,900	84,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	435,700	442,750	550,450
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

		2007/08 ESTIMATE		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
7. <u>PEST CONTROL</u>				
Employees		19,000	18,650	19,050
Supplies & Services		100	500	500
Third Party Payments		35,300	35,300	36,600
Financial Hardship Subsidy		4,200	7,000	4,350
		<hr/>	<hr/>	<hr/>
		58,600	61,450	60,500
Less Income		-	-	(24,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	58,600	61,450	36,500
Central, Departmental & Technical Support Services		18,850	17,250	17,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	77,450	78,700	53,800
		<hr/>	<hr/>	<hr/>
8. <u>PUBLIC HEALTH ACT 1984</u>				
Employees		1,300	1,300	1,350
Third Party Payments		1,000	1,000	1,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,300	2,300	2,350
Central, Departmental & Technical Support Services		1,200	1,200	1,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	3,500	3,500	3,550
		<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

9. LICENCES

(a) FEE PAYING

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	142,150	145,750	146,350
Premises Related Expenses	100	100	100
Supplies & Services	9,100	7,500	7,500
	<hr/>	<hr/>	<hr/>
	151,350	153,350	153,950
Less Income	(187,700)	(202,100)	(218,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(36,350)	(48,750)	(64,600)
Central, Departmental & Technical Support Services	109,700	108,250	114,550
	<hr/>	<hr/>	<hr/>
	73,350	59,500	49,950
	<hr/>	<hr/>	<hr/>

(b) NON FEE PAYING

Employees	17,450	17,850	18,050
Central, Departmental & Technical Support Services	16,600	15,200	16,500
	<hr/>	<hr/>	<hr/>
	34,050	33,050	34,550
	<hr/>	<hr/>	<hr/>

LICENCES

(a) FEE PAYING

(b) NON FEE PAYING

TO SUMMARY

73,350	59,500	49,950
34,050	33,050	34,550
<hr/>	<hr/>	<hr/>
107,400	92,550	84,500
<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

		2007/08 ESTIMATE		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. <u>ENVIRONMENTAL PROTECTION ACT</u>				
Employees		20,350	18,300	19,050
Less Income		(15,300)	(16,700)	(16,800)
	<u>Sub-total</u>	5,050	1,600	2,250
Central, Departmental & Technical Support Services		9,650	8,850	8,850
	<u>TO SUMMARY</u>	14,700	10,450	11,100
11. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		6,650	7,350	7,100
	<u>TO SUMMARY</u>	6,650	7,350	7,100

HOUSING SERVICES

SUMMARY

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS & HOUSING ADVICE	445,800	476,850	433,350
2. HOUSE RENOVATION GRANTS	231,550	201,850	201,650
3. HOUSING ADVANCES	13,150	14,450	13,850
4. HOUSING BENEFITS & COUNTER FRAUD	365,350	248,050	427,100
5. PRIVATE SECTOR HOUSING STANDARDS	90,850	90,850	89,000
6. HOME SAFETY	8,550	8,250	8,300
7. HOME IMPROVEMENT AGENCY	29,750	61,000	61,200
8. HOUSING STRATEGY & ENABLING ROLE	117,950	117,150	158,300
	<hr/>	<hr/>	<hr/>
	1,302,950	1,218,450	1,392,750
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. <u>HOMELESSNESS & HOUSING ADVICE</u>			
Employees	162,700	160,350	278,850
Supplies & Services	260,550	296,000	89,750
Third Party Payments	3,500	3,500	3,500
	<hr/>	<hr/>	<hr/>
	426,750	459,850	372,100
Less Income	(68,150)	(78,000)	(68,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	358,600	381,850	303,950
Central, Departmental & Technical Support Services	87,200	95,000	129,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	445,800	476,850	433,350
	<hr/>	<hr/>	<hr/>
2. <u>HOUSE RENOVATION GRANTS</u>			
Employees	153,750	136,200	136,450
Central, Departmental & Technical Support Services	77,800	65,650	65,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	231,550	201,850	201,650
	<hr/>	<hr/>	<hr/>
3. <u>HOUSING ADVANCES</u>			
Premises Related Expenses	2,800	2,600	2,600
Supplies & Services	2,250	2,350	2,450
	<hr/>	<hr/>	<hr/>
	5,050	4,950	5,050
Less Income	(10,650)	(8,750)	(7,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(5,600)	(3,800)	(2,850)
Central, Departmental & Technical Support Services	18,750	18,250	16,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	13,150	14,450	13,850
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

		2007/08 ESTIMATE		2008/09
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
4. <u>HOUSING BENEFITS & COUNTER FRAUD</u>				
Employees		373,400	370,550	384,800
Supplies & Services		31,750	121,650	36,550
Housing Benefits		19,134,250	19,160,250	20,523,450
		<hr/>	<hr/>	<hr/>
		19,539,400	19,652,450	20,944,800
Less Income		(19,640,550)	(19,865,550)	(20,989,450)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(101,150)	(213,100)	(44,650)
Central, Departmental & Technical Support Services		466,500	461,150	471,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	365,350	248,050	427,100
		<hr/>	<hr/>	<hr/>
5. <u>PRIVATE SECTOR HOUSING STANDARDS</u>				
Employees		62,800	63,850	62,600
Less Income		(300)	(300)	(300)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	62,500	63,550	62,300
Central, Departmental & Technical Support Services		28,350	27,300	26,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	90,850	90,850	89,000
		<hr/>	<hr/>	<hr/>

HOUSING SERVICES

6. HOME SAFETY

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	4,550	4,350	4,400
Supplies & Services	1,200	1,200	1,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,750	5,550	5,600
Central, Departmental & Technical Support Services	2,800	2,700	2,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,550	8,250	8,300
	<hr/>	<hr/>	<hr/>

7. HOME IMPROVEMENT AGENCY

Employees	75,950	94,350	96,650
Transport Related Expenses	200	200	200
Supplies & Services	8,400	6,500	6,550
	<hr/>	<hr/>	<hr/>
	84,550	101,050	103,400
Less Income	(91,600)	(85,600)	(87,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(7,050)	15,450	15,850
Central, Departmental & Technical Support Services	36,800	45,550	45,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	29,750	61,000	61,200
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

8. HOUSING STRATEGY & ENABLING ROLE

Employees

60,400

59,000

94,800

Supplies & Services

7,750

7,750

7,750

Sub-total

68,150

66,750

102,550

Central, Departmental & Technical
Support Services

49,800

50,400

55,750

TO SUMMARY

117,950

117,150

158,300

LEISURE SERVICES

SUMMARY

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. ANGEL CONTRACT	535,050	559,650	516,350
2. LARKFIELD LEISURE CENTRE	1,015,900	1,080,950	839,700
3. TONBRIDGE SWIMMING POOL	552,550	581,950	563,150
4. SPORTS GROUNDS - GROUND MAINTENANCE	332,650	325,100	358,800
5. POULT WOOD GOLF CENTRE	(181,550)	(97,350)	(96,050)
6. PLEASURE GROUNDS & OPEN SPACES	649,400	665,350	671,700
7. ALLOTMENTS	6,700	7,400	7,350
8. CHURCHYARDS	10,950	11,000	14,250
9. CEMETERY	98,150	105,950	98,650
10. YOUTH & PLAY DEVELOPMENT	169,950	191,250	188,000
11. GRANTS	36,450	36,750	38,000
12. SPORTS DEVELOPMENT	67,350	67,950	68,650
13. ARTS PROGRAMME	83,400	83,250	80,900
14. LEISURE STRATEGY / MANAGEMENT	202,800	241,650	218,500
15. TONBRIDGE CASTLE GATEHOUSE	58,050	56,450	51,800
ANNUAL ESTIMATES	3,637,800	3,917,300	3,619,750
16. CAPITAL PROGRAMME - REVENUE EXPENSES	49,750	62,050	50,000
	3,687,550	3,979,350	3,669,750

LEISURE SERVICES

1. ANGEL CONTRACT

(a) ANGEL CENTRE

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	12,250	12,100	10,200
Premises Related Expenses	101,450	105,350	82,100
Supplies & Services	8,250	7,300	8,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	121,950	124,750	100,550
Central, Departmental & Technical Support Services	64,000	56,950	56,500
Capital Financing Costs	172,700	202,950	208,550
	<hr/>	<hr/>	<hr/>
	358,650	384,650	365,600
	<hr/>	<hr/>	<hr/>

(b) SPORTS GROUNDS - LEISURE MANAGEMENT

Employees	4,350	4,300	3,200
Premises Related Expenses	20,300	19,200	13,800
Transport Related Expenses	100	100	100
Supplies & Services	1,100	1,150	1,200
	<hr/>	<hr/>	<hr/>
	25,850	24,750	18,300
Less Income	(5,100)	(7,200)	(5,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	20,750	17,550	12,400
Central, Departmental & Technical Support Services	10,200	10,100	9,650
Capital Financing Costs	12,250	14,150	13,850
	<hr/>	<hr/>	<hr/>
	43,200	41,800	35,900
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LEISURE SERVICES

1. ANGEL CONTRACT(continued)

(c) LEISURE MANAGEMENT CONTRACT

Third Party Payments	133,200	133,200	114,850
	<u>133,200</u>	<u>133,200</u>	<u>114,850</u>

ANGEL CONTRACT

(a) ANGEL CENTRE	358,650	384,650	365,600
(b) SPORTS GROUNDS			
- LEISURE MANAGEMENT	43,200	41,800	35,900
(c) LEISURE MANAGEMENT CONTRACT	133,200	133,200	114,850
	<u>535,050</u>	<u>559,650</u>	<u>516,350</u>
<u>TO SUMMARY</u>			

2. LARKFIELD LEISURE CENTRE

Employees	15,300	15,200	14,500
Premises Related Expenses	280,200	280,100	276,200
Supplies & Services	10,150	10,050	9,950
Third Party Payments	137,900	185,400	(55,550)
	<u>443,550</u>	<u>490,750</u>	<u>245,100</u>
Less Income	-	(5,200)	-
	<u>443,550</u>	<u>485,550</u>	<u>245,100</u>
<u>Sub-total</u>			
Central, Departmental & Technical Support Services	90,550	103,350	103,550
Capital Financing Costs	481,800	492,050	491,050
	<u>1,015,900</u>	<u>1,080,950</u>	<u>839,700</u>
<u>TO SUMMARY</u>			

LEISURE SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	10,000	9,900	7,900
Premises Related Expenses	166,150	177,650	170,250
Supplies & Services	4,900	4,700	4,800
Third Party Payments	146,850	146,850	138,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	327,900	339,100	321,350
Central, Departmental & Technical Support Services	46,100	48,050	47,600
Capital Financing Costs	178,550	194,800	194,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	552,550	581,950	563,150
	<hr/>	<hr/>	<hr/>
4. <u>SPORTS GROUNDS</u>			
<u>- GROUND MAINTENANCE</u>			
Employees	24,750	24,450	36,500
Premises Related Expenses	22,600	22,100	26,600
Supplies & Services	3,950	3,950	3,950
Third Party Payments	199,400	201,400	209,300
	<hr/>	<hr/>	<hr/>
	250,700	251,900	276,350
Less Income	(3,700)	(4,250)	(4,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	247,000	247,650	272,350
Central, Departmental & Technical Support Services	19,300	19,050	24,150
Capital Financing Costs	66,350	58,400	62,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	332,650	325,100	358,800
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

5. POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	50,450	49,900	53,400
Premises Related Expenses	47,850	43,900	49,050
Supplies & Services	35,800	35,700	35,700
Third Party Payments	36,050	36,200	37,550
	<hr/>	<hr/>	<hr/>
	170,150	165,700	175,700
Less Income	(748,300)	(690,600)	(720,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(578,150)	(524,900)	(544,300)
Central, Departmental & Technical Support Services	55,650	66,700	63,750
Capital Financing Costs	56,700	67,700	70,950
	<hr/>	<hr/>	<hr/>
	(465,800)	(390,500)	(409,600)
	<hr/>	<hr/>	<hr/>

(b) GROUND MAINTENANCE

Employees	8,700	8,550	10,050
Premises Related Expenses	7,850	6,400	11,750
Third Party Payments	253,200	262,850	276,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	269,750	277,800	298,000
Central, Departmental & Technical Support Services	12,050	12,900	13,100
Capital Financing Costs	2,450	2,450	2,450
	<hr/>	<hr/>	<hr/>
	284,250	293,150	313,550
	<hr/>	<hr/>	<hr/>

POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT	(465,800)	(390,500)	(409,600)
(b) GROUND MAINTENANCE	284,250	293,150	313,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(181,550)	(97,350)	(96,050)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
6. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	211,500	212,250	210,400
Premises Related Expenses	121,100	128,150	125,150
Transport Related Expenses	1,400	1,400	1,400
Supplies & Services	42,450	42,950	52,400
Third Party Payments	340,350	328,350	248,250
	<hr/>	<hr/>	<hr/>
	716,800	713,100	637,600
Less Income	(241,700)	(235,700)	(154,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	475,100	477,400	482,750
Central, Departmental & Technical Support Services	105,400	105,950	105,750
Capital Financing Costs	68,900	82,000	83,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	649,400	665,350	671,700
	<hr/>	<hr/>	<hr/>
7. <u>ALLOTMENTS</u>			
Employees	400	400	400
Premises Related Expenses	100	50	50
Third Party Payments	5,400	5,400	5,400
	<hr/>	<hr/>	<hr/>
	5,900	5,850	5,850
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,850	5,800	5,800
Central, Departmental & Technical Support Services	250	250	200
Capital Financing Costs	600	1,350	1,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	6,700	7,400	7,350
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

8. CHURCHYARDS

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	2,400	2,400	4,600
Premises Related Expenses	6,300	6,450	6,700
	<hr/>	<hr/>	<hr/>
	8,700	8,850	11,300
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	8,650	8,800	11,250
Central, Departmental & Technical Support Services	2,300	2,200	3,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	10,950	11,000	14,250
	<hr/>	<hr/>	<hr/>

9. CEMETERY

Employees	38,100	37,500	33,950
Premises Related Expenses	14,750	14,900	16,450
Supplies & Services	2,400	2,400	2,400
Third Party Payments	55,200	55,750	52,900
	<hr/>	<hr/>	<hr/>
	110,450	110,550	105,700
Less Income	(46,800)	(46,800)	(48,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	63,650	63,750	57,700
Central, Departmental & Technical Support Services	29,700	30,200	28,950
Capital Financing Costs	4,800	12,000	12,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	98,150	105,950	98,650
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
10. <u>YOUTH & PLAY DEVELOPMENT</u>			
Employees	100,000	111,300	109,550
Premises Related Expenses	8,400	8,700	9,600
Transport Related Expenses	4,500	7,600	6,300
Supplies & Services	74,100	72,450	74,400
	187,000	200,050	199,850
Less Income	(54,650)	(52,800)	(55,500)
<u>Sub-total</u>	132,350	147,250	144,350
Central, Departmental & Technical Support Services	37,600	44,000	43,650
<u>TO SUMMARY</u>	169,950	191,250	188,000
11. <u>GRANTS</u>			
Employees	8,150	8,250	9,250
Supplies & Services	12,000	12,000	12,000
<u>Sub-total</u>	20,150	20,250	21,250
Central, Departmental & Technical Support Services	16,300	16,500	16,750
<u>TO SUMMARY</u>	36,450	36,750	38,000

LEISURE SERVICES

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
12. <u>SPORTS DEVELOPMENT</u>			
Employees	43,200	42,750	43,300
Supplies & Services	4,700	4,700	4,700
<u>Sub-total</u>	47,900	47,450	48,000
Central, Departmental & Technical Support Services	19,450	20,500	20,650
<u>TO SUMMARY</u>	67,350	67,950	68,650
13. <u>ARTS PROGRAMME</u>			
Employees	27,700	28,100	30,100
Supplies & Services	21,600	21,600	21,600
Third Party Payments	18,000	18,000	14,000
<u>Sub-total</u>	67,300	67,700	65,700
Central, Departmental & Technical Support Services	16,100	15,550	15,200
<u>TO SUMMARY</u>	83,400	83,250	80,900
14. <u>LEISURE STRATEGY / MANAGEMENT</u>			
Employees	66,550	67,100	75,950
Supplies & Services	60,400	105,200	50,900
	126,950	172,300	126,850
Less Income	-	(19,000)	-
<u>Sub-total</u>	126,950	153,300	126,850
Central, Departmental & Technical Support Services	70,250	82,700	86,000
Capital Financing Costs	5,600	5,650	5,650
<u>TO SUMMARY</u>	202,800	241,650	218,500

LEISURE SERVICES

15. TONBRIDGE CASTLE GATEHOUSE

	2007/08 ESTIMATE		2008/09 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	22,850	24,650	23,400
Premises Related Expenses	27,450	11,450	24,200
Supplies & Services	11,000	31,700	16,700
	<hr/>	<hr/>	<hr/>
	61,300	67,800	64,300
Less Income	(34,850)	(40,500)	(41,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	26,450	27,300	22,800
Central, Departmental & Technical Support Services	24,150	21,600	21,450
Capital Financing Costs	7,450	7,550	7,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	58,050	56,450	51,800
	<hr/>	<hr/>	<hr/>

**16. CAPITAL PROGRAMME
- REVENUE EXPENSES**

Direct Salaries, Central, Departmental & Technical Support Services	49,750	62,050	50,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	49,750	62,050	50,000
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

SUMMARY

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. PLANNING & BUILDING CONTROL	2,456,700	2,328,450	2,085,100
2. TRANSPORTATION	296,650	242,500	214,250
3. SECURITY SERVICES MANAGEMENT	-	-	-
4. PARKING SERVICES	(358,800)	(375,450)	(360,700)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	73,100	63,350	62,300
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	2,467,650	2,258,850	2,000,950
6. CAPITAL PROGRAMME - REVENUE EXPENSES	180,850	147,750	149,200
	<hr/>	<hr/>	<hr/>
	2,648,500	2,406,600	2,150,150
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL

(a) POLICY

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	429,650	414,550	433,100
Supplies & Services	127,800	162,350	46,000
	<hr/>	<hr/>	<hr/>
	557,450	576,900	479,100
Less Income	(2,000)	(2,000)	(2,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	555,450	574,900	477,100
Central, Departmental & Technical Support Services	165,850	147,100	156,700
	<hr/>	<hr/>	<hr/>
	721,300	722,000	633,800
	<hr/>	<hr/>	<hr/>

(b) DEVELOPMENT CONTROL

Employees	1,067,500	1,080,700	1,131,500
Supplies & Services	90,800	90,600	90,600
	<hr/>	<hr/>	<hr/>
	1,158,300	1,171,300	1,222,100
Less Income	(589,350)	(585,100)	(709,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	568,950	586,200	512,300
Central, Departmental & Technical Support Services	707,750	688,400	711,550
	<hr/>	<hr/>	<hr/>
	1,276,700	1,274,600	1,223,850
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL
(continued)

(c) BUILDING CONTROL

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	422,250	422,950	438,450
Supplies & Services	10,200	10,750	10,450
	<hr/>	<hr/>	<hr/>
	432,450	433,700	448,900
Less Income	(491,000)	(490,000)	(509,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(58,550)	(56,300)	(60,100)
Central, Departmental & Technical Support Services	182,650	178,850	183,450
	<hr/>	<hr/>	<hr/>
	124,100	122,550	123,350
	<hr/>	<hr/>	<hr/>

(d) PLANNING DELIVERY GRANT

Employees	187,850	177,600	202,100
Supplies & Services	267,500	315,700	2,000
	<hr/>	<hr/>	<hr/>
	455,350	493,300	204,100
Less Income	(120,750)	(284,000)	(100,000)
	<hr/>	<hr/>	<hr/>
	334,600	209,300	104,100
	<hr/>	<hr/>	<hr/>

PLANNING & BUILDING CONTROL

(a) POLICY	721,300	722,000	633,800
(b) DEVELOPMENT CONTROL	1,276,700	1,274,600	1,223,850
(c) BUILDING CONTROL	124,100	122,550	123,350
(d) PLANNING DELIVERY GRANT	334,600	209,300	104,100
	<hr/>	<hr/>	<hr/>

TO SUMMARY

2,456,700	2,328,450	2,085,100
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PLANNING AND TRANSPORTATION SERVICES

2. TRANSPORTATION

	2007/08 ESTIMATE		2008/09 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	158,400	129,200	111,300
Premises Related Expenses	13,150	16,650	16,650
Supplies & Services	38,000	41,000	35,000
	<hr/>	<hr/>	<hr/>
	209,550	186,850	162,950
Less Income	(8,250)	(12,000)	(12,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	201,300	174,850	150,950
Central, Departmental & Technical Support Services	85,900	54,250	49,900
Capital Financing Costs	9,450	13,400	13,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	296,650	242,500	214,250
	<hr/>	<hr/>	<hr/>

3. SECURITY SERVICES MANAGEMENT

Employees	79,450	78,200	74,100
Premises Related Expenses	1,400	750	750
Supplies & Services	29,900	31,500	32,000
Third Party Payments	170,000	170,000	195,000
	<hr/>	<hr/>	<hr/>
	280,750	280,450	301,850
Less Income	(344,300)	(341,150)	(408,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(63,550)	(60,700)	(106,350)
Central, Departmental & Technical Support Services	34,600	32,800	33,750
Capital Financing Costs	28,950	27,900	72,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
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PLANNING AND TRANSPORTATION SERVICES

4. PARKING SERVICES

	2007/08 ESTIMATE ORIGINAL £	REVISED £	2008/09 ESTIMATE £
Employees	494,150	486,150	494,650
Premises Related Expenses	228,750	226,100	240,000
Transport Related Expenses	6,000	7,700	7,900
Supplies & Services	632,550	524,550	630,750
	<hr/>	<hr/>	<hr/>
	1,361,450	1,244,500	1,373,300
Less Income	(2,143,000)	(2,246,500)	(2,368,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(781,550)	(1,002,000)	(995,200)
Central, Departmental & Technical Support Services	271,950	247,450	255,700
Capital Financing Costs	150,800	379,100	378,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(358,800)	(375,450)	(360,700)
	<hr/>	<hr/>	<hr/>

**5. BOROUGH DRAINAGE
& LAND DRAINAGE RELATED WORK**

Employees	32,800	40,150	39,700
Supplies & Services	2,350	2,350	2,350
Third Party Payments	22,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	57,150	45,500	45,050
Central, Departmental & Technical Support Services	15,950	17,850	17,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	73,100	63,350	62,300
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

6. CAPITAL PROGRAMME
- REVENUE EXPENSES

Direct Salaries, Central, Departmental
& Technical Support Services

TO SUMMARY

2007/08 ESTIMATE		2008/09
ORIGINAL	REVISED	ESTIMATE
£	£	£
180,850	147,750	149,200
<hr/>	<hr/>	<hr/>
180,850	147,750	149,200
<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

SUMMARY

	2007/08 ESTIMATE		2008/09
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. LARKFIELD LEISURE CENTRE	50,400	45,200	24,100
2. ANGEL CENTRE	3,400	(3,750)	4,100
3. TONBRIDGE SWIMMING POOL	(41,300)	(26,750)	(36,250)
4. POULT WOOD GOLF CENTRE	(7,700)	(18,250)	8,050
	<hr/>	<hr/>	<hr/>
	4,800	(3,550)	-
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

	2007/08 ESTIMATE		2008/09
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,609,900	1,636,100	1,675,200
Premises Related Expenses	348,700	347,050	332,650
Transport Related Expenses	10,950	12,400	12,600
Supplies & Services	234,900	234,350	265,000
	<hr/>	<hr/>	<hr/>
	2,204,450	2,229,900	2,285,450
Less Income	(2,095,000)	(2,125,650)	(2,186,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	109,450	104,250	99,150
Central, Departmental & Technical Support Services	(59,050)	(59,050)	(75,050)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	50,400	45,200	24,100
	<hr/>	<hr/>	<hr/>
2. <u>ANGEL CENTRE</u>			
Employees	593,100	581,100	622,400
Premises Related Expenses	138,750	136,150	130,800
Transport Related Expenses	1,700	1,450	1,400
Supplies & Services	89,450	85,300	87,750
	<hr/>	<hr/>	<hr/>
	823,000	804,000	842,350
Less Income	(915,000)	(903,150)	(950,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(92,000)	(99,150)	(108,400)
Central, Departmental & Technical Support Services	95,400	95,400	112,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,400	(3,750)	4,100
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

3. TONBRIDGE SWIMMING POOL

	2007/08 ESTIMATE		2008/09 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	567,150	558,100	590,350
Premises Related Expenses	202,000	211,400	195,600
Transport Related Expenses	1,000	1,000	1,000
Supplies & Services	96,550	87,800	95,700
	<hr/>	<hr/>	<hr/>
	866,700	858,300	882,650
Less Income	(1,009,150)	(986,200)	(1,032,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(142,450)	(127,900)	(149,900)
Central, Departmental & Technical Support Services	101,150	101,150	113,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(41,300)	(26,750)	(36,250)
	<hr/>	<hr/>	<hr/>

4. POULT WOOD GOLF CENTRE

Employees	159,250	142,550	189,000
Premises Related Expenses	4,050	3,950	4,050
Transport Related Expenses	10,000	12,400	12,900
Supplies & Services	27,200	31,050	29,500
	<hr/>	<hr/>	<hr/>
	200,500	189,950	235,450
Less Income	(253,200)	(262,850)	(276,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(52,700)	(72,900)	(40,750)
Central, Departmental & Technical Support Services	29,800	29,800	20,350
Capital Financing Costs	15,200	24,850	28,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(7,700)	(18,250)	8,050
	<hr/>	<hr/>	<hr/>

CAPITAL PLAN: LIST A ALL SERVICES									
	Expenditure To 31/03/07	2007/08 Inc Slippage From Previous Years	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Scheme Total Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Excluding Capital Renewals									
Service									
Planning and Transportation Services	919	474	386	403	301	67	42	42	2,634
Environmental Health Services	(50)	365	95	100	105	110	120	123	968
Housing Services	64	343	526	497	507	507	507	507	3,458
Leisure Services	1,335	695	769	133	132	140	171	146	3,521
Corporate Services	332	641	1,363	151	137	126	125	125	3,000
Total Excluding Capital Renewals	2,600	2,518	3,139	1,284	1,182	950	965	943	13,581
Capital Renewals									
Service									
Planning and Transportation Services	n/a	15	113	183	44	45	85	75	560
Environmental Health Services	n/a	34	15	21	85	51	45	17	268
Housing Services	n/a	0	0	0	0	0	0	0	0
Leisure Services	n/a	666	395	488	368	371	454	395	3,137
Corporate Services	n/a	203	656	365	477	291	257	277	2,526
Total Capital Renewals	n/a	918	1,179	1,057	974	758	841	764	6,491
Grand Total	2,600	3,436	4,318	2,341	2,156	1,708	1,806	1,707	20,072

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	205	77	102	119	150	0	0	0	653
Community Security	105	18	52	0	0	0	0	0	175
Transportation	174	184	132	0	39	0	0	0	529
Environmental Improvements	0	3	0	184	39	25	0	0	251
Land Drainage / Minor Works	14	115	44	46	20	20	20	20	299
Historic Buildings Grants	78	26	25	23	22	22	22	22	240
Snodland Partnership	331	45	0	0	0	0	0	0	376
Other Schemes	12	6	31	31	31	0	0	0	111
Total Planning & Transportation (excluding capital renewals)	919	474	386	403	301	67	42	42	2,634
Capital Renewals									
CCCTV	n/a	10	100	183	40	40	40	40	453
Parking	n/a	5	13	0	4	5	45	35	107
Total Planning & Transportation Capital Renewals	n/a	15	113	183	44	45	85	75	560
Total Planning & Transportation	919	489	499	586	345	112	127	117	3,194

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Car Parking</u>										
(a) Improvement Programme for Existing Car Parks										
(i) Car Park Enhancement Prog. - Phase 1	P01AW	11	1	57						69
(ii) Car Park Enhancement Prog. - Phase 2	P01AZ				69					69
(b) Car Parking Action Plan										
(i) Phase 4	P01AQ	15	20							35
(ii) Phase 5	P01AK			20						20
(iii) Phase 6	P01MA				35					35
(iv) West Malling Local Parking Plan	P01AS	60	1							61
(v) Tonbridge Local Parking Plan	P01AT	119	40							159
(vi) Hadlow Local Parking Plan	P01AV		5		15					20
(vii) Borough Green Local Parking Plan	P01AX		10	25						35
(c) Residents' Car Parking - Eccles	P01AY					150				150
Total To Summary		205	77	102	119	150	0	0	0	653

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>PLANNING AND TRANSPORTATION SERVICES</u></p>		
	Corporate Aims and Priorities	Notes
<u>Car Parking</u>		
(a) Improvement Programme for Existing Car Parks	4a, 4b, 12a	A range of improvements in existing car parks to enhance the value and the quality of the car park stock. Includes enhanced surfaces, remodelled layouts, improved drainage and new boundary fencing.
Car Park Enhancement Programme		
(i) Phase 1		Programme of improvements and enhancements to existing car parks to reflect Disability Discrimination Act obligations, and to help enforce the Parking Strategy and protect revenue.
(ii) Phase 2		
(b) Car Parking Action Plan	4a, 4b, 12a	A series of parking measures approved by Cabinet as part of the adopted Parking Action Plan.
(i) Phase 4		Essential modifications to parking provision across the Borough.
(ii) Phase 5		Essential modifications to parking provision across the Borough.
(iii) Phase 6		Parking management in Snodland and East Malling was already identified within the phased programme. However, in recent times it has become clear that these should be dealt with through a local parking approach so the existing budget for the phased programme has been adjusted to reflect this.
(iv) West Malling Local Parking Plan		Implementation of the adopted Parking Plan for West Malling, including extending Ryarsh Lane car completed. A review of the Plan is programmed during 2008/09.
(v) Tonbridge Local Parking Plan		Implementation of the adopted Parking Plan for Tonbridge has been completed but the experimental orders need to be confirmed in rotation and the plan reviewed during 2009/10. Initial estimate was of necessity uncertain. Outturn cost has required an additional £59,000.
(vi) Hadlow Local Parking Plan		Survey work on the Hadlow Local Parking Plan completed during the summer of 2007. Implementation is in abeyance so that it can be coordinated with the Parish Council's village plan (estimated for 2009/10).
(vii) Borough Green Local Parking Plan		Development and implementation of a Local Parking Plan for Borough Green.
(c) Residents' Car Parking - Eccles	4a, 4b, 8a (key), 13a	Alleviation of car parking shortage at Alma Rd, Belgrave St, Cork St, Varnes St and Victoria St, Eccles and provision of adequate access for emergency and service vehicles.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Community Security</u>										
(a) Footpath Lighting										
(i) Hugh Christie Technology College / Cage Green Primary School	P01BQ			28						28
(ii) The Ridgeway to Town Acres	P01BR			24						24
(iii) Upper Castle Field to Tonbridge Swimming Pool	P01BX	7	1							8
(b) CCTV System Enhancement	P01BW	98	17							115
Total To Summary		105	18	52	0	0	0	0	0	175

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Community Security</u>		
(a) Footpath Lighting		New or upgraded lighting to raise lighting levels and promote crime prevention and a greater feeling of personal security. A customer care initiative.
(i) Hugh Christie Technology College / Cage Green Primary School	11a (key), 11b	Upgrade of lighting to public right of way linking Denbeigh Dr., White Cottage Rd. and Hopgarden Rd., Tonbridge. This will provide a safer and more attractive footpath linking Hugh Christie Technology College and Cage Green Primary School.
(ii) The Ridgeway to Town Acres	11a (key), 11b	Upgrade of lighting to public right of way linking The Ridgeway, Town Acres, Cheviot Close and Dernier Road, Tonbridge. This will provide a safer and more attractive short-cut through a residential area. The footpath is well-used by pedestrians, including children walking to and from school.
(iii) Upper Castle Field to Tonbridge Swimming Pool	11a (key), 11b	Scheme completed
(b) CCTV System Enhancement	11a (key), 11b	Scheme completed. Unforeseen cabling requirements have required increasing budget by £15,000 in 07/08.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Transportation</u>										
(a) Minor Traffic Schemes										
(i) New Hythe Lane to Chaucer Way, Larkfield - Footpath / Cycle Track Improvements	P01CY	2	38							40
(b) Traffic Control and Restraint										
(i) Fartherwell Avenue Area, West Malling	P01CP	9				39				48
(c) Local Transport Plan Partnership Programme	P01ED	72	126	120						318
(d) Borough Council Projects										
(i) Fairfield Rd, B Green - Footpath link to Borough Green Station.	P01CX			8						8
Carried Forward		83	164	128	0	39	0	0	0	414

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Transportation</u>		
(a) Minor Traffic Schemes		Works to address specific traffic management related problems.
(i) New Hythe Lane to Chaucer Way, Larkfield - Footpath / Cycle Track Improvements	4a	Scheme completed
(b) Traffic Control and Restraint		Measures to reduce crashes and promote a safer environment through the control of vehicle speeds.
(i) Fartherwell Avenue Area, West Malling	4a	Traffic calming scheme in conjunction with wider review of traffic and parking management with KCC.
(c) Local Transport Plan Partnership Programme	4a, 4b	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions. programme commenced 2001/02. Budget allocations to date total £318,000. Unspent budget has been reprofiled over 2007/08 and 2008/09.
(d) Borough Council Projects		
(i) Fairfield Rd, B Green - Footpath link to Borough Green Station.	4a	Regularisation of an existing but tortuous and unsafe short cut by providing a short surfaced footpath connecting Fairfield Road to the adjacent station yard. Scheme will proceed as soon as land acquisition is completed.

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>PLANNING AND TRANSPORTATION SERVICES</u></p>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Transportation Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		83	164	128	0	39	0	0	0	414
(d) Borough Council Projects Continued										
(ii) Bailey Bridge Road, Aylesford - Footpath extension	P01CZ		9							9
(e) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity	P01HG	8	4	4						16
(f) Borough Wide Footpath Renewals - St Pauls, Ton	P01CW	83	7							90
Total to Summary		174	184	132	0	39	0	0	0	529

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>PLANNING AND TRANSPORTATION SERVICES</u></p>		
	Corporate Aims and Priorities	Notes
<p><u>Transportation Continued</u></p> <p>(d) Borough Council Projects Continued</p> <p style="padding-left: 40px;">(ii) Bailey Bridge Road, Aylesford - Footpath extension</p> <p>(e) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity</p> <p>(f) Borough Wide Footpath Renewals - Saint Peter & Saint Pauls Tonbridge</p>	13a	<p>Additional length of footway to provide continuity of pedestrian route on the east side of the new bridge.</p> <p>A programme of partnership working with the Charity on initiatives for the benefit of the town</p> <p>Urgent repair of fabric of yorkstone paving leading to the parish church to be funded from the special projects earmarked reserve.</p>

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Environmental Improvements</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Town Centre Enhancements										
(i) Phase 1	P01FH				99					99
(b) Mereworth - Village Entry Enhancements / Lighting and Street Furniture	P01FJ					39				39
(c) Watringbury Conservation Area	P01FK				35					35
(d) Shopping Parade Enhancement Programme										
(i) Woodlands Road, Ditton	P01GD				50					50
(e) Wrotham Heath	P01GE						25			25
(f) Haysden Country Park: Stone Lock	P01GJ		3							3
Total to Summary		0	3	0	184	39	25	0	0	251

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Environmental Improvements</u>		
(a) Tonbridge Town Centre Enhancements		
(i) Phase 1	8a (key), 13a	Previous individual Tonbridge enhancement budgets have been consolidated to provide a budget for priorities arising from the Tonbridge Central Area Action Plan. Further provision to be subject to a List C assessment.
(b) Mereworth - Village Entry Enhancements / Lighting and Street Furniture	8a (key), 13a	Village entry enhancements, lighting and street furniture.
(c) Watlingbury Conservation Area	8a (key), 13a	Title changed to reflect a wider remit for the programme which was previously focused on the station area.
(d) Shopping Parade Enhancement Programme	8a (key),	New surfaces, co-ordinated street furniture, lighting enhancements to enhance local centres and combat localised environmental factors.
(i) Woodlands Road, Ditton	8b,13a	Progress is dependent on the results of current assessment of the site as reported to the P&TAB in October 07.
(e) Wrotham Heath	8a (key) 8b,13a	Soft landscaping at a prominent location (A20/A25 junction) to soften the visual impact.
(f) Haysden Country Park: Stone Lock		Initial stage in preserving site of historic feature.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Land Drainage / Flood Defence</u>										
(a) Drainage										
(i) Pen Stream - Phase 3	P01HM	2		24						26
(ii) Drainage Improvement Programme	P01HR		15	20	20	20	20	20	20	135
(b) Flood defence										
(i) Aylesford Stream Flood Alleviation	P01HN	4	20		26					50
(ii) East Peckham Flood Alleviation	P01HP	8	80							88
Total to Summary		14	115	44	46	20	20	20	20	299

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Land Drainage / Flood Defence</u>		
(a) Drainage		
(i) Pen Stream - Phase 3	4d, 13a	Essential improvements to weirs and revetments etc. to reduce flood risk and improve
(ii) Drainage Improvement Programme	13a, 13b, 13c	To support the Borough Council's role as a land drainage operating authority with powers to carry out works on ordinary watercourses.
(b) Flood Defence		
(i) Aylesford Stream Flood Alleviation.	4d, 13a	Scheme to alleviate flooding problem at Aylesford. Lead authority for the stream is now the Environment Agency and the Borough allocation represents a contribution towards the costs of scheme assessment.
(ii) East Peckham Flood Alleviation	4d, 13a	Scheme completed.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Historic Buildings Grants</u>										
(i) 2002/03 Grant award programme	P01KE	22	1							23
(ii) 2003/04 Grant award programme	P01KF	19	1							20
(iii) 2004/05 Grant award programme	P01KG	23	1							24
(iv) 2005/06 Grant award programme	P01KH	6	2							8
(v) 2006/07 Grant award programme	P01KI	8	2							10
(vi) 2007/08 Grant award programme	P01KJ		19	13	3					35
(vii) 2008/09 Grant award programme	P01KK			12	8	2				22
(viii) 2009/10 Grant award programme					12	8	2			22
(ix) 2010/11 Grant award programme						12	8	2		22
(x) 2011/12 Grant award programme							12	8	2	22
(xi) 2012/13 Grant award programme								12	8	20
(xii) 2013/14 Grant award programme									12	12
Total to Summary		78	26	25	23	22	22	22	22	240

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Historic Buildings Grants</u> (i) 2002/03 Grant award programme (ii) 2003/04 Grant award programme (iii) 2004/05 Grant award programme (iv) 2005/06 Grant award programme (v) 2006/07 Grant award programme (vi) 2007/08 Grant award programme (vii) 2008/09 Grant award programme (viii) 2009/10 Grant award programme (ix) 2010/11 Grant award programme (x) 2011/12 Grant award programme (xi) 2012/13 Grant award programme (xii) 2013/14 Grant award programme	8a (key)	Provision of grants to owners of statutorily listed and other historic buildings to encourage the repair of those buildings. } } On going programme £22k per year } } }

<p style="text-align: center;">CAPITAL PLAN: LIST A PLANNING AND TRANSPORTATION SERVICES</p>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Snodland Partnership</u>										
(i) Shopfront Grants (Years 1 & 2)	P01JM	14								14
(ii) Snodland Ball Park (Year 1)	P01JK	40								40
(iii) Samays Extension (Year 1)	P01JL	3								3
(iv) Community Transport (Year 1)	P01JE	24								24
(v) Footpath Lighting (Year 2)	P01JN	11								11
(vi) Gateway Features (Year 2)	P01JP	7								7
(vii) Entrance Enhancements (Year 2)	P01JR	87								87
(viii) Station Rd / Rocfort Rd (Year 3)	P01JT	6								6
(ix) School Entrances (Year 3)	P01JS	15								15
(x) St Benedict Rd Traffic Calming (Year 3)	P01JQ	19								19
(xi) Traffic Management (Year 4)	P01JU	25								25
(xii) Pedestrian Access to Robert's Rd School (6)	P01JW	31								31
(xiii) Snodland Traffic Calming Project Phase 1	P01JX	49	13							62
(xiv) Snodland Traffic Calming Project Phase 2	P01JZ		32							32
Total to Summary		331	45	0	0	0	0	0	0	376

<u>CAPITAL PLAN: LIST A</u> <u>PLANNING AND TRANSPORTATION SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Snodland Partnership</u>	13a	Provision for contributions to initiatives led by other members of the partnership. Allocations are set by the Snodland Partnership Steering Group. Borough Council provisions, up to and including 2007/08 have totalled £410,000. Unused allocations are recycled for re-allocation. For clarity, a complete list of Snodland Partnership projects supported by this budget has been shown.
(i) Shop front Grants (Years 1 & 2)		Project completed.
(ii) Snodland Ball Park (Year 1)		Project completed.
(iii) Samays Extension (Year 1)		Project completed.
(iv) Community Transport (Year 1)		Project completed.
(v) Footpath Lighting (Year 2)		Project completed.
(vi) Gateway Features (Year 2)		Project completed.
(vii) Entrance Enhancements (Year 2)		Project completed.
(viii) Station Rd / Rocfort Rd (Year 3)		Project completed.
(ix) School Entrances (Year 3)		Project completed.
(x) St Benedict Rd Traffic Calming (Year 3)		Project completed.
(xi) Traffic Management (Year 4)		Project completed.
(xii) Pedestrian Access to Robert's Rd School (6)		Project completed.
(xiii) Snodland Traffic Calming Project Phase 1		Project completed. 2007/08 provision relates to final payments as advised.
(xiv) Snodland Traffic Calming Project Phase 2		Project being progressed. Provision represents T&MBC commitment.
		In order to provide revenue funding for the Snodland Partnership, unallocated budget totalling £34,000 has been removed from the capital plan, thereby reducing the total provision for the Snodland Partnership from £410,000 to £376,000. This reduction has been matched by a transfer of £34,000 from the Revenue Reserve for Capital Schemes to an earmarked revenue reserve for the Snodland Partnership.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Other Schemes</u>										
(a) Hadlow Tower	P01JJ					Uncosted				
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	P01LA	12	6	6	6	6				36
(c) Medway Gap Countryside Partnership Initiative	P01LB			25	25	25				75
Total to Summary		12	6	31	31	31	0	0	0	111

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Other Schemes Continued</u>		
(a) Hadlow Tower		Uncosted scheme; subject to assistance from English Heritage and funding from the National Lottery. Council may be committed to revenue expenditure depending on the course of action decided upon.
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	7f, 13a	This is a grant scheme administered by the Medway Valley Countryside Partnership on behalf of the Borough Council. It provides 50% grants towards landscape improvement projects in the Kent Downs AONB. Until 2007/08 Natural England contributed half of the cost of the grant. In July the Council agreed to fund the entire grant scheme up to a limit of £6,000, but proposed that the level of contribution should be reviewed again next year in the light of Natural England's contribution in 2008/09. The entire scheme is due for review in 2010/11.
(c) Medway Gap Countryside Partnership Initiative	7f, 13a	Partnership scheme to take forward projects in the Medway Valley Landscape and Access Enhancement Study in conjunction with the successful Heritage Lottery Fund landscape bid. The project has a three year life. The start date for capital expenditure has slipped to 2008/09.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>										
(a) CCTV Capital Renewals	P01BA	n/a	10	100	183	40	40	40	40	453
(b) Car Parking	P01JF	n/a	5	13	0	4	5	45	35	107
Total To Summary		n/a	15	113	183	44	45	85	75	560

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>PLANNING AND TRANSPORTATION SERVICES</u></p>		
	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		
(a) CCTV Capital Renewals	11a (key), 11b	Provision for the replacement of life-expired CCTV equipment. Following the substantial reduction in the budget in 2003/04, further reviews have resulted in further reductions. However, it is difficult to predict when the central control system (replacement cost c. £100k) will need replacement. A further issue which will impact on the replacement schedule is the difficulty in obtaining analogue equipment. A switch to digital is being considered and an increased provision of £200k has been allowed over 2008/09 and 2009/10 to cover this. In other years a provision of £40k per annum has been allowed to cover routine replacements. As further information emerges on the switch to digital the replacement costs and profiling of expenditure may need to be adjusted.
(b) Car Parking	4a, 4b	Provision for the replacement of life-expired or obsolete capital assets. The profiling of the provisions reflects the ticket machine replacement strategy endorsed by the Car Parking Advisory Board on 16th August 2005. The provisions allow for the replacement of those machines not replaced in 2004/05 over 2005/06 and 2006/07. Given an estimated eight year life the next period of machine replacement (subject to reassessment of machine condition) is expected to be 2012/13 to 2014/15.

<p align="center"><u>CAPITAL PLAN: LIST A</u> <u>ENVIRONMENTAL HEALTH SERVICES</u></p>									
	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Strategy	(50)	294	37	42	47	52	62	65	549
Refuse Collection	n/a	71	58	58	58	58	58	58	419
Total Environmental Health (excluding capital renewals)	(50)	365	95	100	105	110	120	123	968
Capital Renewals	n/a	34	15	21	85	51	45	17	268
Total Environmental Health Capital Renewals	n/a	34	15	21	85	51	45	17	268
Total Environmental Health	(50)	399	110	121	190	161	165	140	1,236

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>ENVIRONMENTAL HEALTH SERVICES</u></p>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Environmental Strategy</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Recycling Initiatives	P02BA	n/a	7	7	7	7	7	7	7	49
(b) Green Waste Collection & Composting Scheme - Phase 7	P02BK		230							230
(c) Purchase of second recycling vehicle Less waste performance & efficiency grant	P02BB		57							57
		(50)	(50)	57	0	0	0	0	0	(50) 7
(d) Green Waste Bins Growth / Replacement	P02BC	n/a		30	35	40	45	55	58	263
Total - Environmental Strategy		(50)	294	37	42	47	52	62	65	549
<u>Refuse Collection</u>										
(a) Refuse Bins Growth / Replacement	P02DA	n/a	71	58	58	58	58	58	58	419
Total - Refuse Collection		n/a	71	58	58	58	58	58	58	419

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Corporate Aims and Priorities	Notes
<u>Environmental Strategy</u>		
(a) Recycling Initiatives	9a	Provision to meet costs of expansion of bring sites, subsidise home composting initiative and meet on-going demand for green plastic boxes.
(b) Green Waste Collection & Composting Scheme - Phase 7	9a	Original scheme estimate of number of properties was based on 10,000, however recent and ongoing housing developments, maximising the number of properties entering the scheme as well as incorrect figures supplied by the contractor has lifted the number of properties in phase 7 to 14000. See joint report of Chief Executive and Director of Finance to Policy Overview Committee of 16th October 2007 which approved increased capital plan provision of £60,000. Phase 7 completed November 2007.
(c) Purchase of second recycling vehicle	9a	Purchase of vehicle completed with Tunbridge Wells December 2007
(d) Green Waste Bins Growth / Replacement	9a	Following completion of all phases of the green Waste Collection & Composting Scheme, provision for future growth / replacement of collection bins is now required. Provisions represent initial estimate and will be refined over future years in the light of experience.
<u>Refuse Collection</u>		
(a) Refuse Bins Growth / Replacement	9a	Provision for the growth (500 bins per year) / replacement of refuse collection wheeled bins.

<p align="center"><u>CAPITAL PLAN: LIST A</u> <u>ENVIRONMENTAL HEALTH SERVICES</u></p>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Capital Renewals</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Capital Renewals	P02EB									
(i) Pollution Control	CR01	n/a	4	0	11	0	0	21	2	38
(ii) Recycling Initiatives	CR02	n/a	24	15	10	85	31	24	15	204
(iii) Commercial	CR03	n/a	0	0	0	0	20	0	0	20
(iv) Public Conveniences	CR04	n/a	6	0	0	0	0	0	0	6
Total to summary		n/a	34	15	21	85	51	45	17	268

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		
(a) Capital Renewals		
(i) Pollution Control	10a (key)	
(ii) Recycling Initiatives	9a	Recycling vehicle (RV1) to be renewed in 2010/11. Outright purchase by T&MBC has been assumed. Ongoing replacement / renewal of recycling modules. Currently reviewing on the basis of replacement/repair on a site by site basis, this should better inform the renewals programme. This provision does not cover the renewal of the green waste bins.
(iii) Commercial	10a (key)	Renewal of the mobile exhibition trailer. The 2006/07 provision relates to life extension works (life extended from 2006/07 to 2011/12).
(iv) Public Conveniences	2h	Renewal of signs and handrails to comply with Disability Discrimination Act.

CAPITAL PLAN: LIST A <u>HOUSING SERVICES</u>									
	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Investment Programme	64	343	526	497	507	507	507	507	3,458
Total Housing Services (excluding capital renewals)	64	343	526	497	507	507	507	507	3,458
Capital Renewals There are currently no capital renewals provisions for Housing Services.									
Total Housing Services Capital Renewals	n/a	0	0	0	0	0	0	0	0
Total Housing Services	64	343	526	497	507	507	507	507	3,458

<u>CAPITAL PLAN: LIST A</u> <u>HOUSING SERVICES</u>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Housing Investment Programme</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) House Renovation Grants										
(i) Disabled Facilities Grants - Mandatory Less Government Grant	P03AC	n/a n/a	560 (336)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	3,572 (2,142)
		n/a	224	201	201	201	201	201	201	1,430
(ii) Housing Assistance	P03AD	n/a	300	311	296	306	306	306	306	2,131
(iii) Regional Housing Pot Capital Grant	P03ZZ	n/a	(241)							(241)
Total: House Renovation Grants		n/a	283	512	497	507	507	507	507	3,320
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	64	46							110
(c) Coldharbour Gypsy & Traveller Caravan Site	P03AR		14	14						28
Total		64	343	526	497	507	507	507	507	3,458

<u>CAPITAL PLAN: LIST A</u> <u>HOUSING SERVICES</u>		
	Corporate Aims and Priorities	
<u>Housing Investment Programme</u>		
House Renovation Grants	5c	
(a) (i) Disabled Facilities Grants - Mandatory		Administration of the house renovation grant scheme involving the award of grants for eligible improvement, repairs and adaptations to improve domestic properties within the borough. 07/08 provision for renovation grants has been increased by £58,000 reflecting the updated level of spending anticipated from existing policies under the new subsidy rules. Additional funding of £35k has been awarded by GOSE in respect of the 2007/08 financial year. Future spending plans need to be reviewed in response to policy changes required by the Regulatory Reform Order 2002.
(ii) Housing Assistance		Expenditure reflects increased uptake of assistance under revised Housing Assistance policy and allocation of £100k to 'In Touch' to progress Decent Homes agenda as agreed at Strategic Housing Advisory Board on 8th October 2007
(iii) Regional Housing Pot Capital Grant		
(b) Sustainable Communities Programme		
(i) Renewable energy schemes.	5c	Provision of £40k ring fenced for Photovoltaic renewable energy initiative with Russet Homes, £6k to continue solar hot water scheme or utilise with RSL for renewable energy scheme
(c) Coldharbour Gypsy & Traveller Caravan Site		Budget provision re-profiled.

<p style="text-align: center;"><u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u></p>									
	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000
Larkfield Leisure Centre	605	124	137	0	0	0	0	0	866
Tonbridge Swimming Pool	179	8	40	0	0	0	0	0	227
Poult Wood Golf Centre	53	14	208	0	0	0	0	0	275
Sports Grounds	23	87	70	0	0	0	0	0	180
Tonbridge Castle	40	18	0	0	0	0	0	0	58
Open Space	6	12	61	0	0	0	0	0	79
Capital Grants	221	203	144	125	124	132	138	138	1,225
Other Schemes	208	229	109	8	8	8	33	8	611
Total Leisure Services excluding capital renewals	1,335	695	769	133	132	140	171	146	3,521
Capital Renewals									
Angel Centre	n/a	181	56	167	38	96	84	166	788
Larkfield Leisure Centre	n/a	159	225	57	126	56	208	58	889
Poult Wood Golf Clubhouse	n/a	14	36	19	17	28	35	8	157
Tonbridge Swimming Pool	n/a	118	34	51	71	35	22	70	401
Sports Grounds & Open Spaces	n/a	103	16	127	77	106	74	54	557
Poult Wood Grounds Maintenance	n/a	83	28	67	39	50	31	39	337
Tonbridge Cemetery	n/a	8	0	0	0	0	0	0	8
Total Leisure Services Capital Renewals	n/a	666	395	488	368	371	454	395	3,137
Total Leisure Services	1,335	1,361	1,164	621	500	511	625	541	6,658

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Larkfield Leisure Centre</u>										
(a) Retiling of Fitness Pool	P05AK	340	7							347
(b) Sports Hall Floor	P05AV	61	4							65
(c) Car Park Improvements Less developer contributions	P05AY	89	32 (121)							121 (121)
		89	(89)	0	0	0	0	0	0	0
(d) Health and Fitness Improvements Less developer contributions	P05AZ	98	380 (488)	10						488 (488)
		98	(108)	10	0	0	0	0	0	0
(e) Air conditioning for soft play area.	P05LA	17	3							20
(f) Pool Hall Lighting	P05LB		28							28
(g) Lowering of internal walkway Less developer contributions	P05LC		285 (6)	7						292 (6)
		0	279	7	0	0	0	0	0	286
(h) Energy Saving Measures	P05LD			120						120
Total to Summary		605	124	137	0	0	0	0	0	866

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Larkfield Leisure Centre</u>		
(a) Retiling of Fitness Pool	7d, 18a	Scheme completed. Dispute with contractor (Cabinet meeting 22/11/06) and insurance claim being progressed formally through legal advisers.
(b) Sports Hall Floor	7d, 18a	Scheme completed. Provision in current financial year relates to works to floor following current capital development.
(c) Car Park Improvements	8a (key) 11a (key)	Scheme completed. Final cost projected at £21,000 higher than originally anticipated.
(d) Health and Fitness Improvements	2g, 7a (key), 7c, 7d, 7e, 10a (key), 11a (key), 11b, 18a	Main scheme completed and open to public. Final cost projected at £23,000 higher than originally anticipated. This includes provision for upgrade of men's dry side showers (£15,000).
(e) Air conditioning for soft play area.	7a (key), 7c, 10g (key), 18a	Scheme completed. Post Implementation Review reported to October 2007. L&AAB identified that underspend of £3K would be allocated to provision of wall mounted fans in cafeteria area.
(f) Pool Hall Lighting	7a (key), 10a (key), 18a	Replacement of underwater lighting at LLC & TSP with an overhead scheme to enhance the pool environment and health and safety at both sites.
(g) Lowering of internal walkway.	2g, 7a (key), 7c, 7d, 7e	Lowering of walkway between front and rear of building to enable access to all users of the Centre, and to meet DDA requirements. Works include replacement store, and addition of meeting room. Works due for completion mid December 2007. Final cost projected at £32,000 higher than originally anticipated.
(h) Energy Saving Measures	1a, 1b, 7c, 13b, 18a	The purpose of the scheme is to reduce energy consumption at the Council's indoor leisure facilities in accordance with the Council's corporate priority of tackling the causes and effects of Climate Change. The scheme is based on the recommendations of an audit undertaken by the Carbon Trust in October 2006, and will result in revenue savings.

CAPITAL PLAN: LIST A <u>LEISURE SERVICES</u>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Angel Centre</u>										
Total Angel Centre to Summary		0	0	0	0	0	0	0	0	0
<u>Tonbridge Swimming Pool</u>										
(a) Outdoor Pool Remedial Works	P05CD	179	8							187
(b) Wet Change Area DDA Works	P05CF			40						40
Total Sports Grounds to Summary		179	8	40	0	0	0	0	0	227

<u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Angel Centre</u>		There are currently no capital projects being undertaken at the Angel Centre.
<u>Tonbridge Swimming Pool</u>		
(a) Outdoor Pool Remedial Works	7a (key), 7b, 10a (key), 18a	Scheme completed. Post Implementation Review reported to October 2007 meeting of L&AAB.
(b) Wet Change Area DDA Works		Provision of changing, shower and toilet facilities compliant with Disability Discrimination Act (DDA) requirements. Existing facilities had been identified as being non compliant following a DDA audit of leisure facilities. The Disability Working Party is in favour of the improvements.

CAPITAL PLAN: LIST A <u>LEISURE SERVICES</u>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Poult Wood Golf Centre</u>										
(a) Car park Improvements	P05EE	10	2							12
(b) Practice Ground Improvements	P05EF	30	3							33
(c) Upgrade Showers	P05EG	13	9							22
(d) Replacement of Irrigation System	P05EH			208						208
Total Poult Wood Golf Centre to Summary		53	14	208	0	0	0	0	0	275

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Poult Wood Golf Centre</u>		
(a) Car park Improvements	7b, 8a (key), 18a	Provision of 15 - 20 additional bays to meet peak demand in the summer and serve the improvement of the practice ground. Scheme completed.
(b) Practice Ground Improvements	7a (key), 7b, 7d, 8a (key), 10a (key), 18a	Provision of additional netting alongside the roadside perimeter of the existing practice ground and the installation of six covered bays for practice / coaching with one bay designed to be accessible by disabled persons. Partnership scheme, with on-site golf professional funding covered bays (£50k), and Council meeting the cost of netting (£33k). Scheme completed.
(c) Upgrade Showers	7b, 7c, 10a (key), 18a	Scheme completed. Provision in current financial year relates to retention monies due to dispute with contractor over final contract payment.
(d) Replacement of Irrigation System	7a, 7c, 10a, 13b, 18a	The scheme replaces the irrigation system installed when the 18-hole course was built in 1974. The irrigation system was extended in 1994 to incorporate the irrigation of the 9-hole short course, and as a consequence water storage capacity problems exist. The system is now in a poor state of repair and leaks regularly occur causing operational problems, and take greenkeeping staff away from other programmed works.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Sports Grounds</u>										
(a) Tonbridge Racecourse Sportsground										
(i) Installation of New Rising Main Less contribution from developers	P05DM	42 (26)	(16)							42 (42)
		16	(16)	0	0	0	0	0	0	0
(ii) Provision of Ball Court Less contribution from developers	P05DP			70 (70)						70 (70)
		0	0	0	0	0	0	0	0	0
(b) Tonbridge Farm Sportsground										
(i) Improvements for young people Less contributions from developers	P05DN	7	128 (25)	70						205 (25)
		7	103	70	0	0	0	0	0	180
Total Sports Grounds to Summary		23	87	70	0	0	0	0	0	180

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Sports Grounds</u>		
(a) Tonbridge Sportsground		
(i) Installation of New Rising Main	7a (key), 7b,	Scheme completed.
(ii) Provision of Ball Court	3e,7c,7g, 10a, 11a	To improve and enhance the Borough Council's outdoor leisure facilities for young people.
(b) Tonbridge Farm Sportsground		
(i) Improvements for young people	7a (key), 7b, 7c, 10a (key), 11a (key), 18a	Enhancement, improvement and extension of outdoor leisure facilities for young children at Tonbridge Farm Sports Ground creating more opportunities for play in a safer environment. The scheme aims to enhance existing facilities such as the children's play area, ball court and skate park, whilst improving site security and appearance generally. Cost of scheme to be met by sale of Welland Road play area (£160k) and developer contribution secured from the Rowan House development, Tonbridge (£25k). Proposed improvements approved at LFC&YAB (08.01.07). Funding has been received from the housing developer and works are due to commence in January 2008. Children's play area to be progressed April/May 2008.

<u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u>										
	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Tonbridge Castle</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Grounds	P05GF	40	18							58
Total Tonbridge Castle to Summary		40	18	0	0	0	0	0	0	58
<u>Open Space</u>										
(a) Purchase of Quarry Hill Wood	P05FJ		5	15						20
(b) Drainage / Flooding Issues	P05FL	2	7							9
(c) Haysden Country Park - Alternative sewage system.	P05FN	4		46						50
Total Open Space to Summary		6	12	61	0	0	0	0	0	79

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Tonbridge Castle</u>		
(a) Tonbridge Castle Grounds	7b, 7e, 7f, 8a (key), 11a (key), 12c	Improvements to Tonbridge Castle grounds to reduce vandalism, reduce maintenance costs and improve presentation. Scheme completed.
<u>Open Space</u>		
(a) Purchase of Quarry Hill Wood	7f, 8a (key)	Proposal for purchase of land to create public open space (see report to LFC&YAB October 2005). Negotiations currently being progressed with KCC. Acquisition arrangements reported to F&PAB March 2006. Legal Services instructed - pending formalisation of transfer.
(b) Drainage / Flooding Issues	4d, 8a (key)	To address local flooding problems on or adjoining public open spaces. Ridgeway Crescent Allotments (£3k) completed. Quincewood Gardens - agreement received from Fairlawn Estate and works completed.
(c) Haysden Country Park - Alternative sewage system.	8a (key), 10a (key)	Replacement of the existing sewage system to the toilet block to improve the quality of the service to the general public. Scheme details approved at LFC&YAB (08.01.07). Works rescheduled for 2008/09. Cost of scheme revised (additional £7K) to reflect quotations received and need for temporary toilets.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Grants</u>										
(a) Capital Grants to Organisations										
2003/04 (Committed)	P05HF	117	20							137
2005/06 (Committed)	P05HH	80	40	9						129
2006/07 (Committed)	P05HI	21	56	16	12					105
2007/08 (Committed)	P05HJ		72	25	8	5				110
2008/09 (Committed)	P05HK			28	19	7	7			61
2009/10 (Uncommitted)					36	26	13	13		88
2010/11 (Uncommitted)						36	26	13	13	88
2011/12 (Uncommitted)							36	26	13	75
2012/13 (Uncommitted)								36	26	62
2013/14 (Uncommitted)									36	36
Plaques	P05HZ	3	2	1						6
Total: Capital Grants to Organisations		221	190	79	75	74	82	88	88	897
Total Capital Grants Carried Forward		221	190	79	75	74	82	88	88	897

<u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Capital Grants</u>		
(a) Capital Grants to Organisations	7a (key), 7b, 7d, 7e, 7f, 8a (key), 10a (key), 11a (key), 14a	To enable the provision of local community leisure facilities and opportunities, including schemes identified by parish councils, in the Borough Leisure Strategy. May help to unlock funding from other bodies, particularly the National Lottery
2003/04 (Committed) 2005/06 (Committed) 2006/07 (Committed) 2007/08 (Committed) 2008/09 (Committed)		Annual provisions have been profiled to reflect expected pattern of expenditure based on previous experience. However, progress on grant aided schemes is outside T&MBC's hands and expenditure can vary considerably from the profile. 2008/09 provision reflects virements of £28,000 to Capital Grants to Parish Councils and £15,000 to Capital Grants to Village / Community Halls.
2009/10 (Uncommitted) 2010/11 (Uncommitted) 2011/12 (Uncommitted) 2012/13 (Uncommitted) 2013/14 (Uncommitted)		
Plaques		Presented on the completion of a project for display to acknowledge the contribution made by the Borough Council.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Capital Grants Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		221	190	79	75	74	82	88	88	897
(b) Capital Grants to Village / Community Halls	P05JA									
(i) Committed										
Hildenborough Village Hall			1							1
Aylesford Village Community Centre (1)			12							12
Addington Village Hall and Recreation Ground				16						16
Aylesford Village Community Centre (2)				3						3
Birling Village Hall				4						4
Plaxtol Memorial Hall				3						3
St James Centre, East Malling				39						39
		0	13	65	0	0	0	0	0	78
(ii) Uncommitted					50	50	50	50	50	250
		0	13	65	50	50	50	50	50	328
Total Capital Grants to Summary		221	203	144	125	124	132	138	138	1,225

<u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Capital Grants</u>		
(b) Capital Grants to Village / Community Halls	7a (key), 7b, 7d, 7e, 7f, 8a (key), 10a (key), 11a (key), 14a	To enable the provision of new facilities or the upgrade of existing ones as part of the joint District / County scheme.
<p>(i) Committed</p> <p>Hildenborough Village Hall Aylesford Village Community Centre (1) Addington Village Hall and Recreation Ground</p> <p>Aylesford Village Community Centre (2)</p> <p>Birling Village Hall Plaxtol Memorial Hall St James Centre, East Malling</p>		<p>Grant awarded for noise limitation equipment.</p> <p>Grant awarded for renewal of flat roofs at AVCC.</p> <p>Grant awarded for village hall and pavilion improvements phase 2. Subject to KCC awarding further grant.</p> <p>Grant awarded for UPVC double glazing to all external windows and doorsSubject to KCC awarding further grant.</p> <p>Grant awarded for replacement of village hall floor. Subject to KCC awarding further grant.</p> <p>Grant awarded for replacement of heating system. Subject to KCC awarding further grant.</p> <p>Grant awarded for conversion of former school for community use. Subject to KCC awarding further grant.</p>
(ii) Uncommitted		The provision for allows for one approval per year at the present maximum of the joint County / District scheme. Increased to £50k per annum with effect from 2008/09. 2008/09 provision reflects a virement of £15,000 from Capital Grants to Voluntary Organisations.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Other Schemes</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Children's Play Areas										
(i) Quincewood Gardens	P05KC	7	3							10
(b) Tonbridge Cemetery										
(i) Improvements	P05KE	83	2							85
(ii) Memorial Safety	P05KV		50					25		75
(iii) Improved public toilet provision	P05KW		42							42
(c) Recreation Provision - Local Plans										
(i) Walderslade / Blue Bell Hill / Tunbury Valley	P05KH	26	10	12						48
Carried Forward		116	107	12	0	0	0	25	0	260

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Other Schemes</u>		
(a) Children's Play Areas (i) Quincewood Gardens	7a (key), 7f	Bulk of budget vired to support skateboard park at Tonbridge Farm. Remaining budget in current financial year allocated to health and safety work on trees.
(b) Tonbridge Cemetery (i) Improvements	7d, 2h, 7a, 18a	Additional works for improving access for disabled persons - new access provided at lower end of cemetery. Scheme completed apart from additional works to paths.
(ii) Memorial Safety	7d	Scheme to inspect and effect immediate stabilisation, as required, to memorials at Tonbridge Cemetery and churchyards to meet recommendations of the Ombudsman's special report, national guidance and health & safety legislation. Works underway. Adequacy of budget provision dependent on number of memorials needing stabilisation. Provision for re-inspection and stabilisation allocated in 2012/13. Local Government Ombudsman recommends inspection every five years.
(iii) Improved public toilet provision.	2h, 18a	Scheme to refurbish existing toilets and ensure full compliance with DDA legislation. Works due for completion January 2008.
(c) Recreation Provision - Local Plans (i) Walderslade / Blue Bell Hill / Tunbury Valley	7f	Originally provided to meet recreational needs identified in Local Plan reviews. Recent problems relating to anti-social behaviour and tree-related issues at Taddington Valley have required expenditure commitments to overcome them and this has been agreed with local Members. Ongoing local liaison through CDRP and local community group to determine priorities for expenditure.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Other Schemes Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		116	107	12	0	0	0	25	0	260
(d) Tonbridge - Penshurst Cycleway (Off Road)	P05KM									
Gross Expenditure				74						74
Less Interreg Funding				(26)						(26)
Less EDF Contribution				(6)						(6)
		0	0	42	0	0	0	0	0	42
(e) Leisure Facilities: Upgrade of CCTV Phase 1	P05KR	31	10							41
(f) Community Group Funding	P05KS	12	8	8	8	8	8	8	8	68
(g) Disability Discrimination Act Improvements	P05KT									
(i) Phase 1		49	55							104
(ii) Phase 2			49							49
(iii) Phase 3				47						47
Total Other Schemes to Summary		208	229	109	8	8	8	33	8	611

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Other Schemes Continued</u>		
(d) Tonbridge - Penshurst Cycleway (Off road)	7b, 7f, 10a (key)	Additional section of cycle route to avoid use of Lower Haysden Lane by cyclists. Negotiations with local landowner unsuccessful. Alternative options being investigated for consideration by Haysden Country Park Customer Panel.
(e) Leisure Facilities: Upgrade of CCTV Phase 1	7e, 7g, 11a (key)	Scheme completed.
(f) Community Group Funding	7b, 7c, 7d, 8a (key)	Core funding for community groups to undertake capital projects at a number of outdoor leisure facilities / areas where user groups are actively involved in the management of the Council's facilities. Including Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill groups.
(g) Disability Discrimination Act Improvements	2g, 7b	Provision to undertake works at leisure facilities where improvements have been identified in an earlier consultant disability access audit. Majority of works now completed in liaison with sub-groups of the Disability Working Party.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>	P05KG									
(i) Angel Centre	BC01	n/a	181	56	167	38	96	84	166	788
(ii) Larkfield Leisure Centre	BC02	n/a	159	225	57	126	56	208	58	889
(iii) Poult Wood Golf Clubhouse	BC03	n/a	14	36	19	17	28	35	8	157
(iv) Tonbridge Swimming Pool	BC04	n/a	118	34	51	71	35	22	70	401
(v) Sports Grounds & Open Spaces	BC05	n/a	103	16	127	77	106	74	54	557
(vi) Poult Wood Grounds Maintenance	BC06	n/a	83	28	67	39	50	31	39	337
(vii) Tonbridge Cemetery	BC07	n/a	8	0	0	0	0	0	0	8
Total Capital Renewals		n/a	666	395	488	368	371	454	395	3,137

<u>CAPITAL PLAN: LIST A</u> <u>LEISURE SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u> (i) Angel Centre (ii) Larkfield Leisure Centre (iii) Poult Wood Golf Clubhouse / Course (iv) Tonbridge Swimming Pool (v) Sports Grounds & Open Spaces (vi) Poult Wood Grounds Maintenance (vii) Tonbridge Cemetery	7b, 7d, 18a	Provision for the renewal of life-expired or obsolete assets. Renewals schedule subject to annual review. Includes renewal of air conditioning, previously included within Building Repairs Reserve. Includes renewal of steam room, calorifier and shower pipes, previously included within Building Repairs Reserve. Includes renewal of roller shutter door and petrol interceptor, previously included within Building Repairs Reserve. Includes renewal of lightning protection and kitchen ventilation. Previously included within Building Repairs Reserve. Includes renewal of shutter doors, previously included within Building Repairs Reserve.

<u>CAPITAL PLAN: LIST A</u> <u>CORPORATE SERVICES</u>									
	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	194	225	366	0	0	0	0	0	785
Information Technology Initiatives	(48)	173	141	30	30	30	30	30	416
Capital Grants	185	119	109	115	101	96	95	95	915
Other	1	124	747	6	6	0	0	0	884
Total Corporate Services (excluding capital renewals)	332	641	1,363	151	137	126	125	125	3,000
Capital Renewals									
Departmental Admin	n/a	3	0	1	42	6	0	17	69
Council Offices	n/a	4	45	0	0	0	0	0	49
Print Unit	n/a	14	0	57	69	0	0	0	140
Photocopiers	n/a	0	0	37	5	6	0	0	48
Telephones	n/a	8	4	0	101	1	0	0	114
Snack Facilities	n/a	0	0	13	2	2	0	3	20
Depots	n/a	20	0	0	0	0	0	0	20
Interest & Transfers	n/a	0	0	0	0	26	0	0	26
Tonbridge Christmas Lighting	n/a	7	7	7	0	0	7	7	35
Information Technology	n/a	147	600	250	258	250	250	250	2,005
Total Corporate Services Capital Renewals	n/a	203	656	365	477	291	257	277	2,526
Total Corporate Services	332	844	2,019	516	614	417	382	402	5,526

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Land and Property</u>										
(a) Council Offices										
(i) Tonbridge Castle Offices : Re-tile roof	P06AA			70						70
(ii) Disability Discrimination Act Improvements	P06AF	2	4	30						36
(iii) Corporate Buildings Security Improvements	P06AG	37	1							38
(iv) Gibson East / Tonbridge Castle Reception Enhancements	P06AH	155	84	266						505
Less Planning Delivery Grant			(38)							(38)
		155	46	266						467
Carried Forward		194	51	366	0	0	0	0	0	611

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Land and Property</u>		
(a) Council Offices		
(i) Tonbridge Castle Offices : Re-tile roof	18	Retiling of roof to protect asset. Condition has not materially worsened. Budget deferred to 2008/09.
(ii) Disability Discrimination Act Improvements	2f, 2g	Works to enable corporate buildings to comply with the requirements of the Disability Discrimination Act. See report to Finance and Property Advisory Board 2nd March 2005. Provision reflects virement of £6k to Gibson East / Tonbridge Castle Reception Enhancements and £10k to the conversion of the Kitchen Area.
(iii) Corporate Buildings Security Improvements	11a (key)	Upgrade of security measures at Council premises including the installation of CCTV. See report to Cabinet 6th April 2005. Provision reflects virements of £13,000 and £9,000 to Gibson East / Tonbridge Castle Reception Enhancements.
(iv) Gibson East / Tonbridge Castle Reception Enhancements	2c, 2h	<p>Provision reflects allocation of £292k from Corporate Provision for Fast Track Schemes, virement of £6k from Disability Discrimination Act Improvements, virements of £13k and £9k from Corporate Buildings Security Improvements, contribution of £17k from Buildings Repairs Reserve, contribution of £96k from Revenue Reserve and a contribution from Planning Delivery Grant of £30k.</p> <p>Work includes conversion of former kitchen area to office accommodation and meeting room. Funded by virement from Gibson East Comfort Cooling of £10k, virement from Corporate DDA works of £10k, virement from Purchase of Hot Drinks Equipment of £2k, contribution from Planning Delivery Grant of £8k and contribution from the Equalities Reserve of £12k.</p>

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Land and Property Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		194	51	366	0	0	0	0	0	611
(b) Land Review										
(i) CPO Derelict Building West Malling	P06BM		174							174
Total Land and Property to Summary		194	225	366	0	0	0	0	0	785

<u>CAPITAL PLAN: LIST A</u> <u>CORPORATE SERVICES</u>		
	Corporate Aims and Priorities	Notes
<u>Land and Property Continued</u> (b) Land Review (i) CPO Derelict Building, West Malling	5c	Costs associated with the compulsory purchase of a property in West Malling in May 2007. Subsequent sale at auction generated a capital receipt of £280,000.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Information Technology Initiatives</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) General IT Developments	P06DA		37	30	30	30	30	30	30	217
(b) Development of E-Government	P06DP									
Phase 3		356	3							359
Less Government Grant (IEG)		(350)								(350)
		6	3	0	0	0	0	0	0	9
Phase 4			50	100						150
Less Government Grant (IEG)		(151)								(151)
		(151)	50	100	0	0	0	0	0	(1)
(c) Document Image Processing	P06DR	130	22							152
Less Government Grant (IEG)		(60)								(60)
Less Government Grant (DWP)		(92)								(92)
		(22)	22	0	0	0	0	0	0	0
(d) Electronic Accounting Workflows & Web Screens	P06DT	15	4							19
Total Information Technology Initiatives Carried Forward		(152)	116	130	30	30	30	30	30	244

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Information Technology Initiatives</u>		
(a) General IT Developments	17a	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(b) Development of E-Government	17a	Provision for various schemes to be considered by IT Strategy Working Group to meet targets for the development of e-government. Expenditure to be financed by government grant for Implementing
Phase 3		Scheme Complete
Phase 4		Government Connects element of Phase 4 IEG spend (£100,000) slipped to 2008/09.
(c) Document Image Processing	6a, 17a	Scheme Complete
(d) Electronic Accounting Workflows & Web Screens	17a	Upgrade of financial management system to enable further paperless transactions.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Information Technology Initiatives Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		(152)	116	130	30	30	30	30	30	244
(e) Customer Relationship Management Phase 2	P06DV	69		11						80
(f) Planning Delivery Grant funded expenditure Less Planning Delivery Grant	P06DW		65 (65)							65 (65)
			0							0
(g) Cash Kiosks	P06DX	35	1							36
(h) E-Benefits Software	P06JA		56							56
Total Information Technology Initiatives to Summary		(48)	173	141	30	30	30	30	30	416

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Information Technology Initiatives Continued</u>		
(e) Customer Relationship Management	2c, 2h, 17a	To facilitate delivery of high quality front line services via a model of distributed contact centres which build on the strengths of the existing high volume customer service delivery points
(f) Planning Delivery Grant funded expenditure	17a	Any capital expenditure funded by Planning Delivery Grant will be matched by a contribution from Planning Delivery Grant to the Revenue Reserve for Capital Schemes.
(g) Cash Kiosks	17a	Scheme Complete.
(h) E-Benefits Software	2c, 6a, 6b	To enable applications and declarations of changes in circumstances for council tax and / or housing benefit to be made over the telephone and via the internet.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Grants</u>										
S.136 Arrangements - Grants to Parish Councils										
(i) Committed										
2003/04	P06EF	56	5							61
2005/06	P06EH	75	2							77
2006/07	P06EI	54	40	12	11					117
2007/08	P06EJ		72	34	24	4				134
2008/09	P06EK			63	33	25	5			126
(ii) Uncommitted										
2009/10					47	25	19	4		95
2010/11						47	25	19	4	95
2011/12							47	25	19	91
2012/13								47	25	72
2013/14									47	47
Total Capital Grants to Summary		185	119	109	115	101	96	95	95	915

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<p><u>Capital Grants</u></p> <p>S.136 Arrangements - Grants to Parish Councils</p> <p>(i) Committed</p> <p>2003/04 2004/05 2005/06 2006/07 2007/08 2008/09</p> <p>(ii) Uncommitted</p> <p>2009/10 2010/11 2011/12 2012/13 2013/14</p>	<p>7c, 8a (key), 8b, 11a (key), 14a</p>	<p>Grants to assist parish councils with capital schemes for which there are concurrent functions. Programme extended into 2013/14. Budget increased to £95k per annum from 2007/08.</p> <p>Provision includes virement of £28k from Capital Grants to Voluntary Organisations.</p>

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Other</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Community Partnership Initiatives	P06FE	1	118	181						300
(b) Corporate provision for "fast-track" schemes	P06FF			560						560
(c) Christmas Displays Capital Grant	P06FG		6	6	6	6				24
Total Other to Summary		1	124	747	6	6	0	0	0	884

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Other</u>		
(a) Community Partnership Initiatives	14a	Provision to enable a swift response to partnership initiatives in conjunction with external bodies.
(b) Corporate provision for "fast-track" schemes		The budget will be allocated as fast track schemes are approved. The code should only be used for transferring budget.
(c) Christmas Displays Capital Grant	12b	Rolling provision to fund capital grants to upgrading lighting equipment recommended by Finance and Property Advisory Board May 2007.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/07	2007/08 Est Inc Prior Yr Slippage	2008/09 Estimate	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	Total Scheme Estimate
<u>Capital Renewals</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(i) General	P06FA									
Departmental Admin	GR01	n/a	3	0	1	42	6	0	17	69
Council Offices	GR02	n/a	4	45	0	0	0	0	0	49
Print Unit	GR03	n/a	14	0	57	69	0	0	0	140
Photocopiers	GR04	n/a	0	0	37	5	6	0	0	48
Telephones	GR05	n/a	8	4	0	101	1	0	0	114
Snack Facilities	GR06	n/a	0	0	13	2	2	0	3	20
Depots	GR07	n/a	20	0	0	0	0	0	0	20
Interest & Transfers	GR08	n/a	0	0	0	0	26	0	0	26
Tonbridge Christmas Lighting	GR09	n/a	7	7	7	0	0	7	7	35
		n/a	56	56	115	219	41	7	27	521
(ii) Information Technology	P06FB	n/a	147	600	250	258	250	250	250	2,005
Total Capital Renewals		n/a	203	656	365	477	291	257	277	2,526

Corporate Aims and Priorities 2007/08

Overall aim(s)		Ref	Improvement Priority	Period
Corporate affairs and planning				
To continuously improve our services in terms of value for money.	Local Government White Paper	1a (Key)	Identify the opportunities and achieve the benefits for Tonbridge and Malling flowing from the Strong and Prosperous Communities White Paper (2006).	2007/08
	Improving efficiency	1b	Identify 2.5% efficiency savings.	2005/08
		1c	Improve the efficiency of the Council's services.	2005/08
	Our approach to buying	1d	Conform with procurement best practice.	2006/08
	Direction of travel	1e	Achieve and maintain positive 'direction of travel' against selected priority performance indicators and improvement actions.	2006/08
Public access and involvement				
To improve the public's access to, and influence over, services provided by the Council and the Council's role in representing the public.	Customer Services Strategy and customer care	2a	Improve how we manage customer contacts and customer care.	2006/08
	Responding to complaints from the public	2b	Respond better to complaints from the public.	2003/08
	Media and communications	2c	Communicate the Council's key messages clearly, effectively, honestly and consistently to all its stakeholders.	2005/08
	e-Government (www.tmbc.gov.uk)	2d	Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.	2000/08
	Improving Services through research and consultation	2e	Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.	2005/08
		2f	Develop the public's involvement in setting the Council's budget.	2007/08
	Diversity	2g	Ensure the Council meets its obligations fully in respect of minority interests.	2003/08
		2h	Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements.	2004/08
Planning and development				
To protect and enhance the built and natural environment.	Local Development Framework	3a	Progress preparation of the Local Development Framework.	2003/08
	Tonbridge town centre	3b (Key)	Enhance the vitality of Tonbridge town centre.	2004/08
	Development control	3c	Improve the speed of determining planning applications.	2003/08
	Public access to the planning and development process	3d	Improve public access to the planning process.	2003/08
	Community and leisure facilities	3e	Encourage developer contributions in support of community leisure facilities.	2003/08

Corporate Aims and Priorities 2007/08

Overall aim(s)		Ref	Improvement Priority	Period
Transport and land drainage				
To promote an ordered traffic environment.	Traffic management and highway improvements	4a	Improve the safety, convenience and environmental impact of transportation in the borough.	2005/08
	Parking	4b	Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents.	2004/08
	West Malling station	4c	Improve access to and parking at West Malling station.	2003/08
Housing				
To improve the availability and quality of housing for those most in need.	Affordable housing and homelessness	5a (Key)	Add to the supply of affordable housing and reduce the incidence of homelessness	2004/08
	Private sector renewal and energy efficiency	5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/08
	Assisting vulnerable households	5c	Improve support and assistance to vulnerable, elderly and disabled households to enable independent living.	2003/08
Housing – benefit payments				
To provide financial assistance through the timely and accurate processing of claims for housing and council tax benefit.	Housing and Council Tax benefit	6a	Achieve top quartile performance in accuracy of calculating benefit due, while sustaining top quartile performance for speed of processing.	2003/08
		6b	Update the housing benefits scheme to comply with major changes in legislation.	2007/08
Leisure and culture				
To develop leisure and cultural services for local people and visitors.	Access for everyone	7a	Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities.	2001/08
	Involving the community	7b	Increase community involvement in the delivery and design of leisure services.	2004/08
	Cost effective operation	7c	Operate the Council's leisure facilities/services more effectively, efficiently and economically, within approved levels of resources, to meet identified needs.	2004/08
	Safety and security at our leisure facilities	7d	Improve security/health and safety at leisure facilities.	2003/08
	Outdoor leisure	7e	Improve public access to the countryside and public open spaces across the borough	2004/08
		7f	Improve safety concerning outdoor sites with pools, streams, lakes etc.	2006/08
	A key priority for improvement	7g (Key)	Give priority to involving and meeting the needs of young people.	2003/08

Corporate Aims and Priorities 2007/08

Overall aim(s)		Ref	Improvement Priority	Period
Street scene and open space environment				
To protect and enhance the built and natural environment.	Our approach	8a (Key)	Achieve a cleaner, smarter and better maintained street scene and open space environment.	2003/08
	Amenity and appearance of locations	8b	Enhance the amenity and appearance of locations borough-wide	2006/08
Recycling and waste collection				
To protect and enhance the built and natural environment.	Our recycling and waste services	9a	Recycle a larger proportion of household waste.	1999/2008
Public and environmental health				
To protect and improve public health.	Improving people's health	10a (Key)	Promote, encourage and provide opportunities for healthy living	2004/08
	Improvement in the poorest areas	10b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/08
To protect and enhance the built and natural environment.	Food hygiene	10c	Work with other agencies to ensure businesses comply with food and safety legislation.	2007/08
	Local air quality	10d	Improve air quality in the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	2002/08
		10e	Improve air quality at Tonbridge High Street; Wateringbury crossroads; London Road/Station Road, Ditton.	2005/08
Crime and disorder reduction				
To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Making it happen	11a (Key)	Reduce:	2005/08
			Ø Anti-social behaviour	2005/08
			Ø Criminal damage	2005/08
			Ø Offences against the person	2005/08
			Ø Substance misuse	2005/08
			Ø Environmental crime	2005/08
	Fear of crime	11b	Reduce the fear of crime.	2003/08
Young people	11c	Increase activity programmes for young people in areas of highest social deprivation	2004/08	
Local economy				
To promote the well being of the local economy and enhance the viability and vitality of population centres.	Our approach to the local economy	12a	Contribute to improving the West Kent economy.	2003/08
	Village services	12b	Improve the viability of village services.	2003/08
	Tourism	12c	Increase tourism within the borough.	2000/08

Corporate Aims and Priorities 2007/08

Overall aim(s)		Ref	Improvement Priority	Period
Community leadership				
To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge & Malling.	Community planning	13a	Make Tonbridge & Malling a better place in which to live.	2001/09
	Climate change	13b (Key)	Make a positive local contribution to tackling the causes and effects of climate change.	2007/08
	Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/08
Partnerships				
To deliver, with others, benefits beyond those possible from the Council's resources.	Voluntary services and grants	14a	Develop the Council's role as an enabling authority by the distribution of grants to assist community groups to lever in external funding.	2004/08
	Medway valley and Valley of Vision initiatives	14b	Develop the Medway valley countryside management initiative.	2006/08
Resources – Personnel				
To recruit, develop and retain well-informed, qualified staff who also To improve health and safety in Council premises and activities.	Personnel	15a	Improve our recruitment practices.	2007/08
Resources – Finance				
To manage the Council's financial affairs to support its service delivery To maintain the Council's high standards of financial management and probity. To identify and exploit cost-effective opportunities for external funding.	Revenue	16a	Further improve on the prompt collection of monies due to the Council.	2003/08
Resources – Information technology				
To improve management of information within the Council.	Information technology	17a	Improve the Council's own use of technology to help provide better services to the public.	2001/08
	Kent Connects	17b	Improve the management and cost effectiveness of technology provision via shared use of resources within Kent.	2003/08

Corporate Aims and Priorities 2007/08

Overall aim(s)		Ref	Improvement Priority	Period
Resources – Property				
To continue improving the match between the Council's property	Property	18a	Improve the fabric of our leisure facilities and access for all.	2004/08
Resources – Organisational development				
<p>To improve the Council's ability to achieve its strategic and operational</p> <p>Ø Organisational structure.</p> <p>Ø Performance Management System.</p> <p>To deliver greater efficiency, transparency and accountability in the way Councillors, staff and the Council as a whole carry out their business.</p>	Organisational development	19a	Improve the contribution of all Services to longer-term cross-cutting issues.	2005/08

GENERAL FUND WORKING BALANCE

Balance at 1.4.2007	£1,250,000
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Balance at 1.4.2008	£1,250,000
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REVENUE RESERVE

	£	£
Balance 1.4.2007		4,721,659

Less:-

Budgeted to be met from Reserves	622,200	
Saving on Original Estimate	(111,400)	
		510,800

Estimated Balance at 1.4.2008	4,210,859
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Budgeted to be met from Revenue Reserves 2008/2009	599,600
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Estimated Balance at 31.3.2009	3,611,259
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Tonbridge and Malling Borough Council
Estimate of collection fund surplus / (deficit) 2007/08 as at 15th January 2008

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		326,587
Council Tax		
Income from Council Tax	56,961,225	
Council Tax Benefits	5,509,257	
Adjustment for Single Person Discount	(400,000)	62,070,482
Income in respect of Non-Domestic Rates (Net Rate Yield)		41,416,504
Total Income for the Year		103,813,573
<u>Expenditure</u>		
Precepts and Demands 2007/08		
Kent County Council	45,035,542	
Kent Police Authority	5,706,922	
Kent & Medway Towns Fire Authority	2,879,618	
Parishes	1,496,462	
Tonbridge and Malling Borough Council	7,098,869	62,217,413
Non-Domestic Rate		
Payment to the National Pool	41,088,609	
Losses in Collection Allowance	165,666	
Cost of Collection Allowance	162,229	41,416,504
Provision for Council Tax Non-Collection		175,442
Payments / (receipts) in respect of estimated surplus / (deficit) for 2006/07		
Kent County Council	135,168	
Kent Police Authority	17,121	
Kent & Medway Towns Fire Authority	8,739	
Tonbridge and Malling Borough Council	25,843	186,871
Total Expenditure for the Year		103,996,230
Estimated Surplus/(Deficit) for 2007/08		(182,656)

Allocation of estimated surplus / (deficit) 2007 / 08

	Precepts 2007/08		Surplus / (Deficit)
	£	%	£
Kent County Council	45,035,542	72.3841	(132,214)
Kent Police Authority	5,706,922	9.1725	(16,754)
Kent & Medway Towns Fire Authority	2,879,618	4.6283	(8,454)
Tonbridge & Malling Borough Council	8,595,331	13.8150	(25,234)
Total	62,217,413	100.000	(182,656)

ESTIMATED INCOME AND EXPENDITURE ACCOUNT 2007-2009

	2007/08		2008/09
	Original Estimate £	Revised Estimate £	Estimate £
Cultural, Environmental & Planning Services	11,091,200	11,702,900	11,299,450
Highways, Roads & Transport Services	680,700	982,200	1,003,300
Housing Services	1,238,000	1,496,000	1,856,800
Central Services to the Public	1,698,450	1,892,650	1,818,900
Corporate & Democratic Core	2,484,700	2,578,900	2,619,300
Non-Distributed Costs	299,050	392,400	386,400
Net Cost of Services	17,492,100	19,045,050	18,984,150
Loss/Gain on Disposal of Fixed Assets	0	0	0
Precepts paid to Parish Councils	1,496,462	1,496,462	1,597,716
Drainage Rates	342,100	370,350	383,400
Trading Undertakings	(203,450)	(213,200)	(215,500)
Provisions for Bad Debts	0	15,000	0
Contribution of Housing Capital Receipts to Government Pool	8,700	30,650	10,000
Interest and Investment Income	(1,743,950)	(1,899,600)	(1,657,750)
Pensions Interest Cost	4,386,100	4,655,200	4,932,500
Expected Return on Pension Assets	(3,578,800)	(3,910,300)	(4,143,300)
Net Operating Expenditure	18,199,262	19,589,612	19,891,216
Precept demanded from Collection Fund	(8,595,331)	(8,595,331)	(9,150,180)
Collection Fund Transfer for the Surplus at 31 March of the Previous Year	(25,843)	(25,843)	25,234
Government Grant	(6,329,988)	(6,379,088)	(6,451,870)
(Surplus)/Deficit for the Year	3,248,100	4,589,350	4,314,400

ESTIMATED STATEMENT OF MOVEMENT ON THE GENERAL FUND BALANCE

	2007/08		2008/09
	Original Estimate £	Revised Estimate £	Estimate £
(Surplus)/Deficit for the Year on Income and Expenditure Account	3,248,100	4,589,350	4,314,400
Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund Balance for the year	(3,248,100)	(4,589,350)	(4,314,400)
Increase in General Fund Balance for the Year	0	0	0
General Fund Balance brought forward	1,250,000	1,250,000	1,250,000
General Fund Balance carried forward	1,250,000	1,250,000	1,250,000

Note to Statement of Movement on the General Fund Balance

Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund Balance for the year	2007/08		2008/09
	Original Estimate £	Revised Estimate £	Estimate £
Depreciation and impairment of Fixed Assets	(2,121,550)	(2,548,550)	(2,598,800)
Deferred Charges	0	(1,174,000)	(1,468,200)
Net charges made for retirement benefits in accordance with FRS 17	(2,625,900)	(2,491,700)	(2,640,000)
Amounts included in the Income and Expenditure Account but required to be excluded by Statute when determining the Movement on the General Fund	(4,747,450)	(6,214,250)	(6,707,000)
Transfer from Usable Capital Receipts to meet payments to the Housing Capital Receipts Pool	(8,700)	(30,650)	(10,000)
Employers contributions payable to the Pension Fund	2,500,400	2,473,850	2,856,150
Amounts not included in the Income and Expenditure Account but required to be included by Statute when determining the Movement on the General Fund	2,491,700	2,443,200	2,846,150
Transfers to/From earmarked reserves	(583,050)	(582,350)	(173,400)
General Revenue Reserve	(622,200)	(510,800)	(599,600)
Contributions Deferred Account	(46,200)	0	0
Building Repairs Reserve	(140,900)	(125,150)	(130,550)
Capital Reserves	400,000	400,000	450,000
Transfers to or from the General Fund Balance that are required to be taken into account when determining the Movement on the General Fund Balance for the year	(992,350)	(818,300)	(453,550)
Net additional amount required to be credited to the General Fund balance for the year	(3,248,100)	(4,589,350)	(4,314,400)

From the Revised Estimate the Contributions Deferred Account Income now forms part of the Net Cost of Services

In order to comply with UK GAAP the following Deferred Charges have been included under the Net Cost of Services on page EIE 1 and therefore show the difference to the Finance and Performance Leaflet.

	2007/08		2008/09
	Original Estimate £	Revised Estimate £	Estimate £
Cultural, Environmental & Planning Services	0	513,000	625,000
Highways, Roads & Transport Services	0	193,000	202,200
Housing Services	0	343,000	526,000
Central Services to the Public	0	125,000	115,000
Corporate & Democratic Core	0	0	0
Non-Distributed Costs	0	0	0
Net Cost of Services	0	1,174,000	1,468,200

TONBRIDGE AND MALLING BOROUGH COUNCIL
CAPITAL STRATEGY 2007/08

1. Introduction

- 1.1 The purpose of the Council's Capital Strategy is to document the principles and framework that underpin its longer-term capital investment and expenditure proposals. The strategy is drawn up under the framework provided by the Local Government Act 2003 and its associated regulations.
- 1.2 The principal aim of the Capital Strategy is to provide a context for a programme of capital investment (known as the Capital Plan) that will assist in the achievement of the Council's strategic priorities and objectives. The Capital Plan is published in the Council's budget book and on the Council's website http://www.tmbc.gov.uk/assets/finance/Detailed_Budget_2007_2008.pdf The component elements of the Capital Strategy comprise:-
- A statement of the financial context within which the Council needs to determine its approach to capital investment. (Section 2).
 - A description of the Legislative Framework and Central Government Policies that will influence capital investment decisions. (Section 3).
 - An explanation of the direct relationship between capital investment decisions and the Council's strategic priorities and objectives. (Section 4).
 - An exposition of the key principles supporting the Capital Strategy. (Section 5).
 - Consideration of various partnership arrangements. (Section 6).
 - A detailed explanation of the processes to be followed in the implementation and management of the Capital Strategy. (Section 7).
 - The Capital Plan (Section 8)
 - Post implementation reviews (Section 9)

2. The Financial Context

2.1 Key Financial Statistics for Tonbridge & Malling BC:-

Statistics	£
Net Budget Requirement 2007/08	13.45 million
Government Grant / Business rates 2007/08	6.33 million
Borough Council Band D Charge 2007/08	151.98
Capital Plan 2007/08 to 2012/13 (Gross expenditure)	14.78 million
Fixed Assets at 31 st March 2007	46.52 million
Debt Outstanding at 31 st March 2007	Nil

- 2.2 The Council transferred its housing stock to Russet Homes (formerly known as Tonbridge and Malling Housing Association) in 1991 and from the proceeds repaid all external debt. It is not expected that the Council will have

to borrow in support of capital expenditure throughout the Capital Plan period to 2012/13.

- 2.3 A Medium Term Financial Strategy (MTFS) was adopted in 2003/04, which, together with the Council's corporate aims and priorities, and the Prudential Code published by the Chartered Institute of Public Finance and Accountancy (see paragraph 3.1) form the basis for any capital investment decisions. The MTFS was used to guide the selection of new Capital Plan schemes during the 2006/07 Capital Plan review process and will continue to be a major influence on the 2007/08 and subsequent Capital Plan reviews. The MTFS is updated at least once a year and the latest version is published on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=955> .
- 2.4 The Council's revenue budget is currently underpinned by the receipt of investment interest on its capital receipts. In 2007/08 the Council is receiving the second lowest amount of Formula Grant (Revenue Support Grant plus redistributed business rates) per capita of Kent District Councils and the dependence upon investment interest to sustain revenue budgets is unlikely to diminish in the foreseeable future. This means that a key element of capital investment decisions is the impact upon the revenue budget in consequence of spending invested funds.
- 2.5 Although it no longer directly owns and manages a housing stock, the Council places a very high priority upon creating additional units of affordable housing within the context of its Housing Strategy and the West Kent Housing Strategy. The Council has adopted the **KEY Priority: "Add to the supply of affordable housing and reduce the incidence of homelessness"**.

The Housing Strategy identifies means, outside the Capital Plan, by which the Borough Council seeks to identify new funding opportunities for social housing and to support Registered Social Landlord (RSL) partners in bids to the Housing Corporation and the Regional Housing Board. Details of the Council's housing investment priorities can be found in its Housing Strategy 2005-2008 (The Housing Strategy can be found on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1235>).

Government support for housing via the Borough Council is focussed on two areas. Support for (mandatory) Disabled Facilities Grants continues to be made available at 60% of Borough Council expenditure up to an annual limit. The limit for 2007/08 is £301,000 based on projected expenditure of £502,000. Any expenditure above £502,000 will not receive grant.

The other area of housing need identified by the government for support is discretionary housing assistance. For 2007/08 a grant of £241,100 has been made available which will enable the Borough Council to increase the award of grant assistance.

- 2.6 The potential for generating future capital receipts is limited, however, as the main source of capital receipts is the disposal of capital assets, mainly land, for which there are now limited opportunities. The Council's holdings of assets are kept under review so as to expose any further opportunities that may still exist to release resources for re-investment.

- 2.7 The Revenue Reserve for Capital Schemes (RRCS) contains funds the Borough Council has previously put aside from revenue to fund capital expenditure.
- 2.8 It has been the Council's practice to make an annual revenue contribution to the RRCS. The level of the contribution needs to be considered in the context of the pressures on the Council's revenue budget from Services' requirements and external constraints. The Medium Term Financial Strategy allows for a contribution of £400,000 in 2007/08 rising by £50,000 per annum to £650,000 by 2012/13.
- 2.9 The demographic and economic features of the Borough give rise to a realistic assessment of very limited opportunities to attract funds from national and regional sources. In respect of European funding opportunities, the Borough does not have any specific objective areas status, thus these are seen as limited. Nevertheless, the Council will continue to investigate and exploit external funding initiatives where projects are identified which deliver the Council's key priorities and do not generate unsustainable revenue budget commitments. European Union funding has been obtained for Tonbridge Castle Gatehouse and the Tonbridge to Penshurst Cycleway through the Interreg initiative.
- 2.10 The Council considers the scope for achieving its investment priorities through the Private Finance Initiative is limited but will continue to monitor the situation.

3. Legislative Framework and Central Government Policies

- 3.1 The legislative framework is set out by the Local Government Act 2003 and its subsidiary regulations. This framework provides for a prudential system based on borrowing limits set by each individual local authority. Under this system, local authorities must have regard to affordability, prudence and sustainability and must follow the "Prudential Code for Capital Finance in Local Authorities" published by the Chartered Institute of Public Finance and Accountancy (CIPFA) (the "Prudential Code").
- 3.2 The Prudential Code also requires that the CIPFA Code of Practice for Treasury Management in the Public Services is adopted. This was adopted by Council on 30 September 2003 and underpins the Council's Treasury Management Strategy Statement and Annual Investment Strategy for 2007/08 approved by Cabinet on 6th February 2007.
- 3.3 Government support for capital expenditure consists of revenue support or capital grants. Revenue support is by the award of Supported Capital Expenditure (Revenue) which feeds into the Revenue Support Grant calculation. This award is intended to compensate for the actual or notional costs of borrowing and is based on an assessment of current needs. Expenditure above this assessed level will not receive revenue support. Government has been moving away from revenue support and there has been no allocation of Supported Capital Expenditure (Revenue) for Tonbridge & Malling Borough Council in 2006/07 or 2007/08. All government support for the Council's capital expenditure in 2006/07 and 2007/08 is by way of capital grant.

- 3.4 Government support through capital grants is usually ring-fenced for specific purposes. Recently, the Council has been successful on several fronts in securing grants, notably the East Peckham Flood Alleviation project which has received capital grant from the Department for the Environment, Food and Rural Affairs (Defra), and from the Department for Communities and Local Government (formerly the Office of the Deputy Prime Minister) for Implementing Electronic Government. It is the Council's intention to try to secure capital grants, wherever possible, for schemes which advance the Council's Corporate Aims and Priorities, particularly the Council's **KEY** Priorities.
- 3.5 As noted in paragraph 2.5, capital grants are provided for 2007/08 in support of mandatory Disabled Facilities Grants and discretionary housing capital expenditure.
- 3.6 The prudential framework for capital expenditure is intended to encourage local authorities to use resources more flexibly and plan for the longer term; provide more autonomy and accountability, with local authorities having greater responsibility for local capital spending decisions; move towards improved corporate and strategic working, with more effective tackling of cross-cutting issues; and better use and management of assets. The Council is hopeful that its rigorous and successful approach to capital investment and asset management will be rewarded with additional Government resources.
- 3.7 Another key element of the legislative framework is the duty of best value introduced by the Local Government Act 1999 which is inspected by the Audit Commission through Comprehensive Performance Assessment (CPA). This is addressed in Section 5 of the Strategy as one of the key principles to be applied in capital investment decisions.
- 3.8 The Borough Council is committed to a capital strategy that contributes towards achievement of Central Government targets and objectives. For example, a comprehensive Implementing E-Government (IEG) Statement has been prepared to show how the Council is planning to make substantial progress in meeting the specified targets for comprehensive e-government availability. Meeting these targets, however, will be dependent upon adequate Central Government funding.
- 3.9 Sir Peter Gershon presented to Government in July 2004 the report of the Independent Review of Public Sector Efficiency (the "Gershon Review"). The Efficiency Review was to examine "new ways of providing departments, their agencies and other parts of the public sector with incentives to exploit opportunities for efficiency savings and so release resources for front line public service delivery". The report identified six main areas for potential savings and noted that Local Government had a key role to play. The Government Spending Review builds on this report and proposed savings of 2.5% each year for the period 2005/06 to 2007/08. Local authorities are required to produce Annual Efficiency Statements showing proposed efficiency savings for the forthcoming year, and statements looking back at efficiency savings achieved over the previous year.

4. Corporate Aims and Priorities (CA&P)

- 4.1 The Council's Corporate Performance Plan sets strategic priorities and objectives at a high level. The plan, published as 'Spotlight', includes cross-cutting themes such as public access and involvement, public and environmental health, crime and disorder reduction, local economy, partnerships, and community leadership. Spotlight is prepared annually for publication by 30th June. The latest version of Spotlight is published on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1096>.
- 4.2 The Residents' Panel (1400+ strong) emerged from the former Citizens' Panel, established as a 1,300 strong panel of residents in July 2000 to provide feedback on Council priorities, services and performance. The Residents' Panel is made up of residents aged 16 years (+) from across the borough and from all walks of life. The initial survey, in autumn 2005, sought residents' views on quality of life and priorities for improvement. These views have demonstrated that the CA&P contained within Spotlight are in line with public opinion.
- 4.3 Amongst the CA&P the Council has selected a number of **KEY** priorities on which to focus. These are:
- Identify the opportunities and achieve the benefits for Tonbridge and Malling flowing from the Strong and Prosperous Communities White Paper (2006).
 - Enhance the vitality of Tonbridge town centre
 - Add to the supply of affordable housing and reduce the incidence of homelessness.
 - Give priority to involving and meeting the needs of young people.
 - Achieve a cleaner, smarter and better maintained street scene and open space environment.
 - Promote, encourage and provide opportunities for healthy living.
 - Reduce:
 - Anti-social behaviour
 - Substance misuse
 - Criminal damage
 - Environmental crime
 - Offences against the person
 - Make a positive local contribution to tackling the causes and effects of climate change.
- 4.4 As well as the key priorities there is a range of service priorities which are cascaded from Spotlight into service section performance plans.
- 4.5 The Council's CA&P are supported by a wide range of Strategies, and Plans. These will be kept under review to ensure they provide sound linkages to the Capital Strategy. In addition to the public consultation undertaken in support of the Council's CA&P, public consultation is used to underpin the various Strategies, and Plans, and, by extension, the Council's Capital Strategy.
- 4.6 The Council's capital investment decisions should be in support of its CA&P, particularly the KEY priorities, and this will be an integral part of the evaluation process for each project under consideration. The Council's Capital Plan specifically records the linkage between individual projects and the high level CA&P as captured in the Performance Plan. No project should proceed to

inclusion within the Capital Plan unless it furthers achievement of the Council's CA&P. The Council has a proven track record in planning and delivering major capital projects in support of its strategic objectives. For example, a programme of improvements at Tonbridge Farm Sports Ground supports the KEY priority of involving and meeting the needs of young people.

5. Principles Supporting the Capital Strategy

The key principles that underpin the Council's Capital Strategy are set out below:-

5.1 Corporate Aims and Priorities.

Establishment of a direct relationship with the Council's Corporate Aims and Priorities, with a Capital Plan based upon investment needs and prioritised on an authority-wide basis thus demonstrating an explicit link with key strategic planning documents and best value reviews, and recognition of the need for a corporate approach to cross-cutting issues such as the environment, social inclusion, affordable housing and community safety.

5.2 Public Consultation.

The use of public consultation is, indirectly, an important part of developing the Capital Plan through its use in developing strategies, which may lead to capital projects coming forward. For example, in 2007/08 a budget consultation exercise is being undertaken using the Residents' Panel to inform the 2008/09 budget setting process.

5.3 Other Consultation.

As well as individuals communicating directly with Council officers and members, other conduits exist for expressing views to the Council. The Parish Partnership Panel, the Tonbridge Forum, the Tonbridge Sports Association, the Disability Working Party, and customer panels at leisure centres allow specific persons or groups of users to express their views.

5.4 Partnerships

One of the Council's aims is: "To deliver, with others, benefits beyond those possible from the Council's resources". This has major implications on the capital strategy from those, such as the West Kent Partnership, which help shape policy objectives to those, such as the Local Transport Plan Partnership, which aim to deliver projects in conjunction with others, supported by Capital plan provisions. A number of partnership initiatives are considered in section 6.

5.5 Community Strategy

A second sustainable community strategy for Tonbridge and Malling entitled 'Serving You Better' was adopted in April 2006 covering the three year period to 2009. Based on extensive community consultation, in liaison with the West Kent Partnership, the strategy identifies key concerns and issues and sets out a detailed action plan to address them. Where the Borough Council is identified as a lead partner on a specific action, for example, increasing the provision of affordable housing or enhancing Tonbridge town centre, capital

funding will be brought forward as appropriate to fulfil such obligations. The Community Strategy is published on the Council's website:

http://www.tmbc.gov.uk/assets/businesslinks/com_strat_06_final.pdf

5.6 Procurement Strategy

Corporate policies on procurement are detailed in the Procurement Strategy approved by Cabinet on 7th September 2005. This strategy seeks to ensure that good procurement practice is applied consistently throughout Tonbridge and Malling Borough Council. It sets out how the council will address procurement and establish its importance to the council and the contribution it can make to improved service delivery. The strategy is based on the results of a study of the council's procurement procedures carried out by a neighbouring district authority and is published on the council's website:

http://www.tmbc.gov.uk/assets/publications/StrategicProcurement_final.pdf .

The principles enshrined in the Procurement Strategy underpin the implementation of the Capital Strategy.

5.7 Support for Regional and National Priorities.

To support, where possible, regional and national priorities, for example urban renaissance, transportation improvements, environmental initiatives such as increased levels of recycling and e-government targets. A recent example of this was a successful partnership with the private sector to utilise council land holdings at The Botany, Tonbridge to lever in much needed private investment in new retailing units. Another example is the investment in green waste collection from domestic properties for centralised composting to reduce the volumes entering the waste stream.

5.8 Support for Local Priorities.

To meet local priorities. For example, following the flooding of 2002/03, the Borough Council took the lead in forming a partnership with the Environment Agency, Upper Medway Internal Drainage Board, Southern Water, Kent County Council and East Peckham Parish Council to investigate and remedy flooding problems in East Peckham; a project to which £250,000 was committed. This partnership has identified a number of improvement actions which were implemented in 2005/06. Currently a partnership solution is being sought to alleviate some long standing flooding problems connected with the Aylesford Stream.

5.9 Availability of External Funding.

In support of the council's Strategic Priorities and Objectives to monitor and, where appropriate, pursue available forms of external partnership and funding including European, Lottery etc. and to consider the relevance of Public / Private Partnerships to the attainment of the council's objectives.

5.10 Use of the Council's Assets.

Maintenance of an Asset Management Plan and performance measures for the use of council owned assets to ensure optimum returns and early release of redundant assets in support of strategic investment priorities and to attract inward investment.

5.11 Consideration of the Impact on the Council's Revenue Budget.

To ensure that capital investment decisions are consistent with the Council's Medium Term Financial Strategy, particularly the management of its revenue budget so as to reduce its dependence upon the use of revenue reserves.

5.12 Best Value / Comprehensive Performance Assessment (CPA).

District councils are best value authorities. They have a statutory duty to put in place arrangements to secure continuous improvement in their functions having regard to a combination of economy, efficiency and effectiveness. Under the 1999 Local Government Act the Audit Commission (the Commission) has a duty to assess from time to time how well authorities are fulfilling this general requirement for continuous improvement. The Commission also has a duty to categorise local authorities according to their relative performance.

The Commission introduced Comprehensive Performance Assessment (CPA) in 2002. CPA is a tool that brings together the most significant elements of the Commission's audit and inspection work to form a single judgement about the performance of councils and their arrangements for improving services. It also enables comparison between councils.

The CPA framework for district councils from 2006 will:

- continue to encourage improvement;
- be seen from the perspective of service users;
- provide value for money for taxpayers;
- be targeted and risk-based; and
- be delivered in partnership with others.

The Commission will encourage improvement and value for money by undertaking annual use of resources assessments and direction of travel statements in each district council. These mechanisms, together with national performance indicators, targeted inspection activity and ongoing monitoring by relationship managers and appointed auditors, provide the foundation of the Commission's public assurance role.

In the 2003/04 assessment, Tonbridge and Malling Borough Council was deemed to be "Excellent". In both 2004/05 and 2005/06 a use of resources score of 3 (out of 4) was obtained – performing well – consistently above minimum requirements.

From 2009/10 the CPA will be re-titled Comprehensive Area Assessment (CAA). The Audit Commission has consulted on the arrangements from 2009/10 onwards and the transitional year 2008/09. At the time of writing the results of the consultation are awaited; however, key success factors are expected to include partnership working; joint procurement; citizen engagement; and sustainability.

5.13 The Gershon Review

The principles of seeking efficiency savings which emerged from the Gershon

review (paragraph 3.9) need to be taken into account in planning capital expenditure. Emphasis is added to the need to have regard to the impact on the revenue budget caused by the reduction in investment income following on from capital expenditure and the ongoing running costs of a project. The potential for capital expenditure to achieve ongoing operational efficiencies needs to be considered in the context of establishing proposals for meeting savings targets.

5.14 E-Government

The government has set a target of that all services should be available electronically, where feasible. Additionally the Department for Communities and Local Government (DCLG) has set 73 priority outcomes. The Borough Council is using its capital plan to meet these targets, assisted by the receipt of grant from the DCLG for Implementing Electronic Government. The detailed planning to meet these targets is set out in a comprehensive Implementing E-Government (IEG) Statement: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=360> .

5.15 Young People

One of the Council's key priorities is to involve and meet the needs of young people. In partnership with the Kent County Council Youth Service, a Youth Agreement has been produced in draft which sets out services currently offered to young people in the borough along with a number of new initiatives to be implemented in the next 2 years. One key issue is the limited supply of suitable community buildings and venues which might require future capital investment.

5.16 LA21 / Energy Conservation

The Council has an important role to play in promoting and facilitating action to improve the environment and quality of life in Tonbridge and Malling. Through the Local Agenda 21 Action Plan, the Council is committed to sustainable development through partnership work in the wider community and also by addressing its own activities. A climate change strategy is also being prepared fulfilling a commitment set out in the Nottingham Declaration which was signed by the Council in 2006. <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=395>

With the assistance of the Carbon Trust, energy usage and conservation of energy within all council buildings is being examined and may result in the need for capital investment to improve sustainability and reduce annual operating costs.

6. Partnerships

6.1 West Kent Partnership

The Council is a founding member of the West Kent Partnership, a Local Strategic Partnership formed on a sub regional rather than district basis, reflecting the degree of economic and social homogeneity across West Kent and a shared community of interest. The other members are Kent County Council, Sevenoaks DC, Tunbridge Wells BC, Primary Care Trust; Police Authority; the Education Sector; Registered Social Landlords and other

Social Housing Providers; Government Office for the South East (observer); Kent Association of Parish Councils, transport providers, the Council for Voluntary Services and representatives of the business community.

The Partnership is seeking to work with other partners in a joined up fashion for the benefit of the local community paying due attention to the overarching County Vision for the whole of Kent. The Partnership and its sub groups are actively addressing a number of issues facing the west Kent area, including the promotion of affordable housing for essential workers, 'priority communities' in need of support and regeneration, lobbying for road and rail improvements, support for the voluntary sector and addressing the support needs of home-based businesses. A new West Kent Area investment framework has been adopted to guide investment.

6.2 Local Transport Plan Partnership

This partnership recognises that although a number of transport and traffic management projects are the direct responsibility of the highway authority, they have a local significance and priority expressed through public consultation. In support of these, the Borough Council has, in recent years, made an annual provision, (£50,000 in 2007/08) to secure their implementation.

6.3 The Snodland Partnership

The Council has entered into partnerships which have made a genuine difference to the local community with clear and tangible outcomes. A typical example of a recent successful ongoing partnership arrangement involving substantial capital investment has been the innovative Snodland Partnership, formed to regenerate Snodland. The initial investment has been topped up by a contribution of £25,000 per annum to assist capital schemes selected by the Snodland Partnership.

6.4 Other Partnerships

The Crime and Disorder Reduction Partnership (CDRP) has addressed cross cutting issues such as community safety. As well as the Council, the partnership includes organisations such as Kent Police Authority, Kent County Council, Kent Fire and Rescue, South West Kent and Maidstone Weald Primary Care Trust, Probation Service, Russet Homes, and Kent Drug and Alcohol Action. The partnership has influenced the installation of CCTV in Tonbridge town centre and other borough locations, in partnership with the Home Office, Tunbridge Wells Borough Council and local traders, which has led to a reduction in crime as identified in the 2001 and 2004 Crime and Disorder Audits. The CDRP has produced a three year Crime and Disorder Reduction Strategy and annual action plans which can both be found on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=511>.

An emerging partnership is the Medway Gap Valley of Vision Partnership Scheme where the Borough Council has joined with Medway Council, Kent County Council, the Environment Agency, the Kent Downs A.O.N.B., Lafarge Plc, Trenport Plc and others to produce a programme to conserve, enhance and celebrate what is special in the Medway Gap. This partnership has been awarded a grant of £1.8 million by the Heritage Lottery Commission towards projects costing £2.5 million; the balance being funded by the partners.

Implementation of grant aided projects is to commence in 2007/08 and must be completed by the end of 2009/10 and the Council has made provisions totalling £75,000 over the three years of the scheme.

<http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1263>

Linked to the Community Strategy, a major master planning exercise for Tonbridge Town Centre is being undertaken. This is related to the Local Development Framework and is intended to lead to partnership projects to attract private sector investment, and / or secure transport and environmental improvements. Negotiations have started with J Sainsbury Plc. to set up the first of these partnership projects which would redevelop the Botany area of Tonbridge town centre to ensure a comprehensive mixed use redevelopment that would attract a significant number of new retailers to add to the vitality of shopping in the town, improve public spaces and make a major contribution to the overall regeneration of Tonbridge. The project would also provide for the replacement and enhancement of the community and leisure facilities at the Angel Leisure Centre.

The Capital Plan contains a provision for Community Partnership Initiatives to enable the Borough Council to respond to any partnership projects which may emerge during the year. Provisions so far total £300,000 including a provision of £100,000 in 2007/08. A project supported from this provision is the installation, completed in May 2007, of a phased toucan crossing at the junction of Gighill Rd. and Leybourne Way, Larkfield to improve vehicular access to / from Gighill Rd. and to provide a safe crossing of Leybourne Way for pedestrians and cyclists accessing Leybourne Lakes Country Park.

7. Implementing and Managing the Capital Strategy

The Council has developed a process for considering and evaluating potential capital schemes as an integral part of its Capital Strategy. This process for selecting schemes is described below:-

- 7.1 Schemes, subject to some exceptions listed below, are selected by a phased process. For convenience, the stages have been termed List A, List B and List C, with List A being the approved Capital Plan and List C being the entry level.
- 7.2 As schemes come forward, either from Members or Officers, or as a result of various Strategies, they are stored in a list of schemes (List C) for consideration and possible evaluation. These schemes should arise naturally from the Council's Strategic Priorities and Objectives, particularly the KEY priorities, reflect the results of consultation, and should be accompanied by an informed preliminary estimate of cost.
- 7.3 From List C, Members may select schemes for evaluation. Evaluations will include:-
 - Specification of the purpose of the scheme and its relevance to the Council's strategic objectives and wider national policy objectives, the setting of targets by which the success or otherwise of the project can be judged post-implementation.
 - An outline design to facilitate costing and, where appropriate, consultation.

- Consultation, including, where appropriate, public consultation on the scheme's principle.
 - The establishment of a realistic estimated capital cost, incorporating any consultation feedback on design issues.
 - An assessment of the ongoing costs and income generating capacity of the completed scheme including an assessment of the loss of interest from investments.
 - Consideration of partnership opportunities, external funding options etc. For instance, securing a grant from the Heritage Lottery Fund towards the installation of a roof at Tonbridge Castle Gatehouse has improved the effectiveness of the management of an ancient monument by reducing the impact of adverse weather conditions, increasing income and improving operational efficiency.
 - Consideration of the time after the end of the project during which the targets and objectives should be reviewed and reported to stakeholders.
- 7.4 The evaluation process will reveal the impact of the project on the revenue base budget, enabling Members to compare the value of the scheme with the financial savings required to pay for it or the impact on the Council Tax requirement. Schemes successfully passing through evaluation will be included in List B.
- 7.5 The Council is conscious that the process of evaluation is a revenue cost in itself; involving in-house staff and resources or the buying in of external resources and which may draw resources away from the implementation of the approved Capital Plan. In order to minimise the resource impact of evaluation it is important that restraint is exercised in selecting schemes for evaluation. A balance is struck each year between deliverability of the programme and the evaluation of new schemes.
- 7.6 Under the constitutional arrangements adopted by the Council, the evaluated schemes will be reported to Finance and Property Advisory Board which will advise the budget meeting of Cabinet of those schemes been deemed suitable to progress to be included on List B. Prior to the budget meeting of Cabinet that advice will be reviewed by Policy Overview Committee and may be updated. By considering all eligible schemes at the same time, a corporate approach can be taken to selecting those schemes deemed suitable to progress. Prioritisation of such schemes will be informed by the wider financial climate, the Medium Term Financial Strategy and the requirements of the CIPFA Prudential Code. Prioritisation will take account of national and regional priorities, the Council's Strategic Priorities and Objectives, the Community Strategy, and the financial consequences arising from the schemes proposed.
- 7.7 The main exception to this selection procedure is the investment necessary to maintain existing levels of service. This will consist primarily of renewals provisions and some one-off items outside the basic renewal provisions. It also includes areas such as capital grants where the Capital Plan provision itself comprises present service levels. These provisions are subject to Member scrutiny within List A and application of Best Value principles.

- 7.8 Ultimately the selection of new Capital Plan schemes from List B for inclusion in the Capital Plan (List A) will be determined by the Council following recommendations from the Cabinet in the light of advice from the Finance and Property Advisory Board and Policy Overview Committee.
- 7.9 Finance and Property Advisory Board will also review existing Capital Plan (List A) schemes, advising Cabinet of the result. This provides an opportunity to review the budget and progress of existing schemes or even to propose their deferment or deletion.
- 8. The Capital Plan
 - 8.1 The result of the process described in section 7 is the Council's Capital Plan. This is a medium term financial and capital planning document covering a six-year period. Year one represents the Council's Capital Programme for the financial year starting after the year of review.
 - 8.2 Achievement against the Capital Plan is monitored regularly. An internal monitoring statement is updated at the end of each month and posted on the Council's intranet for use by the Council's staff. At the end of each quarter a statement is considered by the Council's Corporate Management Team and monitoring reports are presented to elected Members at each meeting of the Finance and Property Advisory Board.
- 9. Post Implementation Reviews
 - 9.1 It is important that any issues relating to the implementation of a Capital Plan project are addressed as soon as possible; either during the project or shortly after completion. The wider issues of the effectiveness and value for money of a project are addressed through a formal system of post-implementation review. The reviews are to take place after completion of a project, at a time determined during the evaluation process and are to be reported to the appropriate Advisory Board. Lessons learnt inform future capital programme decision making and are part of a system of continuous improvement.
 - 9.2 A formal monitoring procedure has been set up to ensure that the reviews are carried out. Monitoring reports are presented to the May and October meetings of the Finance and Property Advisory Board.

Other relevant documents:	
These documents can be found on the Council's website or elsewhere. Please click on the links shown.	
The Capital Plan:	http://www.tmbc.gov.uk/assets/finance/Detailed_Budget_2007_2008.pdf
The Medium Term Financial Strategy:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=955
Corporate Performance Plan (Spotlight):	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1096
CIPFA Prudential Code	http://www.cipfa.org.uk/pt/prudential_framework.cfm
Housing Strategy 2005-2008:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1235
Procurement Strategy	http://www.tmbc.gov.uk/assets/publications/StrategicProcurement_final.pdf
Implementing Electronic Government:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=360
Community Strategy:	http://www.tmbc.gov.uk/assets/businesslinks/com_strat_06_final.pdf
Residents' Panel:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=388
Crime & Disorder Reduction Partnership	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=511
Snodland Partnership:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=408
East Peckham Flood Relief Partnership:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=996
West Kent Partnership:	http://www.westkentpartnership.org.uk/