

Your services

– Your Council Tax 2009/10



Kent & Medway
Fire & Rescue Authority



	Page
Tonbridge & Malling Borough Council	3
Kent County Council	9
Kent & Medway Fire & Rescue Authority	16
Kent Police Authority	21
Parish Councils	25
Council Tax by Area	27
Efficiency Information	30

Tonbridge & Malling Borough Council

Overall council tax requirement

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:

Authority	2008/09			2009/10		
	Council tax £000	Band D £	% of total bill	Council tax £000	Band D £	% of total bill
Borough Council	7,552	159.50	11.5	8,027	167.39	X,xxx
Kent County Council	47,436	1,001.79	72.2	49,211	1,026.27	X,xxx
Kent Police	6,073	128.25	9.3			X,xxx
Kent Fire & Rescue	3,021	63.81	4.6	3,168	66.06	X,xxx
Parish Council (average)	1,598	33.74	2.4	1,708	35.62	X,xxx
Total	65,680	1,387.09	100.0	X,xxx	X,xxx	100.0

Borough Council's budget

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 £167.39 for 2009/10 represents an increase of £7.89 or 4.95% on the figure for 2008/09.

One of the external factors affecting the Council's budget is the level of general Government Grant. Last year it was largely the very poor increase in general Government Grant of 0.4% in 2008/09, 0.5% for this year and 0.6% for next year that placed the Council's budget under severe pressure with a budget 'funding gap' at that time of some £500,000. This year the general economic crisis, recent reductions in interest rates and spiralling energy prices, amongst other things, have seen the budget 'funding gap' rise to some £1,500,000.

We have for several years had in place a 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'. Indeed, good progress has already been made towards addressing the 'funding gap' with little or no impact on service delivery. The Council's Management Team in liaison with the Cabinet will identify and bring forward options to address the remaining 'funding gap' of about £600,000 in the coming months.

The financial difficulties faced by the Council are unprecedented, but we are determined through careful financial planning, albeit some difficult and tough choices will have to be made, to 'steer' our way through these difficult times.

A summary of our income and expenditure is given in the following table:

2008/09			Service	2009/10		
Gross £000	Income £000	Net £000		Gross £000	Income £000	Net £000
18,527	(7,853)	10,674	Culture, environment & planning	19,265	(7,666)	11,599
3,434	(2,633)	801	Highways, roads & transport	3,183	(2,810)	373
22,484	(21,153)	1,331	Housing	24,623	(23,248)	1,375
8,853	(7,150)	1,703	Central services to the public	9,158	(7,326)	1,832
2,619	-	2,619	Corporate & democratic core	2,576	-	2,576
428	(41)	387	Non-distributed costs	382	(48)	334
56,345	(38,830)	17,515	Total	59,187	(41,098)	18,089
		384	Levies & payments to government bodies			399
		1,005	Pension accounting adjustments			966
		4,315	Expenditure funded from capital reserve			3,067
		(215)	Trading undertakings			(232)
		(1,658)	Investment income			(910)
		(2,599)	Depreciation account			(2,702)
		(4,768)	Use of balances and reserves			(4,115)
		13,979	Budget requirement			14,562
			Met from			
		(6,452)	Government grant			(6,484)
		25	Council tax collection adjustments			51
		7,552	Balance met from council tax			8,027
£159.50			Council tax at Band D			£167.39

Tonbridge & Malling Borough Council

The Borough Council's finance is:

raised from	2009/10	
	£000	%
Specific grants	30,347	47.6
Interest fees & charges	11,973	18.8
Council tax including collection fund surplus	8,078	12.7
Government grant	6,484	10.2
Use of reserves	4,115	6.5
Depreciation account	2,702	4.2
Total	63,699	100.0

spent on	2009/10	
	£000	%
Financial arrangements with parish councils	305	0.5
Local land charges	342	0.5
Sports grounds	377	0.6
Community safety	395	0.6
Golf course	696	1.1
General leisure services	726	1.1
Pleasure grounds & open spaces	817	1.3
Concessionary fares	958	1.5
Council tax and NNDR collection	973	1.5
Housing	1,090	1.7
Amenity cleansing	1,298	2.0
Environmental health	1,595	2.5
Car parking & transportation	2,057	3.2
Other services	2,176	3.4
Corporate management and democratic representation	2,326	3.7
Refuse collection and recycling	2,868	4.5
Planning & building control	3,336	5.2
Leisure centres	6,502	10.3
Council tax benefits and housing benefits	30,350	47.8
Gross expenditure on services	59,187	93.0
Trading undertakings	80	0.1
Levies & payments to government bodies	399	0.6
Pension accounting adjustments	966	1.5
Expenditure funded from capital reserve	3,067	4.8
Total	63,699	100.0

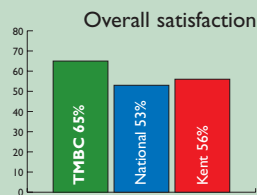
Copies of our detailed budget book for 2009/10 are available at the council offices at Kings Hill or on the Council's website.

Tonbridge & Malling – an “excellent council”

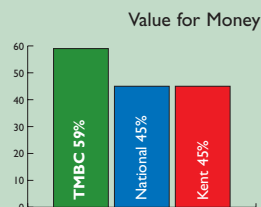
We aim to provide **excellent public services**, good **value for money** and effective **community leadership**.

Excellent public services: The performance of all councils is independently assessed by the Audit Commission, a Government watchdog. In 2004 they rated Tonbridge & Malling Borough Council (TMBC) as “excellent”, awarding 58 points out of a possible 60, giving us 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.

Public satisfaction: In a 2006 satisfaction survey of nearly 2000 residents, 65% were very or fairly satisfied with the way that TMBC runs things overall. This result was better than the averages nationally (53%) and for district councils in Kent (56%). We plan to provide updated results from a 2008 survey in this booklet next year.



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 2008/09 our “Band D” charge was £159.50, compared with an average of £166.24 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: Working with our partners, we aim to combine our resources and efforts to make Tonbridge and Malling a better place in which to live. We will be publishing a new Sustainable Community Strategy 2009/12 for the borough in June 2009.

Tonbridge & Malling Borough Council

Our key priorities

Tonbridge & Malling Borough Council has chosen to focus on the following eight priorities as the most important ones during 2009/10:

- Achieve a cleaner, smarter and better maintained street scene and open space environment.
- Work with partners to increase community safety by tackling:
 - acquisitive crime
 - anti-social behaviour
 - perception of crime
 - substance misuse
 - violent crime.
- Secure a continuing supply of affordable housing and work to prevent homelessness.
- Involve, safeguard and meet the needs of children and young people.
- Promote, encourage and provide opportunities for healthy living.
- Promote and support the sustainable regeneration and economic development of Tonbridge town centre.
- Make a positive local contribution to tackling the causes and effects of climate change.
- Achieve with our partners the priorities set out:
 - in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)
 - in the Local Area Agreement and
 - arising from work of the Borough's Local Strategic Partnership.

For further information about how we will be working to achieve these, please visit our website at www.tmbc.gov.uk from July to view a copy of *Spotlight* – our 2009/10 Corporate Performance Plan, or telephone our Improvement & Development Unit on 01732 876020.

Accessing our main services

We provide more than a hundred different services for our residents and other customers. You can find out about all of them by visiting our website at www.tmbc.gov.uk, contacting our customer services team on **01732 844522**, or email customer.services@tmbc.gov.uk. You may also text your query to 07781 482959. Our main services are listed below.

Streetline – to report graffiti, litter, dog fouling, flooding, abandoned vehicles or overflowing recycling sites. You may also use the form at www.tmbc.gov.uk	01732 876060
Recycling, refuse collection and street cleaning waste.services@tmbc.gov.uk	01732 876147
Benefits (council tax benefit / housing benefit) financial.services@tmbc.gov.uk	01732 876376
Council tax financial.services@tmbc.gov.uk	01732 876388
Housing advice / homelessness housing.services@tmbc.gov.uk	01732 876067
Leisure services, including leisure centres and parks leisure.services@tmbc.gov.uk	01732 876166
Noise / pollution control, including bonfires and smoke environmental.protection@tmbc.gov.uk	01732 876184
Planning applications planning.applications@tmbc.gov.uk	01732 876230
Parking office, including parking fines parking.office@tmbc.gov.uk	01732 876034
To report road maintenance problems, including: potholes, blocked gullies, faulty streetlights and signs or roadwork problems, contact KCC's Highways helpline kent.highwayservices@kent.gov.uk	08458 247800

Tonbridge & Malling Borough Council

Parish council precepts

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

Precept 2008/09 £	Band D £	Parish	Precept 2009/10 £	Band D £
19,258.00	49.39	Addington	19,258.00	49.57
163,550.00	39.70	Aylesford	171,855.00	41.51
6,500.00	31.46	Birling	6,500.00	31.86
95,318.00	62.11	Borough Green	94,758.00	62.13
11,500.00	24.35	Burham	12,017.50	25.78
209,834.00	111.22	Ditton	223,135.00	111.23
187,601.50	37.91	East Malling & Larkfield	191,722.00	38.56
68,194.00	50.94	East Peckham	71,542.00	53.19
76,000.00	47.77	Hadlow	78,000.00	48.53
29,130.00	13.29	Hildenborough	30,320.00	13.79
24,525.00	22.12	Ightham	34,335.00	31.01
121,104.00	42.33	Kings Hill	135,583.00	43.18
70,000.00	55.08	Leybourne	72,100.00	56.71
9,000.00	19.80	Mereworth	9,500.00	20.33
14,892.00	38.74	Offham	15,693.00	40.39
32,400.00	38.24	Platt	33,000.00	38.93
19,007.00	33.53	Plaxtol	19,007.00	33.15
12,716.00	43.99	Ryarsh	12,779.00	44.96
3,700.00	14.38	Shipbourne	9,000.00	35.26
204,285.00	60.90	Snodland	211,904.00	61.90
9,384.00	39.36	Stansted	11,862.00	50.34
8,000.00	29.81	Trottiscliffe	9,000.00	32.63
62,752.45	67.99	Wateringbury	92,179.00	100.43
64,810.00	57.43	West Malling	67,402.00	59.75
2,355.00	13.62	West Peckham	2,417.00	14.24
22,777.00	46.95	Wouldham	22,763.00	46.72
49,123.00	56.51	Wrotham	50,472.00	58.84
1,597,715.95		Total	1,708,103.50	

Parish council precepts (over £140,000)

2008/09			2009/10	
Gross £	Net £	Service	Gross £	Net £
Aylesford Parish Council				
62,904	31,019	Recreation and amenities	66,819	37,181
40,393	24,423	Burial grounds	21,487	5,573
27,914	23,450	Footways and lighting	29,250	25,512
115,144	114,144	Halls and capital projects	33,235	25,235
145,585	120,585	Other running costs	180,256	150,256
391,940	313,621	Total	331,047	243,757
Precept on the Borough Council is £171,855 in 2009/10 (£41.51 at Band D)				

Ditton Parish Council				
117,603	105,421	Open spaces, recreation & amenities	133,427	120,411
376,719	56,265	Community centre & bars	348,608	18,501
145,374	102,079	Other running costs	136,558	103,648
639,696	263,765	Total	618,593	242,560
Precept on the Borough Council is £223,135 in 2009/10 (£111.23 at Band D)				

East Malling and Larkfield Parish Council				
30,230	29,420	Amenities	31,560	28,057
40,300	35,388	Open spaces, playing fields & equipment churchyard and annual bonfire	44,300	39,375
3,300	1,750	Allotments	3,550	1,950
500	500	Planning & development	500	500
120,701	53,478	Village halls	122,740	48,240
139,035	97,315	Other running costs	145,680	103,600
334,066	217,851	Total	348,330	221,722
Precept on the Borough Council is £191,722 in 2009/10 (£38.56at Band D)				

Snodland Town Council				
76,100	71,100	Open spaces	76,700	76,700
63,100	53,100	Village halls	69,600	58,035
41,277	8,035	Cemetery	41,253	7,853
13,500	10,285	Street lighting	19,500	8,603
8,000	8,000	Planning	8,000	8,000
27,500	27,500	Special events and grants	26,400	26,400
73,580	26,265	Administration	71,244	26,313
303,057	204,285	Total	312,697	211,904
Precept on the Borough Council is £211,904 in 2009/10 (£61.90 at Band D)				

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

Tonbridge & Malling Borough Council

Council tax set for the financial year starting 1 April 2009

Valuation band ► Part of the Council's area	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Addington	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Aylesford	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Birling	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Borough Green	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Burham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Ditton	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
East Malling & Larkfield	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
East Peckham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Hadlow	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Hildenborough	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Ightham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Kings Hill	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Leybourne	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Mereworth	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Offham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Platt	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Plaxtol	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Ryarsh	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Shipbourne	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Snodland	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Stansted	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Trottiscliffe	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Wateringbury	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
West Malling	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
West Peckham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Wouldham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx
Wrotham	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx	x,xxx.xx

Council tax information

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 ● unfurnished properties (exempt for 6 months) ● properties undergoing, or needing, major repair (exempt for 12 months). If you think your property may be exempt, please contact us.

Tonbridge & Malling Borough Council

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 ● people who are severely mentally impaired ● school leavers. 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 £70 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.

For more information about council tax and council tax benefit, please visit the 'Services' section of our website at www.tmbc.gov.uk or telephone a member of our staff; for council tax ring 01732 876388 and for benefits ring 01732 876376.

Efficiency information

From 2009/10 councils must provide efficiency information to all council tax payers with the first bill sent each year. This year's information relates to the Borough Council, County Council and Fire & Rescue Authority.

The efficiency information shown is prescribed by central government. Efficiency is defined as either achieving the same outputs for less resource (cash-releasing) or additional outputs for the same resource (non-cashable).

The efficiency information shown relates to cash-releasing efficiency savings only, and for each authority consists of:

- an estimate of the efficiency savings to be achieved in 2008/09;
- the savings expressed as a percentage of the 2007/08 baseline expenditure; and
- the impact of the efficiency savings for a 'Band D' property.

For comparison we also show the average impact of efficiency savings for a 'Band D' property for all similar authorities in England (the 'relevant benchmark').

This information provides the latest estimate of efficiency savings used to reduce or hold down the cost of delivering services. Council tax only funds part of those services, so savings made cannot all be put towards reducing pressure on the level of council tax bills.

Tonbridge & Malling Borough Council

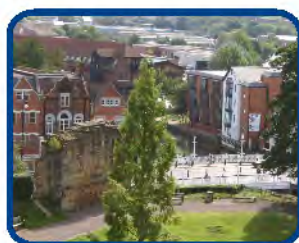
Please note that the efficiency information provided does not take account of the amount of savings previously achieved, and therefore how efficiently an authority is already being run; and is only one of several measures which assess how efficiently an authority is being managed.

We can assure you that we are committed to providing excellent public services and good value for money, and continually working to improve efficiency in order to keep council tax increases to a minimum whilst maintaining the services that our residents expect and deserve.

Authority	Forecast cumulative efficiency savings for 2008/09	Forecast cumulative efficiency savings for 2008/09 as a percentage of baseline expenditure	Forecast cumulative efficiency savings for 2008/09 divided by council tax base	'Relevant benchmark'
Tonbridge and Malling Borough Council	491,000	2.4	11	22
Kent County Council	30,732,000	4.0	58	53
Kent & Medway Fire & Rescue Authority	935,000	1.3	2	2

2009/10

Revenue and Capital Budgets



Index	Page
Budget Statement	1 - 14
Borough Council - General Fund Revenue Estimates Summary	15
Council Tax - Borough and Parish Council Requirements	16
Council Tax - Band "D" Equivalent	16
Draft Council Tax Resolution	17 - 21
Financial Arrangements with Parish Councils	22
Parish Councils - Precepts and Council Tax Band "D" Charges	23
General Fund Revenue Estimates:	
Corporate Services	CS 1 - 19
Environmental Health Services	EHS 1 - 7
Housing Services	HS 1 - 5
Leisure Services	LS 1 - 10
Planning & Transportation Services	PTS 1 - 6
Leisure Service Business Unit	LSBU 1 - 3
Capital Plan	CP 1 - 50
2008/09 Corporate Aims and Priorities	CAP 1 - 5
General Fund Working Balance and Revenue Reserve	GF 1
Collection Fund 2008/09	CF 1
Estimated Income and Expenditure Account	EIE 1 - 2

BUDGET STATEMENT 2009/10

1. Introduction

- 1.1 The revenue and capital budgets for 2009/10 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 general economic crisis has led to a very serious downturn in the Council's income in terms of fees and charges.
 - The recent reductions in interest rates have meant that the Council will earn far less on its deposits.
 - Energy prices continue to remain significantly higher than they were a year ago.
 - The increase in government grant of 0.5% is virtually negligible in the context of the size of the 'funding gap'.
- 1.3 Taking the above into account, amongst other things, the financial difficulties faced by the Council are **unprecedented**. Never before has this Council had to deal with this size and level of financial challenge ahead. At the meeting of the Finance and Property Advisory Board in early January the 'funding gap' was estimated to be £1,500,000 in three tranches of £500,000 each over the period of the medium term. In the face of this unprecedented situation all of the Council's budgets have been examined with savings of around £700,000 identified and incorporated within the 2009/10 estimates. Latest projections now put the 'funding gap' at £600,000 if identified and implemented before April 2010.
- 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 current '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, intends to identify options to address the 'funding gap' in the coming months. Whatever options are recommended they must be found and implemented 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 2009/10.
- 1.6 Clearly, our budget position has made it very difficult to prioritise improvements for 2009/10 but, nevertheless, we will be making some key improvements including the provision of a ball court at Tonbridge Racecourse Sportsground, refurbish and floodlight an all weather pitch in partnership with Tonbridge School, and implementation of parking management schemes in Snodland and East Malling.
- 1.7 These are unprecedented times and some tough decisions will have to be made, but we are determined that through careful financial planning we will be able to 'steer' our way through these difficulties.

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 2009/10 to 2014/15. 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 (in the latest projections a balanced budget is achieved by the end of 2011/12) that delivers the Council's priorities and to retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period. 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 Despite our budgetary problems, we continue to work hard at delivering our priorities. In the 2008 Use of Resources assessment by the Audit Commission we received a “Level 4” rating (the highest level available) which maintained the Level 4 assessment we achieved in 2007. The District Auditor commented that the Council continues to deliver services to a high standard, and the principles of good governance and performance management are firmly embedded.

- 2.2.3 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 2009/10 are:

Involve, safeguard and meet the needs of children and young people

- 2.2.4 The Council will continue with its programme of holiday activities for young people and will extend the Y2 Crew Summer Scheme to serve the parishes in the north west of the Borough ie Borough Green and Wrotham. A new children's play area will be installed at Leybourne Lakes Country Park and the Junior Excel brand at the Council's leisure centres will be developed including the introduction of new activities with grant funding from the West Kent Primary Care Trust.



- 2.2.5 An enhancement scheme for Tonbridge Farm Sportsground, programmed for 2009/10, is designed to improve facilities for young people, and a ball court/teen shelter will be installed at Tonbridge Racecourse Sportsground.

- 2.2.6 Capital grants will enable further improvements for play provision to be programmed for 2009/10 in partnership with parish councils. Grants have been awarded for 2009/10 to West Malling, East Peckham and Trottiscliffe Parish Councils, towards the cost of new play equipment and the provision of safety surfacing.

Work with partners to increase community safety by tackling: acquisitive crime, anti-social behaviour, perception of crime, substance misuse and violent crime

- 2.2.7 Provision has been made under the Community Safety revenue budget to enable the Council to provide funding and support for a range of Crime and Disorder crime reduction and community



reassurance initiatives. In partnership with other organisations, these initiatives include supporting those involved in helping victims of domestic abuse, youth diversion activities and contributions towards the Power Project which deals with young people at risk of offending.

- 2.2.8 The Council is continuing to tackle criminal damage and has contributed towards the removal of graffiti in the borough. Further work with partners is being undertaken to raise the issue of criminal damage and its consequences within secondary schools in the borough.

Secure a continuing supply of affordable housing and work to prevent homelessness

- 2.2.9 The Council will continue to work closely with Housing Associations in order to increase the supply of affordable housing by supporting funding bids through the newly created Homes and Communities Agency. A new Supplementary Planning Document on Affordable Housing was published during 2008/09 which provides guidance and clarity for developers on the Council's expectations in the delivery of new affordable homes through the planning system.

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



- 2.2.11 The Council recognises that more needs to be done to prevent homelessness. From 2008/09 a greater focus was 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. From 2009/10, the Council will be launching the new Choice Based Lettings Scheme as part of the Kent Home Choice Service. This will give applicants for social housing greater choice on where they wish to live.

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

- 2.2.12 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.

- 2.2.13 In addition, budgetary provision has been made in 2009/10 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

- 2.2.14 Successful bids to the Big Lottery Funds "Chances for Change" programme 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. With funding from the West Kent Primary Care Trust the Council has been able to employ a Community Exercise Officer to establish new exercise programmes using community facilities across the borough to enable more people to access exercise close to where they live.
- 2.2.15 In partnership with Tonbridge School the Council will be providing community access to a full size flood lit all weather pitch in the School grounds, particularly focussed on use by junior clubs who currently need to travel outside of the borough for practice facilities.

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

- 2.2.16 The Council adopted a climate change strategy fulfilling its commitment made when signing the Nottingham Declaration. Work is underway to progress actions for year 1 of the three-year action plan and will cover both corporate initiatives, for example, investment in energy saving measures at our leisure centres and promotional activity within the local community including working with the HadLOW initiative. The Council is also working towards the preparation of an adaptation plan in partnership with the County Council.



Promote and support the sustainable regeneration and economic development of Tonbridge town centre

- 2.2.17 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 is now adopted by the Council. The AAP forms 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.



- 2.2.18 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.

- 2.2.19 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.

Achieve with our partners the priorities set out: in the Sustainable Community Strategy for Tonbridge and Malling (2009/12), in the Local Area Agreement and arising from work of the Borough's Local Strategic Partnership

- 2.2.20 The Council has recently established a new Local Strategic Partnership for the borough and one of its first tasks will be to oversee the development of a third Sustainable Community Strategy for the area for the period 2009-2012. Community consultation has been completed and work is underway to adopt the Strategy early in 2009/10 with the assistance of LSP partners. The Strategy will contain a three year action plan and once adopted, work will commence to implement this.
- 2.2.21 The Borough Council became a formal signatory to the second 'Kent Agreement' in 2008, the Local Area Agreement for the County. To fulfil its obligations as a delivery partner, the Borough Council has worked with its LSP to develop and adopt a Local Action Plan setting out what actions will be undertaken locally to help address the 35 targets contained in KA2 and in particular, those targets considered a high priority locally. The LSP will lead actions to deliver the local action plan.

2.3 Financial Context

- 2.3.1 The level of council tax set by the Borough Council for the year 2009/10 is £167.00. In setting this level of council tax, the Council is budgeting to support its expenditure by the contribution of £550,150 from its General Revenue Reserve and also the contribution of £123,042 from the local authority business growth incentive scheme (LABGI) which was allocated by the Department for Communities and Local Government to help local authorities respond flexibly to the effects of the downturn in their area.

2.3.2 In respect of Government Grant (see paragraph 3 below) in 2009/10, the Council is to receive £6,484,129, a cash increase of £32,259 or 0.5% on the previous year.

2.3.3 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.

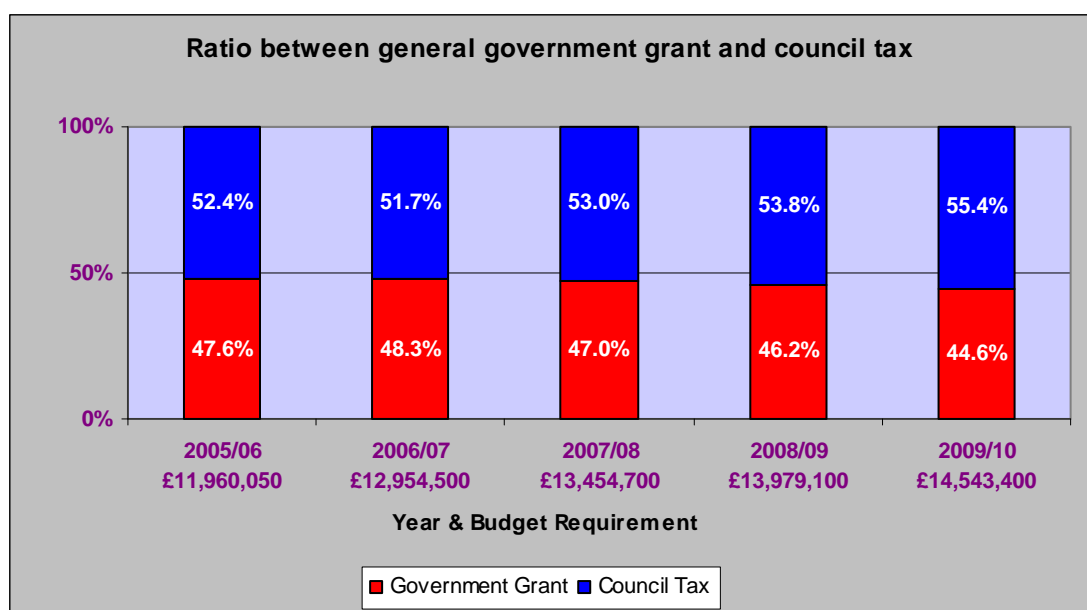
3. Government Grants

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 2008 the first three-year settlement for local government, covering 2008/09, 2009/10 and 2010/11. The settlement figures for 2009/10 and 2010/11 notified to us in January 2008 were confirmed in January 2009.

3.3 Tonbridge and Malling Borough Council is to receive an increase in general Government Grant of 0.5% on the previous year, or £32,259 in cash terms in 2009/10 and an increase of 0.6% on the previous year, or £38,130 in cash terms in 2010/11.

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 was a very poor grant settlement for the whole of the three-year period 2008/09 to 2010/11. It was set against a background where CPI (consumer price index) was 2.1% (December 2007) and is currently running at 3.1% (December 2008). RPI (retail price index) which is used as the inflationary uplift for many of our major contracts is currently running at 0.9% (December 2008).

Table 1 - Revenue Support Grant

	2009/10 £	2008/09 £	Variance £
Revenue Support Grant	1,215,961	788,401	427,560
National Non-Domestic Rates	5,268,168	5,663,469	-395,301
Total	<u>6,484,129</u>	<u>6,451,870</u>	<u>+32,259</u>

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 and the expectation is for council tax increases to be substantially below 5%.
- 4.2 The current assumption reflected within the Medium Term Financial Strategy assumes that increases in council tax will need to fall across the medium term to 3.5% by the end of the strategy period. The council tax increase for 2009/10 is 4.7% and 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 2009/10 (prior to any contribution from the revenue reserve) amounts to £15,093,550. The Cabinet having regard to the Medium Term Financial Strategy proposes that £550,150 be charged to the Revenue Reserve Account leaving £14,543,400 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 surplus on the collection fund at 31 March 2009 is £368,747 which must be shared proportionately amongst the major precepting authorities. Our share of the surplus is £51,372 and is taken into account in setting the council tax for 2009/10.

7. Council Tax Base

7.1 The Council Tax base, as determined by the Director of Finance, under delegated authority, was set at 47,951.43 band D equivalents for 2009/10. This figure was reported to the Finance & Property Advisory Board meeting on 7 January 2009.

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 2009/10 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 2009/10 is 48.5p compared to 46.2p for 2008/09. 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 CP1 to CP50. This is the culmination of a review process, which began in January 2009. The progress on existing Capital Plan schemes has been noted and Cabinet on 4 February 2009 recommended the inclusion of a number of new schemes.

11.2 Pages CAP1 to CAP5 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 2008.

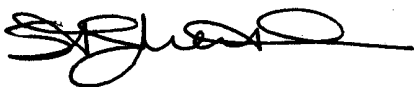
12. Cabinet

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 M Coffin	Leisure, Youth & Arts
Councillor G Court	Community Safety
Councillor N Heslop	Community Development

13. Acknowledgement

- 13.1 The budget challenges we have faced this year have been unprecedented. In order to bring a sustainable budget and medium term financial strategy to the Full Council for approval, we have all needed to 'dig deep' and take some very difficult decisions.
- 13.2 Staff and Members have been exceptionally supportive during these difficult times and we are grateful to them. The Chief Executive and the Management Team have played a major role in identifying options for reducing our budget given our financial circumstances. Our thanks are extended to them.
- 13.3 We are, as ever, indebted to the staff in Financial Services who have worked tirelessly in preparing, and regularly fine-tuning, this Budget. Without them, we would not be in a position to present this Budget to you.
- 13.4 Finally, we would like to thank the Leader and Members of the Council for their dedication and their support throughout this unprecedented budget year.



Sharon Shelton
Director of Finance



David Aikman
Cabinet Member for Finance

A MEDIUM TERM FINANCIAL STRATEGY 2009/10 – 2014/15

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 20 February 2008. The update has been prepared given the circumstances prevailing in February 2009. 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 2009/10 is £167.00. In setting this level of Council Tax, the Council has budgeted to support its expenditure by a contribution of £550,150 from Revenue Reserves.

TMBC received a grant settlement of £6,484,129 for 2009/10. This represented an uplift of £32,259 in cash terms or 0.5% on the 2008/09 grant settlement.

Due to a number of factors including the poor Grant settlement and, of course, the economic recession, the Council has needed to reassess and reduce its budget significantly. Budget reductions of circa £700,000 are being implemented now and will continue to be implemented during the course of 2009/10. There remains a 'funding gap' in the order of £600,000 which the Council is committed to addressing prior to the start of the financial year 2010/11. 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:

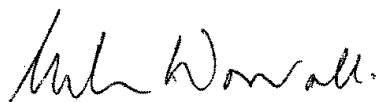
Document 1: A Revenue Budget Plan for the period 2009/10 to 2014/15 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2014/15.

The Strategy should be read in conjunction with:

- the updated Capital Strategy adopted by Council on 23 September 2008;
- the Council's Improvement Priorities updated and recommended to Council for adoption by Cabinet on 3 February 2009;
- the report to Cabinet on 3 February 2009 entitled 'Setting the Budget for 2009/10; and
- the Budget Statement 2009/10 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 2009

Document 1

Revenue Budget Plan and Projected Council Tax Levels
2009/10 - 2014/15

	Estimate 2009/10 £000	2010/11 £000	2011/12 £000	Projection 2012/13 £000	2013/14 £000	2014/15 £000
EXPENDITURE						
Employees	11,862	12,106	12,475	12,787	13,169	13,636
Transfer Payments	29,101	29,829	30,575	31,339	32,122	32,925
Other Expenditure	13,188	13,311	13,438	13,882	14,175	14,562
Capital Charges	2,677	2,744	2,813	2,883	2,955	3,029
Total Expenditure	56,828	57,990	59,301	60,891	62,421	64,152
INCOME						
Fees & Charges	(7,032)	(7,155)	(7,695)	(8,215)	(8,448)	(8,737)
Specific Grants & Misc	(30,574)	(31,229)	(32,009)	(32,809)	(33,629)	(34,470)
Investment Income	(909)	(795)	(773)	(812)	(932)	(966)
Total Income	(38,515)	(39,179)	(40,477)	(41,836)	(43,009)	(44,173)
Appropriations	(3,220)	(2,962)	(3,035)	(2,564)	(2,453)	(2,178)
Savings Target		(600)	(615)	(630)	(646)	(662)
NET BUDGETED SPEND	15,093	15,249	15,174	15,861	16,313	17,139
Funding						
Revenue Reserves	550	320	(304)	(151)	(253)	(3)
Government Grant	6,484	6,522	6,652	6,785	6,921	7,059
Council Tax	8,008	8,407	8,826	9,227	9,645	10,083
Collection Fund Adjustment	51					
TOTAL FUNDING	15,093	15,249	15,174	15,861	16,313	17,139
Band D Council Tax	£167.00	£173.59	£180.44	£186.76	£193.30	£200.07
Increase on Previous Year	4.70%	3.95%	3.95%	3.50%	3.50%	3.50%
RESERVES BALANCE C/FWD	3,176	2,856	3,160	3,311	3,564	3,567

Document 2 Capital Plan Review 2008/09: Funding of the Capital Plan

	2008/09 Est. Inc Slippage From Previous Years	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes								
Capital Plan	3,687	3,069	1,582	1,301	1,347	1,245	1,205	13,436
Add back grants / contributions	1,300	1,640	884	301	301	301	301	5,028
Accruals	(260)							(260)
Total to be funded	4,727	4,709	2,466	1,602	1,648	1,546	1,506	18,204
Funded from:								
Grants								
Disabled Facilities Grant	382	360	301	301	301	301	301	2,247
Regional Housing Board Grant	406	636	583					1,625
KCC Coldharbour Lane	18							18
KCC Gateway		250						250
Housing Planning Delivery Grant (HPDG)	474							474
Big Lottery Fund - Ton Race Course Ball Court		50						50
Developer Contributions								
Ton Race Course Ball Court		20						20
Leybourne Lakes CP Children's Play Facilities	20	80						100
Tonbridge School All Weather Pitch		244						244
Capital Receipts								
Repayment of Mortgages	2	2	1	1				6
Insurance re Recycling Vehicle @ 50%	16							16
Insurance re Tonbridge Farm All Weather Pitch	40							40
Disposal of old Fitness Equipment	60							60
Disposal of Cemetery Lodge	165							165
Revenue Reserve for Capital Schemes	3,144	3,067	1,581	1,300	1,347	1,245	1,205	12,889
Total funding	4,727	4,709	2,466	1,602	1,648	1,546	1,506	18,204

Council Meeting 19 February 2009
General Fund Revenue Estimates Summary 2009/10

SERVICE	2008/09 ESTIMATE		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	5,601,100	6,062,700	6,322,150
Environmental Health Services	4,217,700	4,110,600	4,158,200
Housing Services	1,392,750	1,329,750	1,427,200
Leisure Services	3,669,750	4,321,200	4,318,100
Planning and Transportation Services	2,150,150	778,300	1,515,050
Leisure Services Business Unit	-	113,500	(29,000)
Economic Downturn	-	-	600,000
Sub Total	17,031,450	16,716,050	18,311,700
Depreciation Account	(2,598,800)	(2,331,200)	(2,701,750)
Contributions To (From) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(455,550)	(587,300)	(337,050)
Contribution to Reserve	325,000	525,000	325,000
Contributions From Earmarked Reserves			
Air Quality & Contaminated Land Reserve	-	(4,000)	-
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	(20,000)
Community Development Initiatives Res.	(5,000)	(5,000)	(5,000)
Community Planning and Modernisation	-	(8,000)	-
Corporate MTFs Reserve	-	-	(250,000)
Customer Support Officer Reserve	(35,400)	(35,400)	-
Election Expenses Reserve	(13,400)	(12,300)	(13,900)
Homelessness Reserve	(11,000)	(11,000)	-
Housing & Planning Delivery Grant Reserve	(104,100)	(142,400)	(86,300)
IT Training Facility Reserve	-	(4,850)	-
Local Development Framework Reserve	(27,000)	(57,200)	(26,000)
LSBU Reserve	-	(2,050)	-
Parking Studies Reserve	-	(38,000)	-
Planning Inquiries Reserve	(30,000)	(30,000)	(30,000)
Refuse, Recycling & Street Cleansing Res.	-	(76,000)	-
Senior Management Restructure Reserve	-	(320,000)	-
Snodland Partnership Reserve	-	(25,000)	(25,000)
Street Scene Initiatives Reserve	-	(6,000)	-
Young Persons Initiatives Reserve	(12,500)	(15,500)	(12,500)
LABGI Scheme Grant Reserve	-	-	(123,050)
Contributions To Earmarked Reserves			
Corporate MTFs Reserve	-	1,250,000	-
Election Expenses Reserve	25,000	25,000	25,000
Housing Survey Reserve	15,000	15,000	15,000
Local Development Framework Reserve	45,000	45,000	45,000
Refuse, Recycling & Street Cleansing Res.	-	46,000	-
LABGI Scheme Grant Reserve	-	123,050	-
Capital Reserves			
Expenditure funded from Capital Reserve	4,315,000	3,144,000	3,067,000
Withdrawals to fund expenditure	(4,315,000)	(3,144,000)	(3,067,000)
General contribution to Capital Reserve	450,000	-	-
Other contributions to Capital Reserve	-	87,800	2,400
Provision Release re Commuted Car Parking	-	(294,000)	-
Tonbridge Town Centre Reserve	-	(46,900)	-
Financial Reporting Standard 17			
Retirement Benefit Costs	2,640,000	3,639,900	3,713,900
Employers Pension Contributions	(2,856,150)	(2,794,250)	(2,851,000)
Pensions Reserve	216,150	(845,650)	(862,900)
Business Growth Incentive Scheme	-	(123,050)	-
Sub Total	14,578,700	14,637,750	15,093,550
Area Based Grant	-	(22,500)	-
Contribution From Revenue Reserve			
General	(599,600)	(636,150)	(550,150)
Budget Requirement	13,979,100	13,979,100	14,543,400

ESTIMATES FOR THE FINANCIAL YEAR 2009/10

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2008/09 Estimate £	DESCRIPTION	2009/10 Estimate £
13,979,100	BOROUGH COUNCIL REQUIREMENT	14,543,400
1,597,716	PARISH COUNCIL PRECEPTS	1,708,104
15,576,816	Sub-total	16,251,504
6,451,870	LESS: Aggregate External Finance	6,484,129
9,124,946	Sub-total	9,767,375
(25,234)	LESS: Collection Fund Adjustments - Council Taxes Surplus (Deficit)	51,372
9,150,180	NET REQUIREMENT	9,716,003

COUNCIL TAX - BAND "D" EQUIVALENT

2008/09 Estimate £	Band "D" Equivalent £	DESCRIPTION	2009/10 Estimate £	Band "D" Equivalent £
47,435,578	1,001.79	KENT COUNTY COUNCIL PRECEPT	49,211,114	1,026.27
6,072,743	128.25	KENT POLICE AUTHORITY	6,456,660	134.65
3,021,456	63.81	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,167,671	66.06
7,552,464	159.50	BOROUGH COUNCIL NET REQUIREMENT	8,007,899	167.00
64,082,241	1,353.35	BAND "D" COUNCIL TAX (excluding Parishes)	66,843,344	1,393.98
1,597,716	33.74 *	PARISH COUNCIL PRECEPTS #	1,708,104	35.62 *
65,679,957	1,387.09	AVERAGE BAND "D" COUNCIL TAX	68,551,448	1,429.60
		* 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 19th February 2009, the Council calculated the following amounts for the year 2009/2010 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- (a) 47,951.43 , 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	388.48
Aylesford	4,140.30
Birling	204.02
Borough Green	1,525.13
Burham	466.17
Ditton	2,006.01
East Malling & Larkfield	4,971.80
East Peckham	1,344.99
Hadlow	1,607.32
Hildenborough	2,198.66
Ightham	1,107.35
Kings Hill	3,140.29
Leybourne	1,271.41
Mereworth	467.22
Offham	388.58
Platt	847.73
Plaxtol	573.43
Ryarsh	284.21
Shipbourne	255.24
Snodland	3,423.24
Stansted	235.66
Trottiscliffe	275.82
Wateringbury	917.85
West Malling	1,128.14
West Peckham	169.76
Wouldham	487.17
Wrotham	857.74

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 2009/2010 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- | | | |
|-----|-------------|--|
| (a) | £65,407,104 | 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) | £49,155,600 | 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) | £16,251,504 | 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) | £6,535,501 | 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) | £202.62 | 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) | £1,708,104 | being the aggregate amount of all special items referred to in Section 34(1) of the Act. |

(g) £167.00 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	216.57
Aylesford	208.51
Birling	198.86
Borough Green	229.13
Burham	192.78
Ditton	278.23
East Malling & Larkfield	205.56
East Peckham	220.19
Hadlow	215.53
Hildenborough	180.79
Ightham	198.01
Kings Hill	210.18
Leybourne	223.71
Mereworth	187.33
Offham	207.39
Platt	205.93
Plaxtol	200.15
Ryarsh	211.96
Shipbourne	202.26
Snodland	228.90
Stansted	217.34
Trottiscliffe	199.63
Wateringbury	267.43
West Malling	226.75
West Peckham	181.24
Wouldham	213.72
Wrotham	225.84

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	111.33	129.89	148.44	167.00	204.11	241.22	278.33	334.00
Addington	144.38	168.44	192.51	216.57	264.70	312.82	360.95	433.14
Aylesford	139.01	162.17	185.34	208.51	254.85	301.18	347.52	417.02
Birling	132.57	154.67	176.76	198.86	243.05	287.24	331.43	397.72
Borough Green	152.75	178.21	203.67	229.13	280.05	330.97	381.88	458.26
Burham	128.52	149.94	171.36	192.78	235.62	278.46	321.30	385.56
Ditton	185.49	216.40	247.32	278.23	340.06	401.89	463.72	556.46
East Malling & Larkfield	137.04	159.88	182.72	205.56	251.24	296.92	342.60	411.12
East Peckham	146.79	171.26	195.72	220.19	269.12	318.05	366.98	440.38
Hadlow	143.69	167.63	191.58	215.53	263.43	311.32	359.22	431.06
Hildenborough	120.53	140.61	160.70	180.79	220.97	261.14	301.32	361.58
Ightham	132.01	154.01	176.01	198.01	242.01	286.01	330.02	396.02
Kings Hill	140.12	163.47	186.83	210.18	256.89	303.59	350.30	420.36
Leybourne	149.14	174.00	198.85	223.71	273.42	323.14	372.85	447.42
Mereworth	124.89	145.70	166.52	187.33	228.96	270.59	312.22	374.66
Offham	138.26	161.30	184.35	207.39	253.48	299.56	345.65	414.78
Platt	137.29	160.17	183.05	205.93	251.69	297.45	343.22	411.86
Plaxtol	133.43	155.67	177.91	200.15	244.63	289.11	333.58	400.30
Ryarsh	141.31	164.86	188.41	211.96	259.06	306.16	353.27	423.92
Shipbourne	134.84	157.31	179.79	202.26	247.21	292.15	337.10	404.52
Snodland	152.60	178.03	203.47	228.90	279.77	330.63	381.50	457.80
Stansted	144.89	169.04	193.19	217.34	265.64	313.94	362.23	434.68
Trottiscliffe	133.09	155.27	177.45	199.63	243.99	288.35	332.72	399.26
Wateringbury	178.29	208.00	237.72	267.43	326.86	386.29	445.72	534.86
West Malling	151.17	176.36	201.56	226.75	277.14	327.53	377.92	453.50
West Peckham	120.83	140.96	161.10	181.24	221.52	261.79	302.07	362.48
Wouldham	142.48	166.23	189.97	213.72	261.21	308.71	356.20	427.44
Wrotham	150.56	175.65	200.75	225.84	276.03	326.21	376.40	451.68

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 2009/2010 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:-

Precepting
Authority

Valuation Bands

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Kent Police Authority	89.77	104.73	119.69	134.65	164.57	194.49	224.42	269.30
Kent & Medway Fire & Rescue Authority	44.04	51.38	58.72	66.06	80.74	95.42	110.10	132.12
Kent County Council	684.18	798.21	912.24	1,026.27	1,254.33	1,482.39	1,710.45	2,052.54

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 2009/2010, for each of the categories of dwellings shown below:-

Part of the
Council's
area

Valuation Bands

	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	929.32	1,084.21	1,239.09	1,393.98	1,703.75	2,013.52	2,323.30	2,787.96
Addington	962.37	1,122.76	1,283.16	1,443.55	1,764.34	2,085.12	2,405.92	2,887.10
Aylesford	957.00	1,116.49	1,275.99	1,435.49	1,754.49	2,073.48	2,392.49	2,870.98
Birling	950.56	1,108.99	1,267.41	1,425.84	1,742.69	2,059.54	2,376.40	2,851.68
Borough Green	970.74	1,132.53	1,294.32	1,456.11	1,779.69	2,103.27	2,426.85	2,912.22
Burham	946.51	1,104.26	1,262.01	1,419.76	1,735.26	2,050.76	2,366.27	2,839.52
Ditton	1,003.48	1,170.72	1,337.97	1,505.21	1,839.70	2,174.19	2,508.69	3,010.42
East Malling & Larkfield	955.03	1,114.20	1,273.37	1,432.54	1,750.88	2,069.22	2,387.57	2,865.08
East Peckham	964.78	1,125.58	1,286.37	1,447.17	1,768.76	2,090.35	2,411.95	2,894.34
Hadlow	961.68	1,121.95	1,282.23	1,442.51	1,763.07	2,083.62	2,404.19	2,885.02
Hildenborough	938.52	1,094.93	1,251.35	1,407.77	1,720.61	2,033.44	2,346.29	2,815.54
Ightham	950.00	1,108.33	1,266.66	1,424.99	1,741.65	2,058.31	2,374.99	2,849.98
Kings Hill	958.11	1,117.79	1,277.48	1,437.16	1,756.53	2,075.89	2,395.27	2,874.32
Leybourne	967.13	1,128.32	1,289.50	1,450.69	1,773.06	2,095.44	2,417.82	2,901.38
Mereworth	942.88	1,100.02	1,257.17	1,414.31	1,728.60	2,042.89	2,357.19	2,828.62
Offham	956.25	1,115.62	1,275.00	1,434.37	1,753.12	2,071.86	2,390.62	2,868.74
Platt	955.28	1,114.49	1,273.70	1,432.91	1,751.33	2,069.75	2,388.19	2,865.82
Plaxtol	951.42	1,109.99	1,268.56	1,427.13	1,744.27	2,061.41	2,378.55	2,854.26
Ryarsh	959.30	1,119.18	1,279.06	1,438.94	1,758.70	2,078.46	2,398.24	2,877.88
Shipbourne	952.83	1,111.63	1,270.44	1,429.24	1,746.85	2,064.45	2,382.07	2,858.48
Snodland	970.59	1,132.35	1,294.12	1,455.88	1,779.41	2,102.93	2,426.47	2,911.76
Stansted	962.88	1,123.36	1,283.84	1,444.32	1,765.28	2,086.24	2,407.20	2,888.64
Trottiscliffe	951.08	1,109.59	1,268.10	1,426.61	1,743.63	2,060.65	2,377.69	2,853.22
Wateringbury	996.28	1,162.32	1,328.37	1,494.41	1,826.50	2,158.59	2,490.69	2,988.82
West Malling	969.16	1,130.68	1,292.21	1,453.73	1,776.78	2,099.83	2,422.89	2,907.46
West Peckham	938.82	1,095.28	1,251.75	1,408.22	1,721.16	2,034.09	2,347.04	2,816.44
Wouldham	960.47	1,120.55	1,280.62	1,440.70	1,760.85	2,081.01	2,401.17	2,881.40
Wrotham	968.55	1,129.97	1,291.40	1,452.82	1,775.67	2,098.51	2,421.37	2,905.64

Financial arrangements with Parish councils 2009/10

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £	Grants £
Addington	3,138	1,225	-	-	4,363	-
Aylesford	20,662	11,064	3,738	-	35,464	-
Birling	3,138	2,287	186	-	5,611	-
Borough Green	6,968	-	1,788	-	8,756	-
Burham	3,138	1,911	255	-	5,304	-
Ditton	9,508	1,416	-	3,197	14,121	-
East Malling & Larkfield	24,975	3,410	813	-	29,198	-
East Peckham	6,526	4,554	1,533	-	12,613	7,500
Hadlow	7,630	9,820	93	-	17,543	-
Hildenborough	9,440	2,923	139	-	12,502	-
Ightham	3,903	3,609	-	-	7,512	-
Kings Hill	9,666	-	-	-	9,666	-
Leybourne	5,989	1,018	441	-	7,448	-
Mereworth	3,138	2,866	-	-	6,004	-
Offham	3,138	1,025	-	-	4,163	-
Platt	3,143	2,795	488	-	6,426	-
Plaxtol	3,138	2,749	325	-	6,212	-
Ryarsh	3,138	1,114	557	-	4,809	-
Shipbourne	3,138	1,778	-	-	4,916	-
Snodland	17,919	16,006	3,228	-	37,153	-
Stansted	3,138	1,378	-	-	4,516	-
Trottiscliffe	3,138	599	-	-	3,737	6,464
Watlingbury	4,041	6,231	929	-	11,201	-
West Malling	4,859	4,876	2,183	256	12,174	6,048
West Peckham	3,138	1,457	-	-	4,595	-
Wouldham	3,138	885	209	-	4,232	-
Wrotham	3,567	5,695	1,254	-	10,516	-
Total	176,452	92,691	18,159	3,453	290,755	20,012
To be transferred to fund Special works projects					2,405	
Total annual revenue budget for Financial arrangements with Parish councils					293,160	

Parish council precepts

Precept for 2008 / 09 £	Parish council	Precept for 2009 / 10 £	Tax base	Amount per band D property £	Per band D variation %	Precept variation %
19,258.00	Addington	19,258.00	388.48	49.57	0.4	0.0
163,550.00	Aylesford	171,855.00	4,140.30	41.51	4.6	5.1
6,500.00	Birling	6,500.00	204.02	31.86	1.3	0.0
95,318.00	Borough Green	94,758.00	1,525.13	62.13	0.0	(0.6)
11,500.00	Burham	12,017.50	466.17	25.78	5.9	4.5
209,834.00	Ditton	223,135.00	2,006.01	111.23	0.0	6.3
187,601.50	E. Malling & Larkfield	191,722.00	4,971.80	38.56	1.7	2.2
68,194.00	East Peckham	71,542.00	1,344.99	53.19	4.4	4.9
76,000.00	Hadlow	78,000.00	1,607.32	48.53	1.6	2.6
29,130.00	Hildenborough	30,320.00	2,198.66	13.79	3.8	4.1
24,525.00	Ightham	34,335.00	1,107.35	31.01	40.2	40.0
121,104.00	Kings Hill	135,583.00	3,140.29	43.18	2.0	12.0
70,000.00	Leybourne	72,100.00	1,271.41	56.71	3.0	3.0
9,000.00	Mereworth	9,500.00	467.22	20.33	2.7	5.6
14,892.00	Offham	15,693.00	388.58	40.39	4.3	5.4
32,400.00	Platt	33,000.00	847.73	38.93	1.8	1.9
19,007.00	Plaxtol	19,007.00	573.43	33.15	(1.1)	0.0
12,716.00	Ryarsh	12,779.00	284.21	44.96	2.2	0.5
3,700.00	Shipbourne	9,000.00	255.24	35.26	145.2	143.2
204,285.00	Snodland	211,904.00	3,423.24	61.90	1.6	3.7
9,384.00	Stansted	11,862.00	235.66	50.34	27.9	26.4
8,000.00	Trottiscliffe	9,000.00	275.82	32.63	9.5	12.5
62,752.45	Wateringbury	92,179.00	917.85	100.43	47.7	46.9
64,810.00	West Malling	67,402.00	1,128.14	59.75	4.0	4.0
2,355.00	West Peckham	2,417.00	169.76	14.24	4.6	2.6
22,777.00	Wouldham	22,763.00	487.17	46.72	(0.5)	(0.1)
49,123.00	Wrotham	50,472.00	857.74	58.84	4.1	2.7
1,597,715.95	Total	1,708,103.50	34,683.72			

CORPORATE SERVICES

SUMMARY

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
1-3 SALARIES & OVERHEADS	1,120,850	1,904,750	1,252,950
4 DEMOCRATIC REPRESENTATION	1,649,250	1,544,250	1,611,150
5 CORPORATE MANAGEMENT	733,350	698,900	714,800
6 COMMUNITY SAFETY	309,800	303,200	331,000
7 COMMUNITY DEVELOPMENT	85,150	109,850	114,900
8 ELECTIONS	262,100	307,900	317,650
9 INFORMATION & PUBLICITY	211,950	206,850	212,700
10 PUBLIC RIGHTS OF WAY	7,500	6,800	7,400
11 CIVIL CONTINGENCIES	106,000	108,850	115,750
12 LOCAL LAND CHARGES	(53,250)	133,450	(140,150)
13 CONCESSIONARY FARES	753,900	607,550	699,900
14 GRANTS & PAYMENTS	209,450	216,350	177,000
15 INDUSTRIAL ESTATE	(49,850)	(51,050)	(50,600)
16 COMMERCIAL PROPERTY	(165,650)	(163,950)	(180,950)
17 VALE RISE DEPOT	-	-	-
18 LAND REVIEW	59,350	74,400	65,850
19 LOCAL REVENUE & NNDR COLLECTION	607,800	560,250	583,200
20 COUNCIL TAX BENEFITS	150,500	100,450	131,350
21 INTEREST & TRANSFERS	(1,456,400)	(1,669,200)	(695,150)
22 DRAINAGE BOARDS SPECIAL LEVIES	383,400	383,350	398,650
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	303,700	302,900	304,700
24 GENERAL ADVICE TO PARISH COUNCILS	65,750	64,550	67,400
25 ITINERANTS	9,100	8,450	8,950
26 CLIMATE CHANGE	77,650	64,650	68,350
27 ECONOMIC DEVELOPMENT & REGENERATION	87,650	83,500	81,050
ANNUAL ESTIMATES	5,469,050	5,907,000	6,197,850
28 CAPITAL PROGRAMME REVENUE EXPENSES	132,050	125,700	124,300
29 CONTRIBUTIONS TO PROVISIONS	-	30,000	-
	5,601,100	6,062,700	6,322,150

CORPORATE SERVICES

1. SALARIES & ONCOSTS

	2008/09	
	ORIGINAL £	REVISED £
Salaries - see analysis page CS 19	12,018,000	11,799,150
Staff Turnover Saving	(75,000)	(275,000)
Termination Payments	289,000	612,600
Recruitment & Training	342,600	432,050
	12,574,600	12,568,800

**2009/10
ESTIMATE
£**

11,937,150

(75,000)

300,000

133,000

12,295,150

2. OVERHEAD EXPENSES

(a) COUNCIL OFFICES

Employees	198,850	182,550	190,800
Premises Related Expenses	571,450	588,550	545,500
Supplies & Services	24,500	22,700	22,700
	794,800	793,800	759,000
Less Income	(15,000)	(13,000)	(13,000)
	779,800	780,800	746,000
<u>Sub-total</u>			
Central, Departmental & Technical Support Services	73,650	70,650	73,400
Capital Financing Costs	193,750	125,850	169,400
	1,047,200	977,300	988,800

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & PHOTOCOPYING

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	92,050	87,150	91,850
Supplies & Services	78,100	86,300	77,800
	<hr/>	<hr/>	<hr/>
	170,150	173,450	169,650
Less Income	(25,850)	(27,750)	(28,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	144,300	145,700	141,500
Central, Departmental & Technical Support Services	63,200	62,800	63,150
Capital Financing Costs	18,300	13,300	24,500
	<hr/>	<hr/>	<hr/>
	225,800	221,800	229,150
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	301,600	272,750	248,400
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	7,300	7,300	7,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	314,100	285,250	260,900
Central, Departmental & Technical Support Services	212,750	177,300	176,600
	<hr/>	<hr/>	<hr/>
	526,850	462,550	437,500
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	20,450	20,150	21,750
Supplies & Services	98,250	98,400	99,600
	<hr/>	<hr/>	<hr/>
	118,700	118,550	121,350
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	118,650	118,500	121,300
Central, Departmental & Technical Support Services	3,900	10,700	14,700
	<hr/>	<hr/>	<hr/>
	122,550	129,200	136,000
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	327,700	319,400	324,700
Supplies & Services	379,000	370,300	355,600
	<hr/>	<hr/>	<hr/>
	706,700	689,700	680,300
Less Income	(15,250)	(15,250)	(15,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	691,450	674,450	665,050
Capital Financing Costs	24,650	21,150	18,100
	<hr/>	<hr/>	<hr/>
	716,100	695,600	683,150
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2008/09		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Supplies & Services	6,400	6,400	6,400
Less Income	(10,000)	(10,000)	(10,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,600)	(3,600)	(3,600)
Central, Departmental & Technical Support Services	4,300	4,100	4,450
Capital Financing Costs	2,850	2,850	4,150
	<hr/>	<hr/>	<hr/>
	3,550	3,350	5,000
	<hr/>	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	762,900	702,900	746,700
Transport Related Expenses	300	300	300
Supplies & Services	517,500	529,150	551,450
	<hr/>	<hr/>	<hr/>
	1,280,700	1,232,350	1,298,450
Less Income	(150)	(150)	(5,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,280,550	1,232,200	1,293,300
Central, Departmental & Technical Support Services	196,650	190,750	189,950
Capital Financing Costs	406,700	436,600	450,150
	<hr/>	<hr/>	<hr/>
	1,883,900	1,859,550	1,933,400
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3. SUMMARY

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	12,574,600	12,568,800	12,295,150
Overhead Expenses :			
(a) Council Offices	1,047,200	977,300	988,800
(b) Printing & Photocopying	225,800	221,800	229,150
(c) Customer Services	526,850	462,550	437,500
(d) General Administration	122,550	129,200	136,000
(e) Departmental Administration	716,100	695,600	683,150
(f) Snack Facilities	3,550	3,350	5,000
(g) Information Technology Services	1,883,900	1,859,550	1,933,400
	<hr/>	<hr/>	<hr/>
	17,100,550	16,918,150	16,708,150
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning & Transportation Services	(4,130,950)	(3,828,500)	(4,004,750)
Environmental Health Services	(1,740,050)	(1,652,750)	(1,704,650)
Housing Services	(1,872,250)	(1,724,650)	(1,771,750)
Leisure Services	(1,336,450)	(1,300,150)	(1,343,650)
Corporate Services	(4,759,900)	(4,523,500)	(4,600,650)
Other Services	(209,800)	(202,050)	(208,000)
Holding Accounts	(1,930,300)	(1,781,800)	(1,821,750)
	<hr/>	<hr/>	<hr/>
	(15,979,700)	(15,013,400)	(15,455,200)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,120,850	1,904,750	1,252,950
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

4. DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

	2008/09 ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	396,000	359,200	375,400
Premises Related Expenses	8,600	7,200	8,600
Supplies & Services	15,300	14,450	13,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	419,900	380,850	397,300
Central, Departmental & Technical Support Services	557,250	515,700	533,050
	<hr/>	<hr/>	<hr/>
	977,150	896,550	930,350
	<hr/>	<hr/>	<hr/>

(b) PAYMENTS TO MEMBERS

Transport Related Expenses	16,150	15,450	15,450
Supplies & Services	381,600	372,400	393,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	397,750	387,850	409,400
Central, Departmental & Technical Support Services	25,700	24,750	26,150
	<hr/>	<hr/>	<hr/>
	423,450	412,600	435,550
	<hr/>	<hr/>	<hr/>

(c) MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)

Employees	64,000	56,150	63,600
Transport Related Expenses	23,000	23,000	23,000
Supplies & Services	34,300	34,300	34,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	121,300	113,450	120,900
Central, Departmental & Technical Support Services	127,350	121,650	124,350
	<hr/>	<hr/>	<hr/>
	248,650	235,100	245,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,649,250	1,544,250	1,611,150
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

5. CORPORATE MANAGEMENT

(a) CORPORATE POLICY

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	90,850	80,550	88,650
Supplies & Services	17,000	24,000	17,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	107,850	104,550	105,650
Central, Departmental & Technical Support Services	454,450	421,850	432,400
	<hr/>	<hr/>	<hr/>
	562,300	526,400	538,050
	-----	-----	-----

(b) PUBLIC ACCOUNTABILITY

Employees	-	2,800	-
Supplies & Services	108,200	108,200	112,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	108,200	111,000	112,500
Central, Departmental & Technical Support Services	62,850	61,500	64,250
	<hr/>	<hr/>	<hr/>
	171,050	172,500	176,750
	-----	-----	-----
<u>TO SUMMARY</u>	733,350	698,900	714,800
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2008/09		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
6. <u>COMMUNITY SAFETY</u>				
Employees		95,200	113,500	126,750
Supplies & Services		150,200	139,800	153,150
		<hr/>	<hr/>	<hr/>
		245,400	253,300	279,900
Less Income		(64,100)	(64,100)	(64,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	181,300	189,200	215,800
Central, Departmental & Technical Support Services		128,500	114,000	115,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	309,800	303,200	331,000
		<hr/>	<hr/>	<hr/>
7. <u>COMMUNITY DEVELOPMENT</u>				
Employees		44,550	45,750	51,350
Supplies & Services		12,500	157,500	156,500
		<hr/>	<hr/>	<hr/>
		57,050	203,250	207,850
Less Income		-	(120,000)	(120,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	57,050	83,250	87,850
Central, Departmental & Technical Support Services		28,100	26,600	27,050
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	85,150	109,850	114,900
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

8. ELECTIONS

(a) ELECTORAL REGISTRATION

	2008/09		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	70,600	55,650	65,350
Supplies & Services	36,900	44,950	43,650
	<hr/>	<hr/>	<hr/>
	107,500	100,600	109,000
Less Income	(1,500)	(4,700)	(1,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	106,000	95,900	107,500
Central, Departmental & Technical Support Services	103,400	130,200	97,100
	<hr/>	<hr/>	<hr/>
	209,400	226,100	204,600
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	7,850	13,900	29,350
Premises Related Expenses	1,500	1,500	1,500
Supplies & Services	11,900	12,400	12,400
	<hr/>	<hr/>	<hr/>
	21,250	27,800	43,250
Less Income	-	(1,600)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	21,250	26,200	43,250
Central, Departmental & Technical Support Services	31,450	55,600	69,800
	<hr/>	<hr/>	<hr/>
	52,700	81,800	113,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	262,100	307,900	317,650
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
9. <u>INFORMATION & PUBLICITY</u>			
Employees	90,000	85,750	91,650
Supplies & Services	68,950	68,950	68,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	158,950	154,700	160,600
Central, Departmental & Technical Support Services	53,000	52,150	52,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	211,950	206,850	212,700
	<hr/>	<hr/>	<hr/>
10. <u>PUBLIC RIGHTS OF WAY</u>			
Employees	5,500	4,900	5,400
Less Income	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	4,500	3,900	4,400
Central, Departmental & Technical Support Services	3,000	2,900	3,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,500	6,800	7,400
	<hr/>	<hr/>	<hr/>
11. <u>CIVIL CONTINGENCIES</u>			
Employees	36,100	44,950	45,950
Premises Related Expenses	100	100	100
Supplies & Services	40,100	34,800	39,100
	<hr/>	<hr/>	<hr/>
	76,300	79,850	85,150
Less Income	(4,750)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	71,550	73,150	78,450
Central, Departmental & Technical Support Services	34,450	35,700	37,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	106,000	108,850	115,750
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

12. LOCAL LAND CHARGES

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	201,700	178,550	143,650
Supplies & Services	79,300	46,650	78,450
	<hr/>	<hr/>	<hr/>
	281,000	225,200	222,100
Less Income	(481,950)	(237,600)	(481,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(200,950)	(12,400)	(259,850)
Central, Departmental & Technical Support Services	147,700	145,850	119,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(53,250)	133,450	(140,150)
	<hr/>	<hr/>	<hr/>

13. CONCESSIONARY FARES

Supplies & Services	984,850	839,000	937,650
Less Income	(252,000)	(252,500)	(258,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	732,850	586,500	679,150
Central, Departmental & Technical Support Services	21,050	21,050	20,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	753,900	607,550	699,900
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2008/09		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
14. <u>GRANTS & PAYMENTS</u>				
Supplies & Services		195,200	203,200	163,250
Central, Departmental & Technical Support Services		14,250	13,150	13,750
	<u>TO SUMMARY</u>	209,450	216,350	177,000
15. <u>INDUSTRIAL ESTATE</u>				
Employees		1,400	1,350	1,400
Less Income		(58,600)	(59,100)	(59,100)
	<u>Sub-total</u>	(57,200)	(57,750)	(57,700)
Central, Departmental & Technical Support Services		7,350	6,700	7,100
	<u>TO SUMMARY</u>	(49,850)	(51,050)	(50,600)
16. <u>COMMERCIAL PROPERTY</u>				
Employees		4,750	4,450	4,600
Premises Related Expenses		4,300	7,350	4,600
		9,050	11,800	9,200
Less Income		(234,850)	(237,550)	(252,550)
	<u>Sub-total</u>	(225,800)	(225,750)	(243,350)
Central, Departmental & Technical Support Services		12,700	11,750	12,350
Capital Financing Costs		47,450	50,050	50,050
	<u>TO SUMMARY</u>	(165,650)	(163,950)	(180,950)

CORPORATE SERVICES

17. VALE RISE DEPOT

	2008/09		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	2,300	2,850	3,000
Premises Related Expenses	12,300	41,800	12,050
	<hr/>	<hr/>	<hr/>
	14,600	44,650	15,050
Less Income	(23,800)	(54,350)	(24,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(9,200)	(9,700)	(9,800)
Central, Departmental & Technical Support Services	3,000	2,900	3,000
Capital Financing Costs	6,200	6,800	6,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

18. LAND REVIEW

Employees	32,650	30,450	31,600
Premises Related Expenses	13,800	32,650	29,200
Supplies & Services	12,750	12,750	6,000
	<hr/>	<hr/>	<hr/>
	59,200	75,850	66,800
Less Income	(30,800)	(30,800)	(30,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	28,400	45,050	36,000
Central, Departmental & Technical Support Services	23,450	21,850	22,350
Capital Financing Costs	7,500	7,500	7,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	59,350	74,400	65,850
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
19. <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	424,850	392,500	412,000
Supplies & Services	147,850	151,150	155,150
	<hr/>	<hr/>	<hr/>
	572,700	543,650	567,150
Less Income	(382,250)	(388,600)	(390,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	190,450	155,050	177,150
Central, Departmental & Technical Support Services	416,200	404,050	404,900
Capital Financing Costs	1,150	1,150	1,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	607,800	560,250	583,200
	<hr/>	<hr/>	<hr/>
20. <u>COUNCIL TAX BENEFITS</u>			
Employees	201,550	189,450	197,600
Supplies & Services	21,200	21,250	21,400
Transfer Payments	6,005,700	5,991,700	6,386,750
	<hr/>	<hr/>	<hr/>
	6,228,450	6,202,400	6,605,750
Less Income	(6,253,050)	(6,267,050)	(6,638,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(24,600)	(64,650)	(33,050)
Central, Departmental & Technical Support Services	175,100	165,100	164,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	150,500	100,450	131,350
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2008/09		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>INTEREST & TRANSFERS</u>			
Employees	26,600	24,800	26,600
Supplies & Services	217,750	284,600	234,500
	<hr/>	<hr/>	<hr/>
	244,350	309,400	261,100
Less Income	(1,726,350)	(2,003,450)	(981,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,482,000)	(1,694,050)	(720,800)
Central, Departmental & Technical Support Services	25,600	24,850	25,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,456,400)	(1,669,200)	(695,150)
	<hr/>	<hr/>	<hr/>
22. <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	383,000	383,000	398,300
Central, Departmental & Technical Support Services	400	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	383,400	383,350	398,650
	<hr/>	<hr/>	<hr/>
23. <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
Supplies & Services	292,000	292,000	293,150
Central, Departmental & Technical Support Services	11,700	10,900	11,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	303,700	302,900	304,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2008/09		2009/10
		ORIGINAL £	REVISED £	ESTIMATE £
24. <u>GENERAL ADVICE TO PARISH COUNCILS</u>				
Employees		34,150	31,500	33,400
Central, Departmental & Technical Support Services		31,600	33,050	34,000
	<u>TO SUMMARY</u>	65,750	64,550	67,400
25. <u>ITINERANTS</u>				
Employees		2,250	2,000	2,200
Central, Departmental & Technical Support Services		6,850	6,450	6,750
	<u>TO SUMMARY</u>	9,100	8,450	8,950
26. <u>CLIMATE CHANGE</u>				
Employees		51,850	41,500	45,150
Supplies & Services		8,000	8,000	8,000
	<u>Sub-total</u>	59,850	49,500	53,150
Central, Departmental & Technical Support Services		17,800	15,150	15,200
	<u>TO SUMMARY</u>	77,650	64,650	68,350

CORPORATE SERVICES

		2008/09		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
27. <u>ECONOMIC DEVELOPMENT & REGENERATION</u>				
Employees		16,400	14,950	16,000
Supplies & Services		58,500	56,500	51,500
		<hr/>	<hr/>	<hr/>
		74,900	71,450	67,500
Less Income		(1,250)	(1,250)	(1,250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	73,650	70,200	66,250
Central, Departmental & Technical Support Services		11,200	10,500	10,600
Capital Financing Costs		2,800	2,800	4,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	87,650	83,500	81,050
		<hr/>	<hr/>	<hr/>
28. <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>				
Employees		185,900	153,450	147,550
Less Income		(206,300)	(179,100)	(176,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(20,400)	(25,650)	(29,000)
Central, Departmental & Technical Support Services		152,450	151,350	153,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	132,050	125,700	124,300
		<hr/>	<hr/>	<hr/>
29. <u>CONTRIBUTIONS TO PROVISIONS</u>				
Supplies & Services		-	30,000	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	30,000	-
		<hr/>	<hr/>	<hr/>

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
Original Estimate	8,595,250	55,750	187,200	8,838,200	699,750	2,480,050	12,018,000
Revised Estimate	8,349,150	65,500	285,100	8,699,750	678,200	2,421,200	11,799,150

2009/10 ESTIMATE

Service

Administration & Property	583,700	23,700	5,500	612,900	47,000	160,600	820,500
Environmental Health & Housing	1,484,950	5,350	15,300	1,505,600	111,600	439,100	2,056,300
Executive	535,350	8,050	-	543,400	46,450	163,550	753,400
Information Technology	575,900	2,500	83,950	662,350	50,850	157,750	870,950
Finance	1,568,550	2,800	30,000	1,601,350	119,100	452,650	2,173,100
Legal	349,650	3,900	6,200	359,750	27,200	105,850	492,800
Leisure	548,850	850	102,100	651,800	45,550	158,100	855,450
Personnel	558,700	1,500	20,700	580,900	37,450	149,600	767,950
Planning & Transportation	2,289,950	2,900	-	2,292,850	177,900	675,950	3,146,700
	8,495,600	51,550	263,750	8,810,900	663,100	2,463,150	11,937,150

ENVIRONMENTAL HEALTH SERVICES

SUMMARY

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,113,750	1,136,350	1,159,400
2. PUBLIC CONVENIENCES & CESSPOOL EMPTYING	306,850	314,150	323,850
3. AMENITY CLEANSING	1,109,750	1,207,250	1,233,300
4. ENVIRONMENTAL PROTECTION	464,850	365,400	361,000
5. FOOD & SAFETY	512,000	485,450	479,250
6. RECYCLING	550,450	442,350	449,850
7. PEST CONTROL	53,800	73,100	69,800
8. PUBLIC HEALTH ACT 1984	3,550	2,750	2,850
9. LICENCES	84,500	70,450	70,350
10. ENVIRONMENTAL PROTECTION ACT - PART 1	11,100	10,350	5,300
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,210,600	4,107,600	4,154,950
11. CAPITAL PROGRAMME - REVENUE EXPENSES	7,100	3,000	3,250
	<hr/>	<hr/>	<hr/>
	4,217,700	4,110,600	4,158,200
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. <u>REFUSE COLLECTION</u>			
Employees	78,150	86,050	100,750
Premises Related Expenses	21,250	52,400	22,300
Supplies & Services	18,700	19,500	17,500
Third Party Payments	969,950	930,900	971,400
	1,088,050	1,088,850	1,111,950
Less Income	(54,050)	(38,950)	(46,050)
<u>Sub-total</u>	1,034,000	1,049,900	1,065,900
Central, Departmental & Technical Support Services	45,250	51,850	56,000
Capital Financing Costs	34,500	34,600	37,500
<u>TO SUMMARY</u>	1,113,750	1,136,350	1,159,400
2. <u>PUBLIC CONVENIENCES & CESSPOOL EMPTYING</u>			
Employees	19,800	18,500	21,000
Premises Related Expenses	64,850	74,500	79,900
Third Party Payments	83,500	83,500	84,300
<u>Sub-total</u>	168,150	176,500	185,200
Central, Departmental & Technical Support Services	21,150	19,800	20,800
Capital Financing Costs	117,550	117,850	117,850
<u>TO SUMMARY</u>	306,850	314,150	323,850

ENVIRONMENTAL HEALTH SERVICES

	2008/09 ESTIMATE		2009/10
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>AMENITY CLEANSING</u>			
Employees	107,250	122,900	137,850
Supplies & Services	88,200	167,000	155,600
Third Party Payments	988,750	986,700	1,007,800
	<hr/>	<hr/>	<hr/>
	1,184,200	1,276,600	1,301,250
Less Income	(133,800)	(132,450)	(134,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,050,400	1,144,150	1,166,300
Central, Departmental & Technical Support Services	59,350	63,100	67,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,109,750	1,207,250	1,233,300
	<hr/>	<hr/>	<hr/>
4. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	258,800	220,750	224,500
Supplies & Services	74,950	9,650	9,650
Third Party Payments	33,250	37,250	31,250
	<hr/>	<hr/>	<hr/>
	367,000	267,650	265,400
Less Income	(8,250)	(2,400)	(6,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	358,750	265,250	258,950
Central, Departmental & Technical Support Services	102,000	96,450	97,250
Capital Financing Costs	4,100	3,700	4,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	464,850	365,400	361,000
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL £	REVISED £	£
5. <u>FOOD & SAFETY</u>			
Employees	350,000	330,950	323,450
Supplies & Services	7,450	7,450	7,500
Third Party Payments	4,650	4,600	4,600
	<hr/>	<hr/>	<hr/>
	362,100	343,000	335,550
Less Income	(12,100)	(11,700)	(12,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	350,000	331,300	323,300
Central, Departmental & Technical Support Services	161,650	154,000	155,800
Capital Financing Costs	350	150	150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	512,000	485,450	479,250
	<hr/>	<hr/>	<hr/>
6. <u>RECYCLING</u>			
Employees	113,300	86,750	95,100
Premises Related Expenses	3,750	3,750	3,800
Transport Related Expenses	132,150	162,150	142,900
Supplies & Services	26,550	26,750	24,750
Third Party Payments	1,249,800	1,219,500	1,247,850
	<hr/>	<hr/>	<hr/>
	1,525,550	1,498,900	1,514,400
Less Income	(1,120,850)	(1,199,500)	(1,213,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	404,700	299,400	301,400
Central, Departmental & Technical Support Services	61,150	48,750	50,900
Capital Financing Costs	84,600	94,200	97,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	550,450	442,350	449,850
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

		2008/09 ESTIMATE		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
7. <u>PEST CONTROL</u>				
Employees		19,050	19,800	21,700
Supplies & Services		500	500	500
Third Party Payments		36,600	40,300	39,100
Financial Hardship Subsidy		4,350	6,350	4,350
		<hr/>	<hr/>	<hr/>
		60,500	66,950	65,650
Less Income		(24,000)	(12,000)	(15,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	36,500	54,950	50,650
Central, Departmental & Technical Support Services		17,300	18,150	19,150
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	53,800	73,100	69,800
		<hr/>	<hr/>	<hr/>
8. <u>PUBLIC HEALTH ACT 1984</u>				
Employees		1,350	800	850
Third Party Payments		1,000	1,000	1,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,350	1,800	1,850
Central, Departmental & Technical Support Services		1,200	950	1,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	3,550	2,750	2,850
		<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
9. LICENCES			
(a) FEE PAYING			
Employees	146,350	137,800	138,550
Premises Related Expenses	100	100	100
Supplies & Services	7,500	7,500	7,500
	<hr/>	<hr/>	<hr/>
	153,950	145,400	146,150
Less Income	(218,550)	(225,250)	(223,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(64,600)	(79,850)	(77,400)
Central, Departmental & Technical Support Services	114,550	114,900	113,850
	<hr/>	<hr/>	<hr/>
	49,950	35,050	36,450
	<hr/>	<hr/>	<hr/>
(b) NON FEE PAYING			
Employees	18,050	19,150	17,700
Central, Departmental & Technical Support Services	16,500	16,250	16,200
	<hr/>	<hr/>	<hr/>
	34,550	35,400	33,900
	<hr/>	<hr/>	<hr/>
<u>LICENCES</u>			
(a) FEE PAYING	49,950	35,050	36,450
(b) NON FEE PAYING	34,550	35,400	33,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	84,500	70,450	70,350
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

		2008/09 ESTIMATE		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. <u>ENVIRONMENTAL PROTECTION ACT</u>				
Employees		19,050	17,100	17,250
Less Income		(16,800)	(14,950)	(20,200)
	<u>Sub-total</u>	2,250	2,150	(2,950)
Central, Departmental & Technical Support Services		8,850	8,200	8,250
	<u>TO SUMMARY</u>	11,100	10,350	5,300
11. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		7,100	3,000	3,250
	<u>TO SUMMARY</u>	7,100	3,000	3,250

HOUSING SERVICES

SUMMARY

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	316,750	208,700	214,850
2. HOUSE RENOVATION GRANTS	201,650	189,850	202,800
3. HOUSING ADVANCES	13,850	12,850	13,400
4. HOUSING BENEFITS & COUNTER FRAUD	427,100	364,650	408,150
5. PRIVATE SECTOR HOUSING STANDARDS	89,000	77,050	82,350
6. HOME SAFETY	8,300	5,700	5,150
7. HOME IMPROVEMENT AGENCY	61,200	47,700	56,800
8. HOUSING STRATEGY & ENABLING ROLE	158,300	166,050	177,550
9. HOUSING ADVICE	116,600	257,200	266,150
	<hr/>	<hr/>	<hr/>
	1,392,750	1,329,750	1,427,200
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
1. <u>HOMELESSNESS</u>			
Employees	204,450	118,750	122,200
Supplies & Services	86,250	79,500	74,500
Third Party Payments	3,500	1,500	1,500
	<hr/>	<hr/>	<hr/>
	294,200	199,750	198,200
Less Income	(68,150)	(64,800)	(64,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	226,050	134,950	133,400
Central, Departmental & Technical Support Services	90,700	73,750	81,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	316,750	208,700	214,850
	<hr/>	<hr/>	<hr/>
2. <u>HOUSE RENOVATION GRANTS</u>			
Employees	136,450	127,500	138,450
Central, Departmental & Technical Support Services	65,200	62,350	64,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	201,650	189,850	202,800
	<hr/>	<hr/>	<hr/>
3. <u>HOUSING ADVANCES</u>			
Premises Related Expenses	2,600	300	300
Supplies & Services	2,450	3,050	2,550
	<hr/>	<hr/>	<hr/>
	5,050	3,350	2,850
Less Income	(7,900)	(4,900)	(4,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(2,850)	(1,550)	(1,850)
Central, Departmental & Technical Support Services	16,700	14,400	15,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	13,850	12,850	13,400
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

4. HOUSING BENEFITS & COUNTER FRAUD

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	384,800	348,500	373,750
Supplies & Services	36,550	56,300	40,450
Housing Benefits	20,523,450	21,211,000	22,713,800
	<hr/>	<hr/>	<hr/>
	20,944,800	21,615,800	23,128,000
Less Income	(20,989,450)	(21,693,250)	(23,171,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(44,650)	(77,450)	(43,800)
Central, Departmental & Technical Support Services	471,750	442,100	451,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	427,100	364,650	408,150
	<hr/>	<hr/>	<hr/>

5. PRIVATE SECTOR HOUSING STANDARDS

Employees	62,600	52,800	57,600
Less Income	(300)	(300)	(300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	62,300	52,500	57,300
Central, Departmental & Technical Support Services	26,700	24,550	25,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	89,000	77,050	82,350
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

6. HOME SAFETY

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	4,400	2,450	2,250
Supplies & Services	1,200	1,200	1,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,600	3,650	3,450
Central, Departmental & Technical Support Services	2,700	2,050	1,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,300	5,700	5,150
	<hr/>	<hr/>	<hr/>

7. HOME IMPROVEMENT AGENCY

Employees	96,650	25,050	6,550
Transport Related Expenses	200	50	-
Supplies & Services	6,550	2,450	1,500
Third Party Payments	-	30,000	45,000
	<hr/>	<hr/>	<hr/>
	103,400	57,550	53,050
Less Income	(87,550)	(34,250)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	15,850	23,300	52,050
Central, Departmental & Technical Support Services	45,350	24,400	4,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	61,200	47,700	56,800
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
8. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	94,800	96,550	102,800
Supplies & Services	7,750	7,750	7,550
Third Party Payments	-	6,000	6,000
<u>Sub-total</u>	102,550	110,300	116,350
Central, Departmental & Technical Support Services	55,750	55,750	61,200
<u>TO SUMMARY</u>	158,300	166,050	177,550
9. <u>HOUSING ADVICE</u>			
Employees	74,400	173,350	178,400
Supplies & Services	3,500	3,500	3,500
Third Party Payments	-	4,800	5,200
	77,900	181,650	187,100
Less Income	-	(4,800)	(5,200)
<u>Sub-total</u>	77,900	176,850	181,900
Central, Departmental & Technical Support Services	38,700	80,350	84,250
<u>TO SUMMARY</u>	116,600	257,200	266,150

LEISURE SERVICES

SUMMARY

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. ANGEL CONTRACT	516,350	674,250	686,150
2. LARKFIELD LEISURE CENTRE	839,700	1,071,650	1,097,050
3. TONBRIDGE SWIMMING POOL	563,150	752,650	761,450
4. SPORTS GROUNDS - GROUND MAINTENANCE	358,800	360,400	372,800
5. POULT WOOD GOLF CENTRE	(96,050)	9,600	(36,150)
6. PLEASURE GROUNDS & OPEN SPACES	671,700	664,000	681,700
7. ALLOTMENTS	7,350	7,500	7,600
8. CHURCHYARDS	14,250	13,550	11,900
9. CEMETERY	98,650	93,250	95,200
10. YOUTH & PLAY DEVELOPMENT	188,000	202,900	180,300
11. GRANTS	38,000	36,700	26,450
12. SPORTS DEVELOPMENT	68,650	60,500	67,850
13. ARTS PROGRAMME	80,900	78,900	77,650
14. LEISURE STRATEGY / MANAGEMENT	218,500	208,950	210,750
15. TONBRIDGE CASTLE GATEHOUSE	51,800	37,300	28,150
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	3,619,750	4,272,100	4,268,850
16. CAPITAL PROGRAMME - REVENUE EXPENSES	50,000	49,100	49,250
	<hr/>	<hr/>	<hr/>
	3,669,750	4,321,200	4,318,100
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

1. ANGEL CONTRACT

(a) ANGEL CENTRE

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	10,200	9,300	9,600
Premises Related Expenses	82,100	89,500	88,500
Supplies & Services	8,250	8,250	8,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	100,550	107,050	106,350
Central, Departmental & Technical Support Services	56,500	58,950	63,750
Capital Financing Costs	208,550	341,800	339,150
	<hr/>	<hr/>	<hr/>
	365,600	507,800	509,250
	<hr/>	<hr/>	<hr/>

(b) SPORTS GROUNDS - LEISURE MANAGEMENT

Employees	3,200	2,800	2,950
Premises Related Expenses	13,800	13,450	11,850
Transport Related Expenses	100	100	100
Supplies & Services	1,200	1,200	1,250
	<hr/>	<hr/>	<hr/>
	18,300	17,550	16,150
Less Income	(5,900)	(8,000)	(7,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	12,400	9,550	9,150
Central, Departmental & Technical Support Services	9,650	8,850	9,350
Capital Financing Costs	13,850	16,850	16,850
	<hr/>	<hr/>	<hr/>
	35,900	35,250	35,350
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. <u>ANGEL CONTRACT(continued)</u>			
(c) <u>LEISURE MANAGEMENT CONTRACT</u>			
Third Party Payments	114,850	131,200	141,550
	<hr/>	<hr/>	<hr/>
	114,850	131,200	141,550
	<hr/>	<hr/>	<hr/>
<u>ANGEL CONTRACT</u>			
(a) ANGEL CENTRE	365,600	507,800	509,250
(b) SPORTS GROUNDS			
- LEISURE MANAGEMENT	35,900	35,250	35,350
(c) LEISURE MANAGEMENT CONTRACT	114,850	131,200	141,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	516,350	674,250	686,150
	<hr/>	<hr/>	<hr/>
2. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	14,500	13,300	13,800
Premises Related Expenses	276,200	288,650	265,650
Supplies & Services	9,950	9,950	10,000
Third Party Payments	(55,550)	89,750	132,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	245,100	401,650	421,550
Central, Departmental & Technical Support Services	103,550	97,700	105,600
Capital Financing Costs	491,050	572,300	569,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	839,700	1,071,650	1,097,050
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

3. TONBRIDGE SWIMMING POOL

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	7,900	7,250	7,500
Premises Related Expenses	170,250	215,950	180,600
Supplies & Services	4,800	4,800	4,850
Third Party Payments	138,400	221,200	266,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	321,350	449,200	459,300
Central, Departmental & Technical Support Services	47,600	48,650	52,650
Capital Financing Costs	194,200	254,800	249,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	563,150	752,650	761,450
	<hr/>	<hr/>	<hr/>

4. SPORTS GROUNDS - GROUND MAINTENANCE

Employees	36,500	34,100	36,750
Premises Related Expenses	26,600	25,500	27,300
Supplies & Services	3,950	4,150	4,050
Third Party Payments	209,300	208,000	210,900
	<hr/>	<hr/>	<hr/>
	276,350	271,750	279,000
Less Income	(4,000)	(4,000)	(4,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	272,350	267,750	275,000
Central, Departmental & Technical Support Services	24,150	23,000	23,900
Capital Financing Costs	62,300	69,650	73,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	358,800	360,400	372,800
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

5. POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	53,400	50,650	53,000
Premises Related Expenses	49,050	84,900	77,300
Supplies & Services	35,700	35,750	35,750
Third Party Payments	37,550	37,850	39,200
	<hr/>	<hr/>	<hr/>
	175,700	209,150	205,250
Less Income	(720,000)	(681,200)	(738,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(544,300)	(472,050)	(533,350)
Central, Departmental & Technical Support Services	63,750	63,500	65,950
Capital Financing Costs	70,950	100,750	98,050
	<hr/>	<hr/>	<hr/>
	(409,600)	(307,800)	(369,350)
	<hr/>	<hr/>	<hr/>

(b) GROUND MAINTENANCE

Employees	10,050	10,150	10,550
Premises Related Expenses	11,750	8,250	9,450
Third Party Payments	276,200	276,200	290,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	298,000	294,600	310,000
Central, Departmental & Technical Support Services	13,100	12,450	12,850
Capital Financing Costs	2,450	10,350	10,350
	<hr/>	<hr/>	<hr/>
	313,550	317,400	333,200
	<hr/>	<hr/>	<hr/>

POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT	(409,600)	(307,800)	(369,350)
(b) GROUND MAINTENANCE	313,550	317,400	333,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(96,050)	9,600	(36,150)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL £	REVISED £	£
6. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	210,400	195,750	204,500
Premises Related Expenses	125,150	131,550	128,000
Transport Related Expenses	1,400	1,300	1,300
Supplies & Services	52,400	53,450	45,750
Third Party Payments	248,250	245,950	242,000
	<hr/>	<hr/>	<hr/>
	637,600	628,000	621,550
Less Income	(154,850)	(153,450)	(135,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	482,750	474,550	486,500
Central, Departmental & Technical Support Services	105,750	99,350	102,150
Capital Financing Costs	83,200	90,100	93,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	671,700	664,000	681,700
	<hr/>	<hr/>	<hr/>
7. <u>ALLOTMENTS</u>			
Employees	400	350	400
Premises Related Expenses	50	50	100
Third Party Payments	5,400	5,400	5,400
	<hr/>	<hr/>	<hr/>
	5,850	5,800	5,900
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,800	5,750	5,850
Central, Departmental & Technical Support Services	200	250	250
Capital Financing Costs	1,350	1,500	1,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,350	7,500	7,600
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

8. CHURCHYARDS

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	4,600	4,150	2,900
Premises Related Expenses	6,700	6,700	6,700
	<hr/>	<hr/>	<hr/>
	11,300	10,850	9,600
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	11,250	10,800	9,550
Central, Departmental & Technical Support Services	3,000	2,750	2,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	14,250	13,550	11,900
	<hr/>	<hr/>	<hr/>

9. CEMETERY

Employees	33,950	32,350	32,350
Premises Related Expenses	16,450	16,200	13,800
Supplies & Services	2,400	2,400	2,400
Third Party Payments	52,900	52,100	52,800
	<hr/>	<hr/>	<hr/>
	105,700	103,050	101,350
Less Income	(48,000)	(48,000)	(44,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	57,700	55,050	56,500
Central, Departmental & Technical Support Services	28,950	27,800	28,300
	<hr/>	<hr/>	<hr/>
Capital Financing Costs	12,000	10,400	10,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	98,650	93,250	95,200
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

10. YOUTH & PLAY DEVELOPMENT

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	109,550	115,700	115,050
Premises Related Expenses	9,600	9,400	9,600
Transport Related Expenses	6,300	5,400	5,700
Supplies & Services	74,400	76,850	74,150
	<hr/>	<hr/>	<hr/>
	199,850	207,350	204,500
Less Income	(55,500)	(58,400)	(73,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	144,350	148,950	131,000
Central, Departmental & Technical Support Services	43,650	53,950	49,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	188,000	202,900	180,300
	<hr/>	<hr/>	<hr/>

11. GRANTS

Employees	9,250	9,050	10,000
Supplies & Services	12,000	12,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	21,250	21,050	10,000
Central, Departmental & Technical Support Services	16,750	15,650	16,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	38,000	36,700	26,450
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

		2008/09 ESTIMATE		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
12. <u>SPORTS DEVELOPMENT</u>				
Employees		43,300	47,800	54,950
Supplies & Services		4,700	5,000	5,000
		<hr/>	<hr/>	<hr/>
		48,000	52,800	59,950
Less Income		-	(11,500)	(11,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	48,000	41,300	48,450
Central, Departmental & Technical Support Services		20,650	19,200	19,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	68,650	60,500	67,850
		<hr/>	<hr/>	<hr/>
13. <u>ARTS PROGRAMME</u>				
Employees		30,100	27,850	29,100
Supplies & Services		21,600	22,600	22,100
Third Party Payments		14,000	14,000	12,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	65,700	64,450	63,200
Central, Departmental & Technical Support Services		15,200	14,450	14,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	80,900	78,900	77,650
		<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL £	REVISED £	£
14. <u>LEISURE STRATEGY / MANAGEMENT</u>			
Employees	75,950	73,300	77,250
Supplies & Services	50,900	50,900	50,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	126,850	124,200	128,150
Central, Departmental & Technical Support Services	86,000	79,100	76,950
Capital Financing Costs	5,650	5,650	5,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	218,500	208,950	210,750
	<hr/>	<hr/>	<hr/>
15. <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	23,400	20,400	18,650
Premises Related Expenses	24,200	10,200	7,750
Supplies & Services	16,700	16,700	14,200
	<hr/>	<hr/>	<hr/>
	64,300	47,300	40,600
Less Income	(41,500)	(40,500)	(41,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	22,800	6,800	(900)
Central, Departmental & Technical Support Services	21,450	20,450	20,700
Capital Financing Costs	7,550	10,050	8,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	51,800	37,300	28,150
	<hr/>	<hr/>	<hr/>
16. <u>CAPITAL PROGRAMME</u>			
<u>- REVENUE EXPENSES</u>			
Direct Salaries, Central, Departmental & Technical Support Services	50,000	49,100	49,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	50,000	49,100	49,250
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

SUMMARY

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. PLANNING & BUILDING CONTROL	2,085,100	1,358,450	1,988,850
2. TRANSPORTATION	214,250	194,900	190,850
3. SECURITY SERVICES MANAGEMENT	-	-	-
4. PARKING SERVICES	(360,700)	(958,850)	(854,750)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	62,300	56,800	66,050
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	2,000,950	651,300	1,391,000
6. CAPITAL PROGRAMME - REVENUE EXPENSES	149,200	127,000	124,050
	<hr/>	<hr/>	<hr/>
	2,150,150	778,300	1,515,050
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL

(a) POLICY

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	433,100	407,000	415,950
Supplies & Services	46,000	69,900	36,850
	<hr/>	<hr/>	<hr/>
	479,100	476,900	452,800
Less Income	(2,000)	(1,200)	(1,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	477,100	475,700	451,600
Central, Departmental & Technical Support Services	156,700	155,650	160,300
	<hr/>	<hr/>	<hr/>
	633,800	631,350	611,900
	<hr/>	<hr/>	<hr/>

(b) DEVELOPMENT CONTROL

Employees	1,131,500	1,016,700	1,085,350
Supplies & Services	90,600	90,600	69,200
	<hr/>	<hr/>	<hr/>
	1,222,100	1,107,300	1,154,550
Less Income	(709,800)	(548,000)	(661,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	512,300	559,300	493,050
Central, Departmental & Technical Support Services	711,550	677,150	707,150
	<hr/>	<hr/>	<hr/>
	1,223,850	1,236,450	1,200,200
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL
(continued)

(c) BUILDING CONTROL

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	438,450	404,400	422,850
Supplies & Services	10,450	10,450	10,450
	<hr/>	<hr/>	<hr/>
	448,900	414,850	433,300
Less Income	(509,000)	(470,000)	(526,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(60,100)	(55,150)	(93,500)
Central, Departmental & Technical Support Services	183,450	179,400	183,950
	<hr/>	<hr/>	<hr/>
	123,350	124,250	90,450
	<hr/>	<hr/>	<hr/>

(d) PLANNING DELIVERY GRANT

Employees	202,100	194,200	121,300
Supplies & Services	2,000	156,200	40,000
	<hr/>	<hr/>	<hr/>
	204,100	350,400	161,300
Less Income	(100,000)	(984,000)	(75,000)
	<hr/>	<hr/>	<hr/>
	104,100	(633,600)	86,300
	<hr/>	<hr/>	<hr/>

PLANNING & BUILDING CONTROL

(a) POLICY	633,800	631,350	611,900
(b) DEVELOPMENT CONTROL	1,223,850	1,236,450	1,200,200
(c) BUILDING CONTROL	123,350	124,250	90,450
(d) PLANNING DELIVERY GRANT	104,100	(633,600)	86,300
	<hr/>	<hr/>	<hr/>

TO SUMMARY

2,085,100	1,358,450	1,988,850
<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

2. TRANSPORTATION

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	111,300	108,250	108,400
Premises Related Expenses	16,650	16,550	16,650
Supplies & Services	35,000	23,350	17,850
	<hr/>	<hr/>	<hr/>
	162,950	148,150	142,900
Less Income	(12,000)	(10,000)	(10,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	150,950	138,150	132,900
Central, Departmental & Technical Support Services	49,900	46,450	48,000
Capital Financing Costs	13,400	10,300	9,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	214,250	194,900	190,850
	<hr/>	<hr/>	<hr/>

3. SECURITY SERVICES MANAGEMENT

Employees	74,100	71,350	71,850
Premises Related Expenses	750	750	750
Supplies & Services	32,000	32,050	27,150
Third Party Payments	195,000	180,000	195,000
	<hr/>	<hr/>	<hr/>
	301,850	284,150	294,750
Less Income	(408,200)	(369,700)	(419,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(106,350)	(85,550)	(124,350)
Central, Departmental & Technical Support Services	33,750	29,200	32,000
Capital Financing Costs	72,600	56,350	92,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

4. PARKING SERVICES

(a) OFF-STREET

	2008/09 ESTIMATE ORIGINAL £	REVISED £	2009/10 ESTIMATE £
Employees	226,700	196,950	206,700
Premises Related Expenses	230,000	247,900	247,500
Transport Related Expenses	3,950	3,600	3,650
Supplies & Services	605,750	753,500	753,050
	<hr/>	<hr/>	<hr/>
	1,066,400	1,201,950	1,210,900
Less Income	(2,052,500)	(2,217,500)	(2,379,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(986,100)	(1,015,550)	(1,168,600)
Central, Departmental & Technical Support Services	138,200	132,650	135,650
Capital Financing Costs	364,050	(200,050)	84,750
	<hr/>	<hr/>	<hr/>
	(483,850)	(1,082,950)	(948,200)
	<hr/>	<hr/>	<hr/>

(b) ON-STREET

Employees	267,950	238,150	250,400
Premises Related Expenses	10,000	10,000	10,000
Transport Related Expenses	3,950	3,950	4,000
Supplies & Services	25,000	29,250	25,750
	<hr/>	<hr/>	<hr/>
	306,900	281,350	290,150
Less Income	(316,000)	(304,000)	(331,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(9,100)	(22,650)	(40,850)
Central, Departmental & Technical Support Services	117,500	113,450	115,100
Capital Financing Costs	14,750	33,300	19,200
	<hr/>	<hr/>	<hr/>
	123,150	124,100	93,450
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

		2008/09 ESTIMATE		2009/10
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
4. <u>PARKING SERVICES (continued)</u>				
(a) OFF-STREET		(483,850)	(1,082,950)	(948,200)
(b) ON-STREET		123,150	124,100	93,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(360,700)	(958,850)	(854,750)
		<hr/>	<hr/>	<hr/>
5. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		39,700	34,250	40,600
Supplies & Services		2,350	2,100	2,100
Third Party Payments		3,000	3,000	3,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	45,050	39,350	45,700
Central, Departmental & Technical Support Services		17,250	17,450	20,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	62,300	56,800	66,050
		<hr/>	<hr/>	<hr/>
6. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		149,200	127,000	124,050
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	149,200	127,000	124,050
		<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

SUMMARY

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. LARKFIELD LEISURE CENTRE	24,100	98,700	32,000
2. ANGEL CENTRE	4,100	51,550	6,450
3. TONBRIDGE SWIMMING POOL	(36,250)	(18,750)	(60,550)
4. POULT WOOD GOLF CENTRE	8,050	(18,000)	(6,900)
	<hr/>	<hr/>	<hr/>
	-	113,500	(29,000)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

1. LARKFIELD LEISURE CENTRE

	2008/09 ESTIMATE		2009/10 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	1,675,200	1,655,850	1,694,100
Premises Related Expenses	332,650	453,700	508,400
Transport Related Expenses	12,600	13,900	14,000
Supplies & Services	265,000	96,800	92,950
	<hr/>	<hr/>	<hr/>
	2,285,450	2,220,250	2,309,450
Less Income	(2,186,300)	(2,046,500)	(2,200,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	99,150	173,750	108,500
Central, Departmental & Technical Support Services	(75,050)	(75,050)	(76,500)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,100	98,700	32,000
	<hr/>	<hr/>	<hr/>

2. ANGEL CENTRE

Employees	622,400	613,200	616,250
Premises Related Expenses	130,800	162,050	166,200
Transport Related Expenses	1,400	2,050	2,100
Supplies & Services	87,750	82,550	91,450
	<hr/>	<hr/>	<hr/>
	842,350	859,850	876,000
Less Income	(950,750)	(920,800)	(984,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(108,400)	(60,950)	(108,350)
Central, Departmental & Technical Support Services	112,500	112,500	114,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,100	51,550	6,450
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

3. TONBRIDGE SWIMMING POOL

	2008/09 ESTIMATE		2009/10
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	590,350	603,950	597,050
Premises Related Expenses	195,600	286,650	313,050
Transport Related Expenses	1,000	600	600
Supplies & Services	95,700	99,300	107,750
	<hr/>	<hr/>	<hr/>
	882,650	990,500	1,018,450
Less Income	(1,032,550)	(1,122,900)	(1,194,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(149,900)	(132,400)	(176,500)
Central, Departmental & Technical Support Services	113,650	113,650	115,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(36,250)	(18,750)	(60,550)
	<hr/>	<hr/>	<hr/>

4. POULT WOOD GOLF CENTRE

Employees	189,000	156,700	184,500
Premises Related Expenses	4,050	4,100	4,500
Transport Related Expenses	12,900	13,850	15,650
Supplies & Services	29,500	34,600	32,600
	<hr/>	<hr/>	<hr/>
	235,450	209,250	237,250
Less Income	(276,200)	(276,200)	(290,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(40,750)	(66,950)	(52,750)
Central, Departmental & Technical Support Services	20,350	20,350	20,750
Capital Financing Costs	28,450	28,600	25,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,050	(18,000)	(6,900)
	<hr/>	<hr/>	<hr/>

CAPITAL PLAN: LIST A
ALL SERVICES

	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Scheme Total Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Excluding Capital Renewals									
Service									
Planning and Transportation Services	804	375	341	148	0	0	0	0	1,668
Environmental Health Services	(1)	113	81	86	91	101	104	104	679
Housing Services	78	426	301	301	307	307	307	307	2,334
Leisure Services	1,127	1,242	427	20	15	33	8	8	2,880
Corporate Services	411	337	450	129	35	30	30	30	1,452
Total Excluding Capital Renewals	2,419	2,493	1,600	684	448	471	449	449	9,013
Capital Renewals									
Service									
Planning and Transportation Services	n/a	67	240	44	45	85	75	89	645
Environmental Health Services	n/a	95	21	34	51	45	17	10	273
Leisure Services	n/a	716	456	383	412	489	444	326	3,226
Corporate Services	n/a	316	752	437	345	257	260	331	2,698
Total Capital Renewals	n/a	1,194	1,469	898	853	876	796	756	6,842
Grand Total	2,419	3,687	3,069	1,582	1,301	1,347	1,245	1,205	15,855

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	210	93	219	15	0	0	0	0	537
Transportation	117	144	40	0	0	0	0	0	301
Environmental Improvements	0	3	0	100	0	0	0	0	103
Land Drainage / Flood Defence	102	45	40	0	0	0	0	0	187
Historic Buildings Grants	20	24	11	2	0	0	0	0	57
Snodland Partnership	342	35	0	0	0	0	0	0	377
Other Schemes	13	31	31	31	0	0	0	0	106
Total Planning & Transportation (excluding capital renewals)	804	375	341	148	0	0	0	0	1,668
Capital Renewals									
CCTV	n/a	41	240	40	40	40	40	40	481
Parking	n/a	26	0	4	5	45	35	49	164
Total Planning & Transportation Capital Renewals	n/a	67	240	44	45	85	75	89	645
Total Planning & Transportation	804	442	581	192	45	85	75	89	2,313

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Car Parking</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Improvement Programme for Existing Car Parks										
(i) Phase 1	P01AW	28	41							69
(ii) Phase 2	P01AZ		25	44						69
(iii) Phase 4	P01AO			70						70
(b) Car Parking Action Plan										
(i) Phase 4	P01AQ	25	10							35
(ii) Phase 5	P01AK			20						20
(iii) Phase 6	P01MA			35						35
(iv) Phase 7	P01MB			25						25
Carried Forward		53	76	194	0	0	0	0	0	323

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Car Parking</u>		
(a) Improvement Programme for Existing Car Parks	4a,4c,12a	A phased programme 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.
(i) Phase 1		
(ii) Phase 2		Phase 2 provides for enhancement and improvement of car parks at River Lawn Road, Lower Castle Fields and Bradford Street.
(iii) Phase 4		Phase 4 provides for work at the car park in Borough Green and Upper Castle Field.
(b) Car Parking Action Plan	4a,4c,12a	A series of parking measures to give effect to the Cabinet's adopted Parking Action Plan.
(i) Phase 4		
(ii) Phase 5		Phase 5 provides for parking improvement measures at a series of locations borough wide as listed in the relevant annex to the regular parking progress report to the Planning & Transportation Advisory Board.
(iii) Phase 6		Parking management in Snodland and East Mallings 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) Phase 7		Essential modifications and improvements to on-street parking to the areas identified in Phase 7 of the Parking Action Plan and reviews and refinements of the existing Local Parking Plans. The Parking Action Plan has been expanded, and endorsed by members, to include new Local Parking Plan initiatives at Snodland and East Mallings, as well as the continuing programme of ad hoc schemes.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Car Parking - Continued</u>										
Brought Forward		53	76	194	0	0	0	0	0	323
(b) Car Parking Action Plan Continued										
(v) Tonbridge Local Parking Plan	P01AT	157	2							159
(vi) Hadlow Local Parking Plan	P01AV		5		15					20
(vii) Borough Green Local Parking Plan	P01AX		10	25						35
Total Car Parking to Summary		210	93	219	15	0	0	0	0	537

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<p><u>Car Parking - Continued</u></p> <p>(v) Tonbridge Local Parking Plan</p> <p>(vi) Hadlow Local Parking Plan</p> <p>(vii) Borough Green Local Parking Plan</p>		<p>Work on the Tonbridge Local Parking Plan is substantially complete subject to confirming the experimental orders for the few remaining zones.</p> <p>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 2010/11).</p> <p>The Local Parking Plan for Borough Green has been implemented on an experimental basis and will be confirmed, subject to any adjustments to meet local expectations, towards the end of 2009/10.</p>

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Transportation</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Minor Traffic Schemes										
(i) New Hythe Ln to Chaucer Way, Larkfield - Footpath / Cycle Track Improvements	P01CY	38	1							39
(b) Local Transport Plan Partnership Programme	P01ED	70	126	40						236
(c) Borough Council Projects										
(i) Fairfield Rd, B Green - Footpath link to Borough Green Station.	P01CX		8							8
(ii) Bailey Bridge Road, Aylesford - Footpath extension	P01CZ		5							5
(d) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity	P01HG	9	4							13
Total Transportation to Summary		117	144	40	0	0	0	0	0	301

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 Ln to Chaucer Way, Larkfield - Footpath / Cycle Track Improvements	4c	Scheme completed.
(b) Local Transport Plan Partnership Programme	4b, 4c	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions. Programme commenced 2001/02. Budget provision scaled back during 2008/09 Capital Plan Review.
(c) Borough Council Projects		
(i) Fairfield Rd, B Green - Footpath link to Borough Green Station.	4c	Scheme completed.
(ii) Bailey Bridge Road, Aylesford - Footpath extension		Scheme completed.
(d) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity	13a	A programme of partnership working with the Charity on initiatives for the benefit of the town centre.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 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				100					100
(b) Haysden Country Park: Stone Lock	P01GJ		3							3
Total Environmental Improvements to Summary		0	3	0	100	0	0	0	0	103
<u>Land Drainage / Flood Defence</u>										
(a) Drainage										
(i) Drainage Improvement Programme	P01HR		32	40						72
(b) Flood defence										
(i) Aylesford Stream Flood Alleviation	P01HN	22	5							27
(ii) East Peckham Flood Alleviation	P01HP	80	8							88
Total Land Drainage / Flood Defence to Summary		102	45	40	0	0	0	0	0	187

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) Haysden Country Park: Stone Lock		Initial stage in preserving site of historic feature.
<u>Land Drainage / Flood Defence</u>		
(a) Drainage		
(i) 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. Budget provision scaled back during 2008/09 Capital Plan Review. Retained provision relates to commitments at Leigh Road, Tonbridge Cemetery and near the primary school in Leybourne. In addition, Aylesford Newsprint Ltd is constructing a drainage scheme to address a residential flooding problem at Rochester Road in Burham for which there is a long standing commitment to contributing £20,000 towards the costs (in excess of £120,000).
(b) Flood Defence		
(i) Aylesford Stream Flood Alleviation.	4b, 13a	Scheme to be progressed by the Environment Agency. Budget provision scaled back during 2008/09 Capital Plan Review.
(ii) East Peckham Flood Alleviation	4b, 13a	Scheme completed.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Historic Buildings Grants</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
2007/08 Grant award programme	P01KJ	20	12	3						35
2008/09 Grant award programme	P01KK		12	8	2					22
Total Historic Building Grants to Summary		20	24	11	2	0	0	0	0	57
<u>Snodland Partnership</u>										
(i-xii) Previous completed schemes	P01J*	282								282
(xiii) Snodland Traffic Calming Phase 1	P01JX	60	2							62
(xiv) Snodland Traffic Calming Phase 2	P01JZ		33							33
Total Snodland Partnership to Summary		342	35	0	0	0	0	0	0	377

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<p><u>Historic Buildings Grants</u></p> <p>2007/08 Grant award programme 2008/09 Grant award programme</p>	8a (key)	<p>Provision of grants to owners of statutorily listed and other historic buildings to encourage the repair of those buildings. Provisions for 2009/10 and subsequent years were deleted during the 2008/09 Capital Plan Review.</p> <p>} Provisions maintained at level approved by Council in February 2008. }</p>
<p><u>Snodland Partnership</u></p> <p>(i-xii) Previous completed schemes (xiii) Snodland Traffic Calming Phase 1 (xiv) Snodland Traffic Calming Phase 2</p>	13a	<p>Provision for contributions to initiatives led by other members of the partnership.</p> <p>Scheme completed. Following review by Scrutiny Committee, support for the Partnership is now being met from revenue resources.</p>

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Other Schemes</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Hadlow Tower	P01JJ					----- Uncosted -----				
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	P01LA	13	6	6	6					31
(c) Medway Gap Countryside Partnership Initiative	P01LB		25	25	25					75
Total Other Schemes to Summary		13	31	31	31	0	0	0	0	106

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Other Schemes</u>		
(a) Hadlow Tower		Uncosted scheme to cover cost of acquisition and compensation.
(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. Scope of the grant scheme includes biodiversity enhancement. Council funding is matched by Natural England. 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 commencing in 2008/09. Progress is reported regularly to the Medway Valley Countryside Partnership Panel.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>										
(a) CCTV Capital Renewals	P01BA	n/a	41	240	40	40	40	40	40	481
(b) Car Parking	P01JF	n/a	26		4	5	45	35	49	164
Total Capital Renewals to Summary		n/a	67	240	44	45	85	75	89	645

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	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. A switch to digital is being considered and an increased provision of £200,000 has been allowed in 2009/10 to cover this. In other years a provision of £40,000 per annum has been allowed to cover routine replacements.
(b) Car Parking	4a, 4c	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 machines on an eight year cycle. An additional £7,000 has been included in the 2008/09 provision to enable coin units to be replaced as an anti-counterfeit coin measure.

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Strategy	(1)	48	29	34	39	49	52	52	302
Refuse Collection	n/a	65	52	52	52	52	52	52	377
Total Environmental Health (excluding capital renewals)	(1)	113	81	86	91	101	104	104	679
Capital Renewals									
Pollution Control	n/a	4	11	0	0	21	2	0	38
Recycling Initiatives	n/a	85	10	34	31	24	15	10	209
Commercial	n/a	0	0	0	20	0	0	0	20
Public Conveniences	n/a	6	0	0	0	0	0	0	6
Total Environmental Health Capital Renewals	n/a	95	21	34	51	45	17	10	273
Total Environmental Health	(1)	208	102	120	142	146	121	114	952

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Environmental Strategy</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Recycling Initiatives	P02BA	n/a	10							10
(b) Purchase of second recycling vehicle Less waste performance & efficiency grant	P02BB	49 (50)	8							57 (50)
Sub-total		(1)	8	0	0	0	0	0	0	7
(c) Green Waste Bins Growth / Replacement	P02BC	n/a	30	29	34	39	49	52	52	285
Total Environmental Strategy to summary		(1)	48	29	34	39	49	52	52	302
<u>Refuse Collection</u>										
(a) Refuse Bins Growth / Replacement	P02DA	n/a	65	52	52	52	52	52	52	377
Total Refuse Collection to summary		n/a	65	52	52	52	52	52	52	377

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. Budget provision scaled back during 2008/09 Capital Plan Review.
(b) Purchase of second recycling vehicle	9a	Joint purchase of vehicle with Tunbridge Wells Borough Council now completed.
(c) 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. Assumed reduced growth of 250 properties per year (previously 500). Budget provision scaled back during 2008/09 Capital Plan Review.
<u>Refuse Collection</u>		
(a) Refuse Bins Growth / Replacement	9a	Provision for the growth / replacement of refuse collection wheeled bins. Assumed reduced growth of 250 properties per year (previously 500). Budget provision scaled back during 2008/09 Capital Plan Review.

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Capital Renewals</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	P02EB									
(a) Pollution Control	CR01	n/a	4	11			21	2		38
(b) Recycling Initiatives	CR02	n/a	85	10	34	31	24	15	10	209
(c) Commercial	CR03	n/a				20				20
(d) Public Conveniences	CR04	n/a	6							6
Total Capital Renewals to Summary		n/a	95	21	34	51	45	17	10	273

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		
	(a) Pollution Control	10a (key)
	(b) Recycling Initiatives	9a 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. Renewals provision for the stolen recycling vehicle has been brought forward from 2010/11 to 2008/09 - report to May 2008 Finance and Property Advisory Board refers.
	(c) Commercial	10a (key) Renewal of the mobile exhibition trailer.
	(d) Public Conveniences	2h Renewal of signs and handrails to comply with Disability Discrimination Act.

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Expenditure To 31/03/08	2008/09 Estimate Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Investment Programme	78	426	301	301	307	307	307	307	2,334
Total Housing Services	78	426	301	301	307	307	307	307	2,334

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Code	Expenditure To 31/03/08	2008/09 Estimate Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 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	598	561	502	502	502	502	502	3,669
Sub-total		n/a	(382)	(360)	(301)	(301)	(301)	(301)	(301)	(2,247)
		n/a	216	201	201	201	201	201	201	1,422
(ii) Housing Assistance	P03AD	n/a	556	736	683	106	106	106	106	2,399
(iii) Regional Housing Board Grant	P03ZZ	n/a	(406)	(636)	(583)					(1,625)
Total: House Renovation Grants		n/a	366	301	301	307	307	307	307	2,196
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	64	46							110
(c) Coldharbour Gypsy & Traveller Caravan Site Less KCC Second Homes Contribution	P03AR	14	32							46
Sub-total		14	(18)							(18)
		14	14	0	0	0	0	0	0	28
Total Housing Investment Programme to Summary		78	426	301	301	307	307	307	307	2,334

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Corporate Aims and Priorities	
<u>Housing Investment Programme</u>		
(a) House Renovation Grants	5c	
(i) Disabled Facilities Grants - Mandatory		The 2008/9 provision is made up of £360,000 Government grant allocation plus £22,000 slippage from 2007/8 plus £216,000 Council funding. A report was presented to Strategic Housing Advisory Board on 6th October 2008. A 'bid' for increased Government grant for 2009/10 was successful. An additional £59,000 grant awarded for 2009/10 has been incorporated into both the estimated spend and grant figures. Net cost to the Council of £201,000 in 2009/10 reflects the current approved estimate.
(ii) Housing Assistance		Housing assistance funding of £406,000 was received for 2008/9 from the Regional Housing Board. The Council is required to match fund this with £100,000. The budget also includes a carry forward of £50,000 from the previous year which is to be allocated to 'In Touch' as agreed at SHAB in October 2007. Budget provisions for 2011/12 and subsequent years was scaled back during 2008/09 Capital Plan Review.
(iii) Regional Housing Board Grant		This Council has successfully lead a West and North Kent partnership for private sector renewal funding for 2008 - 2011. A total of £2,438,000 was received by the partnership for 2008/9 with T&M benefitting from £406,000. The partnership has indicative funding for 2009/10 of £4 million.
(b) Sustainable Communities Programme		
(i) Renewable energy schemes.	5c	Provision of £40,000 ring fenced for Photovoltaic renewable energy initiative with Russet Homes, £6,000 to continue solar hot water scheme or utilise with RSL for renewable energy scheme.
(c) Coldharbour Gypsy & Traveller Caravan Site		Provision increased by £18,000 over the original 2008/09 approved budget to match additional funding provided by KCC.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000			
Larkfield Leisure Centre	621	223	0	0	0	0	0	0	844
Tonbridge Swimming Pool	0	40	39	0	0	0	0	0	79
Poult Wood Golf Centre	0	231	144	0	0	0	0	0	375
Sports Grounds	(11)	282	125	0	0	0	0	0	396
Tonbridge Castle	52	6	0	0	0	0	0	0	58
Open Space	10	67	0	0	0	0	0	0	77
Capital Grants	313	243	84	12	7	0	0	0	659
Other Schemes	142	150	35	8	8	33	8	8	392
Total Leisure Services excluding capital renewals	1,127	1,242	427	20	15	33	8	8	2,880
Capital Renewals									
Angel Centre	n/a	161	164	38	96	84	166	64	773
Larkfield Leisure Centre	n/a	262	57	129	56	216	77	103	900
Poult Wood Golf Clubhouse	n/a	68	17	17	28	35	8	6	179
Tonbridge Swimming Pool	n/a	101	51	71	35	22	70	28	378
Sports Grounds & Open Spaces	n/a	110	155	75	133	78	63	78	692
Poult Wood Grounds Maintenance	n/a	14	12	53	64	54	60	47	304
Tonbridge Cemetery	n/a	0	0	0	0	0	0	0	0
Total Leisure Services Capital Renewals	n/a	716	456	383	412	489	444	326	3,226
Total Leisure Services	1,127	1,958	883	403	427	522	452	334	6,106

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Larkfield Leisure Centre</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Retiling of Fitness Pool	P05AK	340	7							347
(b) Car Park Improvements Less developer contributions	P05AY	122 (121)	1							123 (121)
		1	1	0	0	0	0	0	0	2
(c) Health/Fitness Improv & Lowering of Walkway Less Developer Contribution	P05AZ/LC	757 (494)	87							844 (494)
		263	87	0	0	0	0	0	0	350
(d) Air conditioning for soft play area.	P05LA	17	3							20
(e) Energy Saving Measures	P05LD		125							125
Total Larkfield Leisure Centre to Summary		621	223	0	0	0	0	0	0	844

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) Car Park Improvements	8a (key) 11a (key)	Scheme completed. Final cost projected at £23,000 higher than originally anticipated.
(c) Health/Fitness Improv & Lowering of Walkway	2g,7a(key), 7c,7d,7e, 10a(key), 11a(key), 11b,18a	Scheme completed including additional works to showers in dry side ladies and men's change area. Final scheme costs expected to be £64,000 over revised budget provision approved by Council in February 2008. Following settlement of the Contractor's final account a report detailing the cost overrun will be referred to the Finance and Property Advisory board.
(d) Air conditioning for soft play area	7a(key),7c, 10a(key) 18a	Scheme completed. Balance of £3,000 allocated to provision of wall mounted fans in cafeteria area (F&PAB January 2008).
(e) 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. Measures currently being procured/progressed and to be completed by Christmas 2008. Budget increased by £5,000 during 2008/09 Capital Plan Review to provide a power supply to enable the pool covers to be operated electronically.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Tonbridge Swimming Pool</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Wet Change Area DDA Works	P05CF		40							40
(b) Pumping Station Refurbishment	P05CG			39						39
Total Tonbridge Swimming Pool to Summary		0	40	39	0	0	0	0	0	79
<u>Poult Wood Golf Centre</u>										
(a) Replacement of Irrigation System	P05EH		221							221
(b) Refurbishment of Maintenance Building	P05EJ		10	144						154
Total Poult Wood Golf Centre to Summary		0	231	144	0	0	0	0	0	375

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Tonbridge Swimming Pool</u>		
(a) 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. Scheme to be implemented in advance of Christmas 2008.
(b) Pumping Station Refurbishment	7c	Refurbishment of the foul water pumping station to ensure continuity of operation of the swimming pool facility. Refurbishment is planned to coincide with the Christmas 2009 closedown period.
<u>Poult Wood Golf Centre</u>		
(a) 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 green keeping staff away from other programmed works. Works commenced and to be completed in 2008/09. The original approved scheme budget of £208,000 has been increase during the 2008/09 Capital Plan Review by £8,000 by way of a virement from the Poult Wood Capital Renewals provision and a further £5,000 to cover the costs of Construction Design & Management supervision and an enhanced control system.
(b) Refurbishment of Maintenance Building	7c,7d,18a	The scheme will address concerns raised by the Council's Health & Safety Officer in his audit of the building, which was built in 1974. Scheme approved by Cabinet September 2008 (CB08/093). Following approval of budget provision at £173,000, design changes have been made lowering the total estimated cost to £154,000.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Sports Grounds</u>										
(a) Tonbridge Racecourse Sportsground										
(i)	P05DP			70						70
				(20)						(20)
				(50)						(50)
		0	0	0	0	0	0	0	0	0
(b) Tonbridge Farm Sportsground										
(i)	P05DN	16	120	69						205
		(27)								(27)
		(11)	120	69	0	0	0	0	0	178
(ii)	P05DQ		162							162
(c) Tonbridge School All Weather Pitch										
	P05DR			300						300
				(244)						(244)
		0	0	56	0	0	0	0	0	56
Total Sports Grounds to Summary		(11)	282	125	0	0	0	0	0	396

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Sports Grounds</u>		
(a) Tonbridge Sportsground		
(i) Provision of Ball Court	3e,7c,7g, 10a, 11a	To improve and enhance the Borough Council's outdoor leisure facilities for young people. Project funded entirely from external resource.
(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 funded from the sale of Welland Road play area (£180,000) and developer contribution secured from the Rowan House development, Tonbridge (£25,000). Proposed improvements approved at LFC&YAB (08.01.07). Funding has been received and the scheme is being progressed on a phased basis. Works progressed to date include installation of teen shelter, litter bins, dog bins and fence renewal/repair.
(ii) Refurbishment of all weather pitch	3e,7a,7g, 10a,11a	At the June 2008 meeting of Cabinet, Members approved the refurbishment of the all weather pitch following a fast track evaluation. A contribution of £40,000 has been received from the Council's insurers following flood damage to the previous all weather pitch. Works completed and facility back in operation.
(c) Tonbridge School All Weather Pitch	7g, 10a	Through liaison with the School the opportunity has arisen for a partnership scheme to refurbish the full size pitch, install floodlighting and make the facility available for community use (particularly for junior football), during evenings, weekends and holidays. The total cost of the scheme is £600,000 with this being shared equally between the School and the Council. The Council's share is part funded by developer contributions from the Cattle Market (£64k) and Cannon Warf (£180k) developments.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Tonbridge Castle</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Grounds	P05GF	52	6							58
Total Tonbridge Castle to Summary		52	6	0	0	0	0	0	0	58
<u>Open Space</u>										
(a) Purchase of Quarry Hill Wood	P05FJ		20							20
(b) Haysden Country Park - Alternative Sewage System	P05FN	10	47							57
(c) Leybourne Lakes CP-Childrens Play Facilities Less contributions from developers	P05FP		20	80						100
		0	(20)	(80)						(100)
		0	0	0	0	0	0	0	0	0
Total Open Space to Summary		10	67	0	0	0	0	0	0	77

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) 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 nearing completion on site. The current approved budget of £50,000 has been increased by £7,000 to meet costs associated with temporary toilet provision and CDM contract co-ordination.
(c) Leybourne Lakes CP-Childrens Play Facilities	3e,7a(key), 7c,7g(key), 10a(key), 11a(key)	Project to improve facilities for young people at Country Park including children's play area, interactive play sculptures and picnic benches/seating. Scheme details approved at L&AAB 13 October 2008.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Capital Grants</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Capital Grants to Organisations										
2003/04 to 2008/09 schemes	P05HF/K	310	174	39	12	7				542
2009/10 Exceptional cases				20						20
Plaques	P05HZ	3	3							6
Total: Capital Grants to Organisations		313	177	59	12	7	0	0	0	568
(b) Capital Grants to Village / Community Halls	P05JA									
Hildenborough Village Hall			1							1
Addington Village Hall and Recreation Grnd			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	25						64
Total: Capital Grants to Village/Community Halls		0	66	25	0	0	0	0	0	91
Carried Forward		313	243	84	12	7	0	0	0	659

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Grants</u>		
(a) Capital Grants to Organisations		
2003/04 to 2008/09 schemes 2009/10 Exceptional cases	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 Leisure & Arts Strategy. May help to unlock funding from other bodies, particularly the National Lottery. 2009/10 and subsequent years provisions deleted during 2008/09 Capital Plan Review. 2009/10 exceptional cases approved on a case by case basis.
Plaques		Presented on the completion of a project for display to acknowledge the contribution made by the Borough Council.
(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 for village halls and community centres or in conjunction with other approved funding bodies.
Hildenborough Village Hall		Grant awarded for noise limitation equipment.
Addington Village Hall and Recreation Grnd		Grant awarded for village hall and pavilion improvements phase 2. Subject to KCC awarding further grant.
Aylesford Village Community Centre (2)		Grant awarded for UPVC double glazing to all external windows and doors subject to KCC awarding further grant.
Birling Village Hall		Grant awarded for replacement of village hall floor. Subject to KCC awarding further grant.
Plaxtol Memorial Hall		Grant awarded for replacement of heating system. Subject to KCC awarding further grant.
St James Centre, East Malling		Grant awarded for conversion of former school for community use. Subject to KCC awarding further grant. 2009/10 provision awarded as an exceptional case.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 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	8	2							10
(b) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	50	3				25			78
(ii) Improved public toilet provision	P05KW	22	20							42
(c) Recreation Provision - Local Plans										
(i) Walderslade / Blue Bell Hill / Tunbury Valley	P05KH	28	15	5						48
Carried Forward		108	40	5	0	0	25	0	0	178

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	Scheme completed. Additional signing to be purchased following customer comment.
(b) Tonbridge Cemetery		
(i) 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. Tonbridge Cemetery and St Stephens Churchyard completed. Works at St Peters and St Pauls completed with exception of repairs to tombs which is currently being considered in order to determine the most cost-effective way forward. Provision in 2012/13 based on Local Government Ombudsman's recommendation to inspect every five years. Approved budget provision of £75,000 has been increased by £3,000.
(ii) Improved public toilet provision.	2h, 18a	Scheme to refurbish existing toilets and ensure full compliance with DDA legislation. Works completed.
(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. Access works completed and new benches/bins installed. Upgrade of lighting currently being progressed on a partnership basis with Aylesford Parish Council.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Other Schemes Continued</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought Forward		108	40	5	0	0	25	0	0	178
(d) Tonbridge - Penshurst Cycleway (Off Road)	P05KM		20	22						42
(e) Community Group Funding	P05KS	17	11	8	8	8	8	8	8	76
(f) Disability Discrimination Act Improvements	P05KT									
(ii) Phase 2		17	32							49
(iii) Phase 3			47							47
Total Other Schemes to Summary		142	150	35	8	8	33	8	8	392

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 investigated but not considered suitable. At the May 2008 meeting of the L&AAB Members agreed the removal of the scheme with a proportion of the funding used to progress works associated with the existing cycle route and any additional safety measures identified following liaison with Kent County Council Highway Services. This scheme will be re-titled and budget revised following receipt of KCC safety audit.
(e) 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.
(f) 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 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>	P05KG									
(i) Angel Centre	BC01	n/a	161	164	38	96	84	166	64	773
(ii) Larkfield Leisure Centre	BC02	n/a	262	57	129	56	216	77	103	900
(iii) Poult Wood Golf Clubhouse	BC03	n/a	68	17	17	28	35	8	6	179
(iv) Tonbridge Swimming Pool	BC04	n/a	101	51	71	35	22	70	28	378
(v) Sports Grounds & Open Spaces	BC05	n/a	110	155	75	133	78	63	78	692
(vi) Poult Wood Grounds Maintenance	BC06	n/a	14	12	53	64	54	60	47	304
Total Capital Renewals to Summary		n/a	716	456	383	412	489	444	326	3,226

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>	7b, 7d, 18a	Provision for the renewal of life-expired or obsolete assets. Renewals schedule subject to annual review.
(i) Angel Centre		2009/10 renewals provisions reflect savings of £9,000 on renewal of fitness equipment. A further £39,000 is anticipated by way of a capital receipt following disposal.
(ii) Larkfield Leisure Centre		2008/09 renewals provisions reflect savings of £37,000 on renewal of fitness equipment. A further £21,000 is anticipated by way of a capital receipt following disposal.
(iii) Poult Wood Golf Clubhouse / Course		2008/09 provisions reflect the virement of £23,000 from Larkfield Leisure Centre capital renewals to fund refurbishment of the clubhouse dining area.
(iv) Tonbridge Swimming Pool		Budget provisions as approved at Council February 2008.
(v) Sports Grounds & Open Spaces		General uplift to provisions during 2008/09 Capital Plan Review to include play equipment at Tonbridge Racecourse Sportsground. Adjustment equates to £108,000 across the plan period.
(vi) Poult Wood Grounds Maintenance		Provisions adjusted during 2008/09 Capital Plan Review to include renewals of the wash-off system £24,000 and reprofiled to match anticipated extension of asset lives. £8,000 vired to Poult Wood Golf Course Irrigation Scheme.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	208	267	34	64	0	0	0	0	573
Information Technology Initiatives	(23)	194	30	30	30	30	30	30	351
Capital Grants	181	155	68	29	5	0	0	0	438
Other	45	(279)	318	6	0	0	0	0	90
Total Corporate Services (excluding capital renewals)	411	337	450	129	35	30	30	30	1,452
Capital Renewals									
Departmental Admin	n/a	25	1	43	6	0	0	25	100
Council Offices	n/a	13	36	0	0	0	0	0	49
Print Unit	n/a	13	69	16	53	0	0	0	151
Photocopiers	n/a	0	37	5	6	0	0	37	85
Telephones	n/a	0	0	101	1	0	0	1	103
Snack Facilities	n/a	0	2	14	2	0	3	11	32
Interest & Transfers	n/a	0	0	0	27	0	0	0	27
Tonbridge Christmas Lighting	n/a	14	7	0	0	7	7	7	42
Information Technology	n/a	251	600	258	250	250	250	250	2,109
Total Corporate Services Capital Renewals	n/a	316	752	437	345	257	260	331	2,698
Total Corporate Services	411	653	1,202	566	380	287	290	361	4,150

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Land and Property</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Council Offices										
(i) Tonbridge Castle Offices : Re-tile roof	P06AA		6		64					70
(ii) Disability Discrimination Act Improvements	P06AF	2		34						36
(iii) Gibson East / Tonbridge Castle Reception Enhancements Less contribution from KCC Less Planning Delivery Grant	P06AH	244 (38)	261	250 (250)						755 (250) (38)
		206	261	0	0	0	0	0	0	467
Total Land and Property to Summary		208	267	34	64	0	0	0	0	573

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	18a	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2010/11. Provision in 2008/09 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.
(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 £6,000 to Gibson East / Tonbridge Castle Reception Enhancements and £10,000 to the conversion of the Kitchen Area. Balance of approved provision slipped to 2009/10.
(iii) Gibson East/Tonbridge Castle Reception Enhancements	2c, 2h	The 2008/09 approved budget provision of £261,000 relating to the Castle reception enhancement has been augmented by £250,000 in 2009/10 reflecting KCC's agreed contribution to the Gateway project - Customer Service Improvement Advisory Board November 2008.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Information Technology Initiatives</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) General IT Developments	P06DA	n/a	36	30	30	30	30	30	30	216
(b) Development of E-Government Phase 4 Less Government Grant (IEG)	P06DP	18 (151) (133)	132	0	0	0	0	0	0	150 (151) (1)
(c) Customer Relationship Mgt Phase 2	P06DV	69	11							80
(d) E-Benefits Software	P06JA	41	15							56
Total Information Technology Initiatives to Summary		(23)	194	30	30	30	30	30	30	351

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 Phase 4	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 Electronic Government (IEG).
(c) Customer Relationship Mgt Phase 2	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.
(d) E-Benefits Software	2c, 6a, 6b	Project 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. Scheme complete.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	Total Scheme Estimate
<u>Capital Grants</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
S.136 Arrangements - Grants to Parish Councils										
(a) 2008/09 & prior year schemes	P06EF/K	181	155	68	29	5				438
Total Capital Grants to Summary		181	155	68	29	5	0	0	0	438
<u>Other</u>										
(a) Community Partnership Initiatives	P06FE	42	186							228
(b) Corporate provision for "fast-track" schemes	P06FF			312						312
(c) Christmas Displays Capital Grant	P06FG	3	9	6	6					24
(d) Housing and Planning Delivery Grant	P06FH		(474)							(474)
Total Other to Summary		45	(279)	318	6	0	0	0	0	90

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Grants</u>		
S.136 Arrangements - Grants to Parish Councils		
(a) 2008/09 & prior year schemes	7c, 8a(key), 8b, 11a(key), 14a	Grants to assist parish councils with capital schemes for which there are concurrent functions.
<u>Other</u>		
(a) Community Partnership Initiatives	14a	Provision to enable a swift response to partnership initiatives in conjunction with external bodies. Individual project commitments have been reviewed. Budget provision scaled back during 2008/09 Capital Plan Review.
(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. Budget provision comprises : Tonbridge East Curtain Wall £100,000; Environmental Improvements Tonbridge Town Lock £200,000 and Housing Management IT System £12,000 (previously £100,000). The original 2008/08 budget provision also included £60,000 for the purchase of a 3rd Recycling Vehicle which is no longer required. Budget provision scaled back during 2008/09 Capital Plan Review.
(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.
(d) Housing & Planning Delivery Grant		Housing and Planning Delivery Grant of £1,458,000 was received in November 2008. £474,000 of the grant award is attributable to capital expenditure. The grant is not ring fenced for any particular purpose and is being used to support the Authority's capital expenditure in general.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/08	2008/09 Est Inc Prior Yr Slippage	2009/10 Estimate	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 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	25	1	43	6			25	100
Council Offices	GR02	n/a	13	36						49
Print Unit	GR03	n/a	13	69	16	53				151
Photocopiers	GR04	n/a		37	5	6			37	85
Telephones	GR05	n/a			101	1			1	103
Snack Facilities	GR06	n/a		2	14	2		3	11	32
Interest & Transfers	GR08	n/a				27				27
Tonbridge Christmas Lighting	GR09	n/a	14	7			7	7	7	42
		n/a	65	152	179	95	7	10	81	589
(ii) Information Technology	P06FB	n/a	251	600	258	250	250	250	250	2,109
Total Capital Renewals to Summary		n/a	316	752	437	345	257	260	331	2,698

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		Provision for the replacement of worn out or obsolete capital assets.
(i) General		
Departmental Admin		2008/09 and 2014/15 provisions include replacement of microfiche and plan printers used in Planning. 2010/11 includes replacement of the franking machine.
Council Offices		2008/09 and 2009/10 provisions relates to renewal of central heating pipes in the Council Chamber and Committee Room and Gibson boiler replacement.
Print Unit		Replacement of bulk of printing equipment scheduled for 2009/10 and 2011/12. 2008/09 provision has been increase by £12,000 to enable purchase rather than rental of a colour copier.
Photocopiers		2009/10 provision provides for the replacement of the majority of photocopiers used by the Council.
Telephones		Provision in 2010/11 reflects replacement of existing switchboard software. Other years' provisions reflect routine replacements.
Snack Facilities		Provision for replacement of mobile drinks machines.
Interest & Transfers		Provision for the replacement of the cash kiosks at Gibson and Tonbridge Castle receptions.
Tonbridge Christmas Lighting		Provision identified by Scrutiny Committee review of Christmas lighting.
(ii) Information Technology	17a, 17b	The server virtualisation project estimated at £350,000 has been rescheduled from 2008/09 to 2009/10. This project will have a substantial impact on the level and timing of some IT renewals in future years so a comprehensive review of budget requirements will be undertaken during 2009/10.

Corporate Aims and Priorities 2008/09

	Overall aim(s)		Ref	Improvement Priority	Period
1	Corporate affairs and planning				
	To continuously improve our services in terms of value for money.	Local Government and Public Involvement in Health Act	1a (Key)	Identify the opportunities and achieve the benefits for Tonbridge and Malling flowing from the Local Government and Public Involvement in Health Act (2007).	2007/09
		Improving efficiency	1b	Identify 3% efficiency savings.	2005/09
			1c	Improve the efficiency of the Council's services.	2005/09
		Our approach to buying	1d	Conform with procurement best practice.	2006/09
		Direction of travel	1e	Achieve and maintain positive 'direction of travel' for selected priority performance indicators.	2006/09
2	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.	2006/09
		Responding to complaints from the public	2b	Respond better to complaints from the public.	2003/09
		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.	2000/09
		Improving Services through research based on consultation	2e	Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.	2005/09
			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.	2003/09
		2h	Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements.	2004/09	
3	Planning and development				
	To protect and enhance the built and natural environment.	Local Development Framework	3a	Progress preparation of the Local Development Framework.	2003/09
		Tonbridge town centre	3b (Key)	Enhance the vitality of Tonbridge town centre.	2004/09
		Development control	3c	Improve the speed of determining planning applications.	2003/09
		Public access to the planning and development process	3d	Improve public access to the planning process.	2003/09
		Community and leisure facilities	3e	Encourage developer contributions in support of community leisure facilities.	2003/09

Corporate Aims and Priorities 2008/09

	Overall aim(s)		Ref	Improvement Priority	Period
4	Transport and land drainage				
	To provide good parking management.	Parking	4a	Ensure parking is managed to meet the needs of drivers, visitors, businesses and residents.	2004/09
	To achieve better management of local land drainage.	Land drainage	4b	Reduce the risk of flooding of residential and commercial premises.	2008/09
	To promote improvements in transportation.	Traffic management and highway improvements	4c	Work in partnership to improve the efficiency and sustainability of transport in the borough.	2005/09
		West Malling station	4d	Improve access to and parking at West Malling station.	2003/09
5	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	2004/09
		Private sector renewal and energy efficiency	5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/09
		Assisting vulnerable households	5c	Improve support and assistance to vulnerable, elderly and disabled households to enable independent living.	2003/09
6	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 high performance in both accuracy of calculating benefit due and speed of processing.	2003/09
			6b	Update the housing benefits scheme to comply with major changes in legislation.	2007/08
7	Leisure and arts				
	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.	2001/09
		Involving the community	7b	Increase community involvement in the delivery and design of leisure services.	2004/09
		Cost effective operation	7c	Improve the quality and sustainability of the Council's leisure facilities and services.	2004/09
		Safety and security at our leisure facilities	7d	Improve security/health and safety at leisure facilities.	2003/09
		Outdoor leisure	7e	Improve public access to the countryside and public open spaces across the borough.	2004/09
			7f	Improve safety concerning outdoor sites with pools, streams, lakes etc.	2006/08
		Facilities and activities for young people	7g (Key)	Give priority to involving and meeting the needs of young people.	2003/09

Corporate Aims and Priorities 2008/09

	Overall aim(s)		Ref	Improvement Priority	Period
8	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.	2003/09
		Amenity and appearance of locations	8b	Enhance the amenity and appearance of locations borough-wide.	2006/09
9	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.	1999/2009
10	Public and environmental health				
	To protect and improve public health.	Improving people's health	10a (Key)	Promote, encourage and provide opportunities for healthy living.	2004/09
		Improvement in the poorest areas	10b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/09
	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.	2007/09
		Local air quality	10d	Improve air quality in the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	2002/09
			10e	Improve air quality at Tonbridge High Street; Watlingbury crossroads; London Road/Station Road, Ditton.	2005/09
11	Community safety				
	To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Making it happen	11a (Key)	Reduce:	
				► Anti-social behaviour	2005/09
				► Criminal damage	2005/09
				► Offences against the person	2005/09
				► Substance misuse	2005/09
		► Environmental crime	2005/09		
		Fear of crime	11b	Reduce the fear of crime.	2003/09
	Young people	11c	Increase activity programmes for young people in areas of highest social deprivation.	2004/09	
12	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.	2003/09
		Village services	12b	Improve the viability of village services.	2003/09
		Tourism	12c	Increase tourism within the borough.	2000/09

Corporate Aims and Priorities 2008/09

	Overall aim(s)		Ref	Improvement Priority	Period
13	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.	2007/09
		Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/09
14	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.	2004/09
		Medway valley and Valley of Vision initiatives	14b	Develop the Medway valley countryside management initiative.	2006/09
15	Resources – Personnel & Organisational Development				
	To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves. To improve the Council's ability to achieve its strategic and operational objectives through its: ► Organisational structure. ► Performance Management System. To improve health and safety in Council premises and activities.	Personnel	15a	Improve our recruitment practices.	2007/08
		Organisational development	15b	Improve the contribution of all services to longer-term cross-cutting issues.	2005/08
16	Resources – Finance				
	To manage the Council's financial affairs to support its service delivery objectives. 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.	2003/09

Corporate Aims and Priorities 2008/09

	Overall aim(s)		Ref	Improvement Priority	Period
17	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.	2001/09
		Kent Connects	17b	Improve the management and cost effectiveness of technology provision via shared use of resources within Kent.	2003/09
18	Resources – Property				
	To continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs.	Property	18a	Improve the fabric of our leisure facilities and access for all.	2004/09

GENERAL FUND WORKING BALANCE

Balance at 1.4.2008	£1,250,000
---------------------	------------

Balance at 1.4.2009	£1,250,000
---------------------	------------

REVENUE RESERVE

	£	£
Balance 1.4.2008		4,362,312

Less:-

Budgeted to be met from Reserves	599,600	
Increase on Original Estimate	36,550	
		636,150

Estimated Balance at 1.4.2009	3,726,162
-------------------------------	-----------

Budgeted to be met from Revenue Reserves 2009/2010	550,150
--	---------

Estimated Balance at 31.3.2010	3,176,012
--------------------------------	-----------

Tonbridge and Malling Borough Council
Estimate of collection fund surplus / (deficit) 2008/09 as at 15th January 2009

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		326,509
Council Tax		
Income from Council Tax	60,249,844	
Council Tax Benefits	5,857,207	
Adjustment for Back Dated Single Person Discount	(200,000)	65,907,051
Income in respect of Non-Domestic Rates (Net Rate Yield)		44,481,826
Total Income for the Year		110,715,386
<u>Expenditure</u>		
Precepts and Demands 2008/09		
Kent County Council	47,435,578	
Kent Police Authority	6,072,743	
Kent & Medway Fire & Rescue Authority	3,021,456	
Parishes	1,597,716	
Tonbridge and Malling Borough Council	7,552,464	65,679,957
Non-Domestic Rate		
Payment to the National Pool	44,096,461	
Losses in Collection Allowance	222,409	
Cost of Collection Allowance	162,956	44,481,826
Provision for Council Tax Non-Collection		367,512
Payments / (receipts) in respect of estimated surplus / (deficit) for 2007/08		
Kent County Council	(132,214)	
Kent Police Authority	(16,754)	
Kent & Medway Fire & Rescue Authority	(8,454)	
Tonbridge and Malling Borough Council	(25,234)	(182,656)
Total Expenditure for the Year		110,346,639
Estimated Surplus/(Deficit) for 2008/09		368,747

Allocation of estimated surplus / (deficit) 2008 / 09

	Precepts 2008/09		Surplus / (Deficit)
	£	%	£
Kent County Council	47,435,578	72.2223	266,318
Kent Police Authority	6,072,743	9.2460	34,094
Kent & Medway Fire & Rescue Authority	3,021,456	4.6003	16,963
Tonbridge & Malling Borough Council	9,150,180	13.9315	51,372
Total	65,679,957	100.000	368,747

ESTIMATED INCOME AND EXPENDITURE ACCOUNT 2008-2010

	2008/09 Original Estimate £	Revised Estimate £	2009/10 Estimate £
Cultural, Environmental, Regulatory & Planning Services	11,299,450	10,937,250	11,980,300
Highways & Transport Services	1,003,300	220,550	522,450
Housing Services	1,856,800	1,493,500	1,676,150
Central Services to the Public	1,818,900	1,935,600	1,906,250
Corporate & Democratic Core	2,619,200	2,544,650	2,576,250
Non-Distributed Costs	386,500	1,217,650	334,300
Net Cost of Services	18,984,150	18,349,200	18,995,700
Loss/(Gain) on Disposal of Fixed Assets	0	(39,150)	0
Precepts paid to Parish Councils	1,597,700	1,597,700	1,708,100
Drainage Rates	383,400	383,350	398,650
Trading Undertakings	(215,500)	(215,000)	(231,550)
Provisions for Bad Debts	0	30,000	0
Contribution of Housing Capital Receipts to Government Pool	10,000	6,000	6,000
Interest and Investment Income	(1,657,750)	(1,936,250)	(910,000)
Pensions Interest Cost	4,932,500	5,377,300	5,486,300
Expected Return on Pension Assets	(4,143,300)	(3,584,900)	(3,657,500)
Net Operating Expenditure	19,891,200	19,968,250	21,795,700
Precept demanded from Collection Fund	(9,150,200)	(9,150,200)	(9,716,000)
Collection Fund Deficit (Surplus) at 31 March of the Previous Year	25,250	25,250	(51,350)
Government Grant	(6,451,850)	(6,597,400)	(6,484,150)
(Surplus)/Deficit for the Year	4,314,400	4,245,900	5,544,200

ESTIMATED STATEMENT OF MOVEMENT ON THE GENERAL FUND BALANCE

	2008/09 Original Estimate £	Revised Estimate £	2009/10 Estimate £
(Surplus)/Deficit for the Year on Income and Expenditure Account	4,314,400	4,245,900	5,544,200
Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund Balance for the year	(4,314,400)	(4,245,900)	(5,544,200)
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	2008/09		2009/10
	Original Estimate £	Revised Estimate £	Estimate £
Depreciation and impairment of Fixed Assets	(2,598,800)	(2,331,200)	(2,701,750)
(Loss)/Gain on Disposal of Fixed Assets	0	39,150	0
Deferred Charges	(1,468,200)	(842,000)	(907,000)
Net charges made for retirement benefits in accordance with FRS 17	(2,640,000)	(3,639,900)	(3,713,900)
Amounts included in the Income and Expenditure Account but required to be excluded by Statute when determining the Movement on the General Fund	(6,707,000)	(6,773,950)	(7,322,650)
Transfer from Usable Capital Receipts to meet payments to the Housing Capital Receipts Pool	(10,000)	(6,000)	(6,000)
Capital Expenditure Financed by from Contributions from Reserves	4,315,000	3,144,000	3,067,000
Employers contributions payable to the Pension Fund	2,856,150	2,794,250	2,851,000
Amounts not included in the Income and Expenditure Account but required to be included by Statute when determining the Movement on the General Fund	7,161,150	5,932,250	5,912,000
Transfers to/(from)			
Earmarked reserves	(173,400)	350,450	(506,750)
General Revenue Reserve	(599,600)	(636,150)	(550,150)
Pension Reserves			
Building Repairs Reserve	(130,550)	(62,300)	(12,050)
Revenue Reserve for Capital Schemes	(3,865,000)	(3,056,200)	(3,064,600)
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	(4,768,550)	(3,404,200)	(4,133,550)
Net additional amount required to be credited to the General Fund balance for the year	(4,314,400)	(4,245,900)	(5,544,200)

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.

	2008/09		2009/10
	Original Estimate £	Revised Estimate £	Estimate £
Cultural, Environmental & Planning Services	625,000	349,000	382,000
Highways, Roads & Transport Services	202,200	207,000	150,000
Housing Services	526,000	212,000	301,000
Central Services to the Public	115,000	74,000	74,000
Corporate & Democratic Core	0	0	0
Non-Distributed Costs	0	0	0
Net Cost of Services	1,468,200	842,000	907,000

2009/10

TONBRIDGE AND MALLING BOROUGH COUNCIL
CAPITAL STRATEGY 2008/09

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_2008_2009.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 2008/09	13.98 million

Government Grant / Business rates 2008/09	6.45 million
Borough Council Band D Charge 2008/09	159.50
Capital Plan 2008/09 to 2013/14 (Gross expenditure)	15.94 million
Fixed Assets at 31 st March 2008	51.95 million
Debt Outstanding at 31 st March 2008	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 **2013/14**.
- 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 **2007/08** Capital Plan review process and will continue to be a major influence on the **2008/09** 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=3001>.
- 2.4 The Council's revenue budget is currently underpinned by the receipt of investment interest on its capital receipts. In **2008/09** 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. The Council has adopted the **KEY Priority: "Add to the supply of affordable housing and reduce the incidence of homelessness"**.
- 2.6 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>). ***This document is currently under review and a refreshed strategy will be adopted to cover the period 2009-2011.***

- 2.7 Government support for housing via the Borough Council is focussed on two areas. ***The first area is (mandatory) Disabled Facilities Grants (DFGs) for adaptations to disabled persons' homes. In the past 60% of funding for DFGs, up to an annual limit, came from the government. Local authorities were required to find the remaining 40% from their own resources. From 2008/09 the DFG funding split of 60:40 no longer applies. Local authorities will instead receive a DFG allocation without a specified requirement to match this funding. For 2008/09 the DFG allocation is £360,000.***
- 2.8 The other area of housing need identified by the government for support is discretionary housing assistance ***to tackle private sector renewal. The North and West Kent Private Sector Renewal Partnership, which includes the Borough Council, has been awarded £9.75 million from the South East Regional Housing Board to improve private sector housing. £1.62 million of this award has been allocated to Tonbridge & Malling. This funding will be used over the next three years to improve and repair private homes in the borough.***
- 2.9 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.
- 2.10 The Revenue Reserve for Capital Schemes (RRCS) contains funds the Borough Council has previously put aside from revenue to fund capital expenditure.
- 2.11 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 ***£450,000*** in ***2008/09*** rising by £50,000 per annum to ***£700,000*** by ***2013/14***.
- 2.12 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.

- 2.13 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 **2008/09** approved by Cabinet on **5th February 2008**.
- 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 **2008/09**. All government support for the Council’s capital expenditure in **2008/09** 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 **2.7 and 2.8**, capital grants **will be made available in 2008/09** to support 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, ***although a comprehensive Implementing E-Government (IEG) Statement is no longer required, other requirements and targets set by Central Government for specific functions often require the use of electronic service delivery. The Council continues to invest in this and has made substantial progress towards the objective that all services should be available electronically.***
- 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.
- 3.10 ***Following the 2007 Comprehensive Spending Review, the Chancellor announced a continuation of the previous efficiency regime. This time, however, no local targets have been set but a national target of 3% per annum has been set for local government as a whole. Delivery will be assessed via a national performance indicator (NPI 179) which will be subject to review by the Audit Commission.***

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 **Council's key priorities as set out** within Spotlight are in line with public opinion. ***This survey is being undertaken again in 2008 to establish if residents views have changed.***
- 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 ***Local Government and Public Involvement in Health Act (2007)***.
 - 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
 - Criminal damage
 - Offences against the person
 - Substance misuse
 - Environmental crime.
 - 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 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 **was** 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.

The Council's Local Development Framework Core Strategy supports the Government policy that development should contribute towards the community services and infrastructure that are necessary to support that development. Developer contributions are brought forward by planning conditions or legal obligations on a case by case basis. These arrangements have brought forward contributions to affordable housing, education facilities, children's play, sports pitches, leisure facilities, highway works and transportation services. In 2007/08 developer contributions were used to part fund a significant refurbishment of Lakefield Leisure Centre, following an appeal being allowed at New Hythe. The Local Development Framework Core Strategy, Policy CP25, adopted by the Council in 2007, can be viewed at http://www.tmbc.gov.uk/assets/planning_policy/LDF/CS_Adoption/Core_Strategy.pdf . The government has published broad proposals for restructuring the mechanisms by which development contributions are sought but it is far from clear what the detailed system will be like and when it will come into force.

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. ***In 2006/07 the Council was awarded the maximum score of 4 – performing strongly.***

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 **previously** set a target 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 **has used** 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> . **Although the specific targets and priority outcomes are no longer applicable, the general objective to make services available electronically still applies and is a priority in order to improve efficiency and economy and to meet customer aspirations for electronic service delivery.**

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. **A number of schemes in the Capital Plan are currently being progressed to meet the needs of young people including a new ball court at Tonbridge Racecourse Sportsground and outdoor play facilities at Tonbridge Farm Sportsground.**

5.16 **Climate Change** / 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. **It is a signatory to the Nottingham Declaration on Climate Change and has recently adopted a Climate Change Strategy for the Borough.** The Council is committed to sustainable development through partnership work in the wider community and also by addressing its own activities. **The 2008-2011 Climate Change Strategy can be viewed at** http://www.tmbc.gov.uk/assets/Climate_Change_Strategy.pdf

With the assistance of the Carbon Trust, energy usage and conservation of energy within all council buildings is being examined and capital investment **is being made** to improve sustainability and reduce annual operating costs. **Our initial focus is at our leisure centres which account for the majority of the Council's energy needs.**

6 Partnerships

6.1 West Kent Partnership

The Council is a founding member of the West Kent 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.

Following a review of the West Kent Partnership in late 2007, the three West Kent districts have decided to develop individual Local Strategic Partnerships (LSP) for their areas. The Council is therefore seeking to establish a new LSP by the end of 2008. The West Kent Partnership will continue as a strategic partnership for the sub region focusing on economic and regeneration issues

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 **2008/09**) to secure their implementation. ***For example, it has helped to open up a new access to the northern side of the increasingly busy West Malling railway station. The Borough Council directly designed and built the new road, a significant help to all travellers, especially people who are disabled, and it did so from funds contributed by the Parish, Borough and County Council together with monies from the Department for Transport's 'Access for All' fund.***

6.3 **Community Regeneration Partnership**

The Council has entered into partnerships which have made a genuine difference to the local community with clear and tangible outcomes.

Partnerships are now in place for Snodland, East Malling and Trench ward in Tonbridge.

The Council contributes a range of resources in such partnerships, including, where appropriate, capital funding. However, following a recent scrutiny review of the Snodland Partnership, previous capital contributions have been replaced by revenue funding to support community development work locally.

6.4 Other Partnerships

The **Community Safety Partnership (CSP)** 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 **CSP has recently** produced a **new Community Safety Strategy** and action plan which can be found on the Council's website:

http://www.tmbc.gov.uk/assets/Final_Strategy_and_Action_Plan.pdf

The Valley of Visions Partnership Scheme involves the Borough Council, 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 **2008/09** and must be completed by the end of **2010/11**. 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 **has been** undertaken. ***This informed the preparation of the Tonbridge Central Area Action Plan. These documents provide the context for partnership projects to attract private sector investment in the town centre and / or secure transport and environmental improvements.*** Negotiations have ***now progressed*** with J Sainsbury Plc. to set up the first of these

partnership projects ***which will involve the redevelopment of*** the Botany Area ***to provide*** a comprehensive mixed use redevelopment that ***will*** 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. ***A range of projects in conjunction with the County Council have been supported from this provision including traffic modelling work in Tonbridge and traffic calming in Wouldham and Burham.***

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:-

The Selection of Schemes

- 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 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.

Relevant documents:	
These documents can be found on the Council's website or elsewhere. Please click on the links shown.	
Capital Plan:	http://www.tmbc.gov.uk/assets/finance/Detailed_Budget_2008_2009.pdf
The Medium Term Financial Strategy:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=3001
Housing Strategy 2005-2008:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1235
CIPFA Prudential Code	http://www.cipfa.org.uk/pt/prudential_framework.cfm
Corporate Performance Plan (Spotlight):	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1096
Residents' Panel:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=388
Community Strategy:	http://www.tmbc.gov.uk/assets/businesslinks/com_strat_06_final.pdf
Local Development Framework Core Strategy	http://www.tmbc.gov.uk/assets/planning_policy/LDF/CS_Adoption/Core_Strategy.pdf
Procurement Strategy	http://www.tmbc.gov.uk/assets/publications/StrategicProcurement_final.pdf
East Peckham Flood Relief Partnership:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=996
Implementing Electronic Government:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=360
Climate Change Strategy	http://www.tmbc.gov.uk/assets/Climate_Change_Strategy.pdf
West Kent Partnership:	http://www.westkentpartnership.org.uk/
Snodland Partnership:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=408
Community Safety Partnership Strategy	http://www.tmbc.gov.uk/assets/Final_Strategy_and_Action_Plan.pdf
Valley of Visions Partnership	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1263
Draft Leisure and Arts Strategy 2008 - 2013	http://www.tmbc.gov.uk/assets/Leisure_Tourism/strategy/LA_Strategy2008-2013.pdf