

Your Council Tax 2010/11

for the Tonbridge & Malling area



This booklet contains details of how your council tax contributions are used to provide services in your area.



Kent & Medway
Fire & Rescue Authority



Contact Information

If you have any comments or questions about the information provided in this

leaflet please contact the appropriate authority.

Tonbridge & Malling Borough Council

Telephone: 01732 844522

Email: customer.services@tmbc.gov.uk

Write To:

Tonbridge & Malling Borough Council,
Gibson Drive, Kings Hill, West Malling,
Kent, ME19 4LZ

Website: www.tmbc.gov.uk

Kent County Council

Telephone: 08458 247 247

Email: council.tax@kent.gov.uk

Write to:

Kent County Council, Room 3.08,
Sessions House, Maidstone,
Kent ME14 1XQ

Website:

www.kent.gov.uk/financialpublications

If you have a question about paying your council tax bill, council tax discounts or claiming a council tax

Kent & Medway Fire & Rescue Authority

Telephone: 01622 692121

Email: KFRSFinance@kent.fire-uk.org

Write to:

Kent and Medway Fire and Rescue Authority, Headquarters, Straw Mill Hill, Tovil, Maidstone, Kent ME15 6XB

Website: www.kent.fire-uk.org

Kent Police Authority

Telephone: 01622 677055

Email: kpaenquiries@kent.pnn.police.uk

Write to:

Kent Police Authority, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB

Website:

www.kentpoliceauthority.gov.uk

rebate, please contact Tonbridge & Malling Borough Council.

Contents

	Page
Joint Council Tax figures	2
Tonbridge & Malling Borough Council	3
Which Authority Does What?	14
Kent County Council	16
Kent & Medway Fire & Rescue Authority	22
Kent Police Authority	26

Let Direct Debit take care of your Council Tax

- No reminders
- No hassle
- No worries



Note

Setting up couldn't be easier. Give us a call, have your bank details ready and by the end of the call it is done.

Do it Direct – Phone: 01732 876388

The table below shows how your council tax is divided between the different authorities. Some areas also pay tax to a parish council. The parish

council tax varies from parish to parish. Parish charges are shown separately on page 7 of this leaflet.

House Band	Kent County Council £	Tonbridge & Malling Borough Council £	Kent Police Authority £	Kent & Medway Fire & Rescue Authority £	Total council tax (excluding parish precept) £
A	698.52	114.61	92.45	45.30	950.88
B	814.94	133.71	107.86	52.85	1,109.36
C	931.36	152.81	123.27	60.40	1,267.84
D	1,047.78	171.91	138.68	67.95	1,426.32
E	1,280.62	210.11	169.50	83.05	1,743.28
F	1,513.46	248.31	200.32	98.15	2,060.24
G	1,746.30	286.52	231.13	113.25	2,377.20
H	2,095.56	343.82	277.36	135.90	2,852.64

Tonbridge & Malling 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 where applicable.

Council tax by authority



Borough Council's budget

The Council's Band D tax rate of £171.91 for 2010/11 represents an increase of £4.91 or 2.94% on the figure for 2009/10.

In setting the budget for 2009/10 the Council had identified a budget funding gap of some £1.5m. Part of this was found in 2009/10, the remaining £0.6m, relating mainly to staff savings, has been incorporated into the

2010/11 and 2011/12 budgets. In the future the Council is anticipating a significant reduction in Government grant as the Government attempts to reduce public debt generally. This will require a fundamental review of the Council's overall finances. Our intention will be to ensure that the negative impact on service delivery and council tax increases are minimised.

Gross £000	2009/10 Income £000	Net £000	Income & expenditure summary	Gross £000	2010/11 Income £000	Net £000
19,265	(7,666)	11,599	Culture, environment & planning	19,077	(7,689)	11,388
3,183	(2,810)	373	Highways, roads & transport	3,068	(2,560)	508
24,623	(23,248)	1,375	Housing	32,827	(31,297)	1,530
9,158	(7,326)	1,832	Central services to the public	10,016	(8,277)	1,739
2,576	-	2,576	Corporate & democratic core	2,459	-	2,459
382	(48)	334	Non-distributed costs	383	(106)	257
59,107	(41,090)	18,089	Total	67,810	(49,929)	17,881
		399	Levies & payments to government bodies			396
		966	Pension accounting adjustments			1,686
		3,067	Expenditure funded from capital reserve			3,153
		(232)	Trading undertakings			(289)
		(910)	Investment income			(612)
		(2,702)	Depreciation and other capital adjustments			(3,465)
		(4,134)	Use of reserves			(3,754)
		14,543	Budget requirement			14,996
			Met from			
		(6,484)	Government grant			(6,522)
		(51)	Council tax collection adjustments			(115)
		8,008	Balance met from council tax			8,369
		£167.00	Council tax at Band D			£171.91

Why spending has changed	£000
Budget requirement 2009/10	14,543
Reduction due to staff savings and efficiencies	(469)
Increase in specific Government grants (including housing and council tax benefits)	(7,973)
Increase due to price and service pressures (including housing and council tax benefits)	8,515
Use of reserves	380
Budget requirement 2010/11	14,996

The Borough Council's finance is:

Raised from	2010/11	
	£000	%
Specific grants	38,320	52.5
Interest, fees & charges	12,541	17.2
Council tax including collection fund surplus	8,473	11.6
Government grant	6,522	8.9
Use of reserves	3,754	5.1
Depreciation and other capital adjustments	3,465	4.7
Total	73,075	100.0

Spent on	2010/11	
	£000	%
Community safety	238	0.3
Local land charges	348	0.5
Financial arrangements with parish councils	389	0.5
Sports grounds	424	0.6
Golf course	677	0.9
Concessionary fares	740	1.0
General leisure services	803	1.1
Pleasure grounds & open spaces	824	1.1
Council tax and NNDR collection	898	1.2
Amenity cleansing	1,270	1.7
Environmental health	1,503	2.1
Other services	2,140	2.9
Car parking & transportation	2,165	3.0
Corporate management & democratic representation	2,238	3.1
Housing	2,314	3.2
Refuse collection and recycling	2,925	4.0
Planning & building control	3,128	4.3
Leisure services	6,536	8.9
Council tax benefits and housing benefits	38,250	52.5
Gross expenditure on services	67,810	92.9
Trading undertakings	30	0.0
Levies & payments to government bodies	396	0.5
Pension accounting adjustments	1,686	2.3
Expenditure funded from capital reserve	3,153	4.3
Total	73,075	100.0

A copy of our detailed budget book is available at the council offices at Kings

Hill or on the Council's website.

Tonbridge & Malling Borough Council – top in Kent for public satisfaction and value for money

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 2009 they rated Tonbridge & Malling Borough Council (TMBC) as performing well for managing performance and use of resources. They noted good performance against almost all priorities and excellent progress against some, with good plans for future improvement.

Top for public satisfaction

In a 2008 survey of almost 2,500 residents, 51% were very or fairly satisfied with the way that TMBC runs. This result was the top score in Kent, where all other councils averaged 43%, and well above the national average of 45%.



Top for value for money

In the same 2008 survey 37% of residents strongly agreed or tended to agree that TMBC provides value for money. Again, this was the top score in Kent, where all other councils averaged 31%, and above the national average of 33%. In 2009/10 our "Band D" charge was £167.00, compared with an average of £174.67 for all other 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. In August 2009 we adopted a new Sustainable Community Strategy covering the period 2009/12.

Our key improvement priorities

Tonbridge & Malling Borough Council has chosen to focus on the following six priorities as the most important ones during 2010/11:

- Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances.



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



- Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness.



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



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



- Work with partners to:

- Reduce crime, anti-social behaviour and the fear of crime,



- Promote, encourage and provide opportunities for healthy living.



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



- Achieve further shared priorities to improve resident's quality of life in Tonbridge and Malling.



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 2009/10	Band D	Parish	Precept 2010/11	Band D
£	£		£	£
19,258.00	49.57	Addington	19,258.00	48.23
171,855.00	41.51	Aylesford	181,175.00	43.69
6,500.00	31.86	Birling	6,500.00	32.59
94,758.00	62.13	Borough Green	122,010.00	78.73
12,017.50	25.78	Burham	17,020.00	36.20
223,135.00	111.23	Ditton	201,716.00	111.88
191,722.00	38.56	East Malling & Larkfield	226,993.00	43.15
71,542.00	53.19	East Peckham	73,295.00	54.46
78,000.00	48.53	Hadlow	78,000.00	48.45
30,320.00	13.79	Hildenborough	30,399.00	13.79
34,335.00	31.01	Ightham	51,502.00	46.46
135,583.00	43.18	Kings Hill	147,194.00	44.04
72,100.00	56.71	Leybourne	80,000.00	62.48
9,500.00	20.33	Mereworth	10,000.00	21.21
15,693.00	40.39	Offham	15,922.00	40.94
33,000.00	38.93	Platt	37,000.00	43.59
19,007.00	33.15	Plaxtol	19,007.00	32.64
12,779.00	44.96	Ryansh	14,616.00	50.07
9,000.00	35.26	Shipbourne	9,000.00	34.63
211,904.00	61.90	Snodland	227,986.00	64.89
11,862.00	50.34	Stansted	14,610.00	60.37
9,000.00	32.63	Trottscliffe	10,000.00	36.41
92,179.00	100.43	Wateringbury	55,649.03	60.34
67,402.00	59.75	West Malling	72,120.00	61.56
2,417.00	14.24	West Peckham	2,460.00	14.05
22,763.00	46.72	Woudham	23,741.00	48.20
50,472.00	58.84	Wrotham	51,734.00	60.57
1,708,103.50		Total	1,798,907.03	

Parish council precepts (over £140,000)

2009/10 Gross £	2009/10 Net £	Service	2010/11 Gross £	2010/11 Net £
Aylesford Parish Council				
66,819	37,181	Recreation & amenities	62,319	38,217
21,487	5,573	Burial grounds	15,334	-
29,250	25,512	Footways & lighting	25,850	22,092
33,235	25,235	Halls & capital projects	46,823	46,823
180,256	150,256	Other running costs	148,850	127,350
331,047	243,757	Total	299,176	234,482

Dilton Parish Council				
133,427	120,411	Open spaces, recreation & amenities	114,205	101,267
348,608	18,501	Community centre & bars	285,446	(318)
136,558	103,648	Other running costs	138,164	100,765
618,593	242,560	Total	537,815	201,715

East Malling & Larkfield Parish Council				
31,560	28,057	Amenities	21,090	20,273
44,300	39,375	Open spaces, churchyard & bonfire	34,900	32,658
4,050	2,450	Allotments	3,590	1,740
122,740	48,240	Village halls	135,960	73,960
145,680	103,600	Other running costs	162,690	121,362
348,330	221,722	Total	358,230	249,993

Kings Hill Parish Council				
3,951	3,951	Amenities & planning	20,510	(302)
151,146	64,656	Community centre	166,680	41,780
77,643	66,976	Other running costs	121,573	105,716
232,740	135,583	Total	308,763	147,194

Snodland Town Council				
76,700	76,700	Open spaces	79,500	79,500
69,600	69,600	Village halls	66,100	66,100
41,252	6,946	Cemeteries & churchyards	44,260	9,874
19,500	16,272	Street lighting	14,500	11,256
105,645	42,386	Administration	114,080	61,256
312,697	211,904	Total	318,440	227,986

Should you have any questions regarding the parish council information they should

be raised direct with the relevant parish council.

Council tax for the financial year starting 1 April 2010

Valuation band ➤	A	B	C	D	E	F	G	H
Part of the Council's area	£	£	£	£	£	£	£	£
Tonbridge	950.88	1,109.38	1,267.84	1,426.32	1,743.28	2,060.24	2,377.20	2,852.64
Addington	983.03	1,146.87	1,310.71	1,474.55	1,802.23	2,129.91	2,457.58	2,949.10
Aylesford	980.00	1,143.34	1,306.67	1,470.01	1,796.68	2,123.36	2,450.01	2,940.02
Birling	972.00	1,134.71	1,296.81	1,458.91	1,783.11	2,107.32	2,431.51	2,917.82
Borough Green	1,003.36	1,170.59	1,337.82	1,505.05	1,830.51	2,173.97	2,508.41	3,010.10
Burham	975.01	1,137.51	1,300.02	1,462.52	1,787.53	2,112.53	2,437.53	2,925.04
Ditton	1,025.46	1,196.38	1,367.29	1,538.20	1,880.02	2,221.85	2,563.66	3,076.40
East Malling & Larkfield	979.64	1,142.82	1,306.19	1,469.47	1,796.02	2,122.57	2,449.11	2,938.94
East Peckham	987.18	1,151.72	1,316.25	1,480.78	1,809.84	2,138.91	2,467.96	2,961.56
Hadlow	983.18	1,147.04	1,310.91	1,474.77	1,802.50	2,130.23	2,457.85	2,949.54
Hildenborough	990.07	1,120.08	1,280.10	1,440.11	1,760.14	2,080.16	2,400.18	2,880.22
Ightham	981.85	1,145.49	1,309.14	1,472.78	1,800.07	2,127.35	2,454.63	2,945.56
Kings Hill	980.24	1,143.61	1,306.99	1,470.30	1,797.11	2,123.86	2,450.60	2,940.72
Leybourne	992.53	1,157.95	1,323.38	1,488.80	1,819.65	2,150.49	2,481.33	2,977.60
Mereworth	965.02	1,125.85	1,286.69	1,447.53	1,769.21	2,090.88	2,412.55	2,895.06
Offham	978.17	1,141.20	1,304.23	1,467.26	1,793.32	2,119.38	2,445.43	2,934.52
Platt	979.94	1,143.28	1,306.59	1,469.91	1,798.56	2,123.21	2,448.85	2,939.82
Plaxtol	972.64	1,134.74	1,296.85	1,458.96	1,783.18	2,107.39	2,431.60	2,917.92
Ryars	984.26	1,148.30	1,312.35	1,476.39	1,804.48	2,132.57	2,460.65	2,952.78
Shipbourne	973.08	1,136.29	1,298.62	1,460.95	1,785.51	2,110.27	2,434.91	2,921.90
Snodland	994.14	1,159.83	1,325.52	1,491.21	1,822.59	2,153.97	2,485.35	2,982.42
Stansted	991.12	1,156.31	1,321.60	1,486.69	1,817.07	2,147.45	2,477.81	2,973.38
Trotteville	978.15	1,137.68	1,300.20	1,462.73	1,787.79	2,112.84	2,437.88	2,925.40
Wateringbury	991.10	1,156.29	1,321.47	1,486.66	1,817.03	2,147.40	2,477.76	2,973.32
West Malling	991.02	1,157.24	1,322.66	1,487.88	1,818.52	2,149.16	2,479.80	2,975.76
West Peckham	990.24	1,120.29	1,280.33	1,440.37	1,760.45	2,080.54	2,400.61	2,880.74
Woudham	983.01	1,146.85	1,310.68	1,474.52	1,802.19	2,129.87	2,457.53	2,949.04
Wrotham	991.28	1,156.47	1,321.68	1,486.80	1,817.31	2,147.73	2,478.15	2,973.79

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 B £40,001 to £52,000

Band C £52,001 to £68,000

Band D £68,001 to £88,000

Band E £88,001 to £120,000

Band F £120,001 to £160,000

Band G £160,001 to £320,000

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.valuationtribunal.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.

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 6 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**.

Working together to improve Street Scene



The environment in
which you live is
important to you and
to us. Would you like
to help us by being a
street monitor?

**Ring 01732 876060
for more information.**

Efficiency information

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, Fire & Rescue Authority and Police Authority.

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

The efficiency information shown in the table on page 13 relates to cash-releasing efficiency savings only, and for each authority consists of:

- the efficiency savings achieved in 2008/09;
- an estimate of the cumulative efficiency savings to 2009/10; 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.

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. It is only one of several measures which assess how efficiently an authority is being managed.

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

Authority	Efficiency savings in 2008/09 £	Estimated cumulative efficiency savings to end of 2009/10 £	Estimated cumulative efficiency savings per Band D dwelling £	Relevant benchmark £
Tonbridge & Malling Borough Council	584,000	1,090,000	23	41
Kent County Council	44,946,000	69,000,000	128	98
Kent & Medway Fire & Rescue Authority	1,002,000	1,871,000	3	4
Kent Police Authority	14,587,000	31,587,000	50	54



TMBC's leisure centres offer a host of exclusive fitness opportunities for 11 to 15 year olds including Circuits, Dance Mat Fitness, Aqua Action, Spin and EXCEL gym sessions.

From just £2.50 per session or £15 a month for unlimited access, visit our websites for full details.

www.larkfieldleisure.co.uk • www.angelcentre.co.uk



larkfield
leisure centre

Tel: 01622 719345



ANGEL CENTRE

Tel: 01732 359966



TONBRIDGE
& MALLING
BOROUGH COUNCIL

Key services provided by authorities

The table below highlights the key services provided by authorities.



- Recycling, waste collection and street cleansing
- Leisure and golf centres, parks and open spaces
- Planning and building control
- Council tax collection
- Car parking and CCTV
- Licensing, food safety and environmental protection
- Housing and housing benefits



- Children and Families, including Education
- Adult Social Services
- Highways and Public Transport
- Libraries
- Youth Services
- Waste Disposal
- Trading Standards



Kent & Medway
Fire & Rescue Authority

- Responding to fires and other emergencies
- Rescuing people from road traffic collisions
- Promoting road safety
- Educating people about fire safety
- Completing free home safety visits
- Ensuring businesses are protected from fire
- Being prepared to deal with emergencies

Kent
Police
Authority



Kent Police Authority is an independent body that oversees Kent Police. We make sure there is an efficient and effective police service that includes:

- Responding to crimes, incidents, and calls for assistance
- Investigating serious offences including homicide
- Proactively investigating serious and organised crime
- Preventing road traffic accidents
- Working with partner agencies to address local problems in your neighbourhood

Town or parish council

- Manage local assets which may include village halls, allotments, play areas, common land, burial grounds and some street lighting
- Town and parish councils are consulted on all planning applications affecting their areas.

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**

Kent County Council

Budget and Council Tax 2010/11

In the medium term, we cannot be sure of the funding we will receive. We expect that, when the Government Spending Review is announced after the forthcoming general election, we will have less funding than we do now.

Although we cannot know the scale of these reductions, our new financial plan pre-empted this with anticipated savings of around £200million over the next three years.

Even so, we have to increase our spending in some areas in order to cope with the growing demand for many of our services. With an increasingly ageing population and more people with disabilities, we must provide more care and support for their greater needs. In addition, referrals to children's social services have increased dramatically since the Baby Peter case.

Over the next three years, we will spend £1.5 billion on Kent's capital building

programme to improve schools, highways and community facilities including libraries, museums and galleries.

We recognise the continuing financial strain that Kent residents, businesses, charitable and voluntary organisations, and public sector partners are under. So we will continue to support economic recovery in Kent through the Backing Kent Business and Backing Kent People campaigns.

It is clear from these challenges that we will face some difficult decisions in the coming years, and we will not avoid this responsibility. We will continue to squeeze further efficiency savings from the organisation whilst minimising the impact on front line services.

In setting our council tax level for 2010/11, we believe we are setting the right priorities for Kent, whilst recognising the need to keep council tax levels as low as possible.

Our Performance

In December 2009, the Audit Commission announced that we had again achieved the highest possible score ('Performing Excellently') in the Comprehensive Area Assessment, for the sixth year running.

As you will have seen from earlier in the leaflet, we have delivered ongoing annual savings of £69million since 1 April 2008.

For more information on performance
Visit: www.kent.gov.uk/cpa
Email: performance@kent.gov.uk
Write to: Kent County Council,
Room 1.63 Sessions House,
Maidstone,
Kent ME14 1XQ.

Our goals

Our long-term plan, the Vision for Kent, sets out how we will:

- increase Kent's prosperity through business growth and job creation
- transform education
- care for older people
- reduce congestion
- improve health and quality of life
- create quality homes in a well-managed environment
- make Kent a safer place
- continue to improve services while keeping council tax down



Where your money goes

The council tax you pay to us helps us to provide quality services that make a positive difference to people's lives. For example, it helps contribute towards:

- 570 schools and other services which support 250,000 children and young people, and their families.
- 30,000 people who can live in their own homes with the personalised care we provide. We also support 6,500 people in permanent residential and nursing care.
- maintaining 5,000 miles of roads and 4,200 miles of paths and public rights of way.
- Skills Plus, who help around 3,400 people improve their numeracy and literacy ability.
- 100 libraries that lend nearly 6.6million books per year.
- our apprenticeship and vocational training schemes that help young people find rewarding work.
- 13,000 young people to travel by bus with the Kent Freedom Pass, helping to reduce traffic and pollution.
- maintaining 22 country parks and picnic sites.
- promoting road safety and health, and our 101 community wardens who work with our partners to keep Kent safe.



KCC Services 2010/11	Total Spending £'m	Net Spending £'m	Net Spending per day £'000
Children, Families and Education	1,591.7	362.7	994
Adult Social Services	460.7	356.5	977
Environment, Highways and Waste	177.7	157.5	432
Communities	157.0	100.4	275
Regeneration and Economy	44.6	41.7	114
Corporate activities	177.3	120.3	330
Less: Charges included in the above for use of capital assets–	-195.9	-195.9	N/A
Area Based Grant		-96.6	N/A
Budget 2010/11	2,413.1	846.6	2,320

* Net spending is funded from government grant and council tax.

– We have deducted these charges as they are accounting entries and have no impact on our budget or council tax.

- **If you are on a low income** with less than £16,000 in savings (this limit does not apply if you receive Pension Guarantee Credit) you may be able to get some help with your council tax. To find out whether you would qualify, please contact Kent Benefits Partnership on 0845 345 0310 or contact your borough, city or district council.
- **If you are a small business** with premises with a rateable value of less than £18,000, you may be entitled to some relief from your business rates. Contact your borough, city or district council for details.

Pressure on service budgets in 2010/11

- Children's services – an additional £5.3million to strengthen children's social services, mostly to meet the 21.2% increase in referrals in the wake of the tragic Baby Peter case. Also, funding for additional early education places in the county will cost £5.8million.
- Social care – it will cost us £6.5million to help cope with increasing numbers of the very elderly and people with a disability, while maintaining the existing assessment criteria and providing preventative support to more people.
- Waste disposal – the increasing costs of disposal and landfill tax amounts to an extra £3million.
- Finance – funding our capital programme will cost an additional £10million including further highway maintenance.

Your council tax bill is made up of Kent County Council charges as well as the other authorities in your area. The council tax you pay for our services has increased by 2.1% from £1,026.27 to £1,047.78 for a Band D household, this equates to an extra 41p a week.

You might like to know that:

- we have savings and additional income planned this year of £24.7million. This is equivalent to £46 a year for a Band D property.
- we have already received £5.3million of our Icelandic deposits back and we expect that most of the money will be returned to us in due course.

Our spending and funding

	2009/10 Budget £'m	2010/11 Budget £'m
Budget 2009/10	821.7	821.7
Changes in service responsibilities and specific grant funding		30.6
Revised budget		852.3
Pay award and price inflation		7.2
Government/Legislative pressures		11.1
Demand-led pressures		14.6
Schools budget increase		11.7
Service strategies and improvements		21.4
Sub-total of pressures		66.0
Net savings		-12.4
Income generation		-4.4
Dedicated schools grant increase		-14.7
Other grant increases		-8.3
Increase in the area-based grant		-31.9
Budget total	821.7	846.6
Business rates/general grant	-267.2	-275.7
Collection fund surplus	-0.2	-1.5
Council tax	554.3	569.4
Tax base (Band D equivalent properties)	540,115	543,481
KCC Band D council tax charge	£1,026.27	£1,047.78 + 2.1%

Total expenditure

Budget	2009/10 £'m	2010/11 £'m
Total expenditure*	2,299.4	2,413.1
Grants for specific services and other income	-1,477.7	-1,566.5
Budget	821.7	846.6

* Includes estimated levies from Environment Agency for flood defence (£344,000) and from joint sea fisheries (£264,000)



Kent Fire and Rescue Service **Helping keep Kent and Medway safe**

Round the clock, 365 days a year, Kent and Medway Fire and Rescue Authority helps protect 1.7 million residents in 703,000 homes across the county. In 2009 we got the results of the satisfaction survey done as part of a national assessment. This showed 81.4% of residents are satisfied with our services, an improvement over 2006 and better than the national average.

Last year we:

- Dealt with over 37,500 emergency 999 calls – answering over 99% of them within 20 seconds
- Responded to nearly 22,000 fires and other incidents
- Reached 90% of fires in less than ten minutes
- Dealt with around 1,200 road traffic collisions
- Carried out 16,000 free home safety visits, fitting around 20,000 smoke alarms
- Educated over 95,000 children and young people on fire and road safety

All those services will be provided to you this year for just £1.31 a week (Band D property).

Value for money

Kent and Medway Fire and Rescue Authority has been rated as one of the

top fire and rescue authorities in the country. We work hard to deliver our services in the most efficient way possible. This year the Audit Commission's report said that KMFR "performs well, has strong leadership and manages its finances effectively".

Planning for the future

Our key issues in planning for the future are:

- More elderly people living alone, with mobility problems
- More people living independently with disabilities
- More people in poor or overcrowded homes
- More transient people in shared rented housing
- More extreme weather events
- More traffic on the roads
- New building materials and methods changing how fires spread

We are working with local authorities, the police and other agencies to:

- Make vulnerable adults safer, and help their families and carers reduce risks
- Reduce road deaths and injuries
- Minimise fire risks in new building types
- Reduce our impact on the environment



- Improve our response to extreme weather events
- Support small businesses and the local economy
- Run our services so you get the most value for money

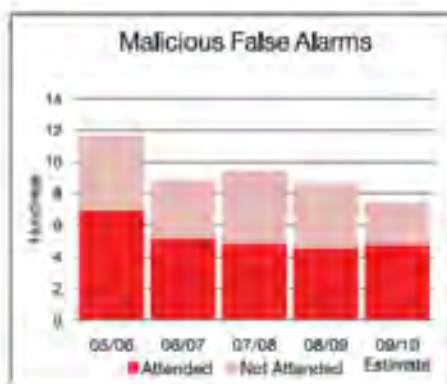
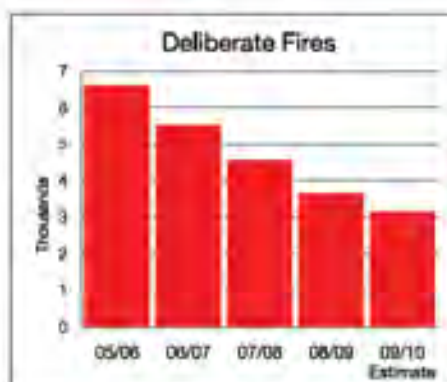
We are also reviewing the pattern of emergency cover for the area.

What is improving?

We work with partners such as the police to achieve targets like reducing the number of people killed or seriously injured on the roads and reducing CO₂ emissions.

Achievements include:

- Deliberate fires down by 52% over the last five years
- Reducing false alarms – malicious false alarms down by 38% over the last five years, helping improve our response to real incidents
- Reducing road accidents – the number of accidents we attend has gone down by 15% over the last five years



Key Indicators	2007/08	2008/09	2009/10 Estimate
Total fires (per 10,000 people)	44.35	38.46	38.63
Accidental fires in the home (per 10,000 people)	11.48	11.12	10.93
Deliberate fires (per 10,000 people)	28.08	22.31	19.17
Road accidents attended (per 10,000 people)	7.45	7.69	6.85



Kent Fire and Rescue Service

Aim and objectives

We review our aim, objectives and values every three years, to make sure they stay up to date. After consultation, the following revised statement has been adopted:

Aim: To save lives and reduce risks – *'there when you need us'*.

Objectives: We are committed to:

- Reducing the number of fires, deaths and injuries
- Reducing road accidents, deaths and injuries
- Being well prepared to deal with emergencies
- Providing high quality and value for money services
- Engaging with communities to raise awareness
- Reducing our impact on the environment
- Helping to improve the quality of life for local people
- Working with businesses to support the local economy

Values: As an organisation we will always:

- Put people first
- Value our staff
- Be open to change
- Work with others

Where your money goes

Revenue Budget	2009/10 £'000	2010/11 £'000
Employees	58,344	58,459
Firefighters' pensions	1,339	1,385
Premises	4,137	4,418
Vehicles and travel	3,244	3,259
Equipment and supplies	5,104	6,891
Fees and services	2,119	1,358
Other costs	829	773
Contributions to capital	2,048	854
Debt financing costs	1,194	1,263
Gross revenue expenditure	78,358	78,660
Income	-5,386	-5,049
Transfers to/from reserves	-2,557	-1,007
Net budget requirement	70,415	72,604
Financed by:		
Formula grant	29,033	29,596
Collection fund surplus	15	154
Council tax	41,367	42,854
	70,415	72,604



Our budget for 2010/11

Each year, additional funding is required in the Authority's budget to meet the cost of inflation increases and the cost of nationally set pay awards. In overall terms, the net budget for 2010/11 is 3.1% more than in 2009/10.

The Authority also needs to invest in service improvements. To do this without making significant increases to council tax, the Authority must identify efficiencies and other savings that can be made without increasing the risk to public safety.

The Authority plans to make savings of £2.1m in 2010/11 (equivalent to 3% of the budget for the previous year). This will help fund new investment in training, new operational equipment and initiatives to improve public safety, in particular for vulnerable people and high risk households. The Authority also has a capital budget of £5.7m for investment in projects with long term benefits.

Our share of the council tax for a Band D property is £67.95, which is just 2.86% more than the equivalent charge of £66.06 for 2009/10 or an extra 4 pence per week.

Why spending has changed

Revenue Budget		£'000
Total budget 2009/10		70,415
Pay, prices and commitments		1,159
Service developments & pressures		3,146
Savings		-2,126
Movements in grant and reserve funded expenditure		10
Total budget 2010/11		72,604

Capital Budget		2010/11 £'000
Premises projects		643
Investment in IS/IT		262
Vehicles & equipment		4,552
Regional Control Centre project		50
Community safety schemes		226
Total capital expenditure		5,733
Funded by:		
Borrowing		3,256
Revenue contributions		855
Capital grants		1,622
Total capital funding		5,733



Overseeing your policing

Kent Police Authority is responsible for an efficient and effective police Force - from officers, staff, buildings, to IT and equipment. We're an independent body made up of 17 members - a mix of elected councillors and local people. We hold the Chief Constable to account for police performance. Working together we aim to provide you with the best possible policing service.

'This year our main focus is on maintaining our police services. After much debate Police Authority members have agreed to a 2.99 per cent increase. For the average band D house this is a small increase of 8p a week – £4 a year – bringing the total police payment to £139 a year.

'The decision follows months of discussions between the Chief Constable and members of the Kent Police Authority as to the pressures on the Force during 2010. This year has been one of the hardest decisions for the Authority as demands on policing continue. But I'm pleased to say this is in fact our lowest police council tax rise in the last ten years. No one likes putting up taxes but we're working within a very tight financial climate. The Authority needs to balance the pressures on the Chief Constable with a value for money service for the public – this year's police budget will be £285million.

'We've consulted widely about the increase and we are satisfied that this amount is the

very minimum we can set for this year's police council tax. There was considerable public support for an increase in the police council tax of between 2.5-4.99 per cent. We're the second lowest police council tax for a shire in England and Wales and I think that this shows how prudent the Authority is with finances – as recognised by our external auditors. We need to maintain the improvements the Force has made so far.

'We're already making savings in-house through our joint working with Essex Police but we need to do more. I'm really keen for Kent to become a top performing Force but we need to continue how we're doing – and do even more – to provide the best possible policing service we can.'

Ann Barnes,
Chair of
Kent Police Authority





How we're spending your money this year



- Investment will continue to be made in neighbourhood task teams dedicated to reducing anti-social behaviour and crime. The teams, made up of one sergeant and five police constables, were paid for through the last two council tax increases.
- We will set up a dedicated project team that will focus on finding where other savings can be made within the Force during the next four years. The Government has clearly signalled that in future years the financial climate will be extremely demanding.
- Public confidence is also high on the agenda. Funds will be invested in improving communications with the

public through ward based community safety newsletters. Residents will be able to find out how police, local councils and partner agencies are dealing with crime where they live. To view your latest edition visit:

www.kent.police.uk/newsletters

- We will also review how Kent Police is structured and find the best ways of working for the future. Part of this will involve a wide consultation programme by the Authority.
- Kent Police will visit all victims of crime, and repeat and vulnerable victims of anti-social behaviour during 2010/11.





Police spending

How we are funded	£'000	£/resident
Central Government grants	197,390	0.00
Council tax collected on above estimate in 2009/10	252	0.15
Balance to be met by council taxpayers in 2010/11	87,358	53.44
Total	285,000	53.60

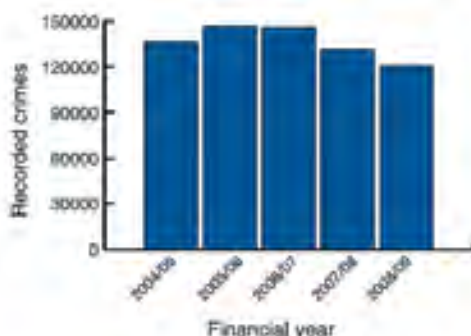
Budget breakdown – what we are spending money on	2010/11 £'000	2009/10 £'000
Police pay	162,462	163,309
Police pensions	33,881	33,859
Support staff pay	88,914	86,045
Other expenditure e.g. premises, computers, transport	57,281	50,832
Gross revenue budget (total of above)	342,538	334,045
Income generated by external parties outside of Kent Police	-57,538	-57,555
Total	285,000	276,490

Budget breakdown – cost of service	2010/11 £'000	2009/10 £'000
Reducing crime	15,135	15,673
Investigating crime	120,044	118,400
Promoting public safety	102,388	96,542
Assistance to the public	44,733	43,300
Providing special protection and all other protection duties	250	194
Funds to run Kent Police Authority	1,694	1,569
Police pensions, including health and early retirement	2,840	2,736
Pension administration costs	181	176
Net income from chargeable services	-2,265	-2,100
Total	285,000	276,490



Why spending has changed	£'000
Revenue budget for 2009/10 (day to day running of Kent Police)	276,500
Pay and price changes	10,300
Critical policing pressures	300
Further efficiency savings	-2,100
Total budget requirement for 2010/11	285,000

Crime is going down across the county



In 2009 there were almost 30,000 fewer crimes than in 2004 and crime has fallen by a fifth (21 per cent) in five years.

Kent Police has also been recognised as providing a quality service. The Force was one of only eight in the country to achieve a good grade as part of the Home Office Policing Pledge. The Pledge sets out the minimum standards the public can expect.

Contact numbers

- In an emergency dial **999** if there is a threat to life or public safety, or a crime is in progress
- Call our single non-emergency number **01622 690 690** to report a non-urgent crime and anti-social behaviour

Have your say

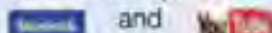
We welcome your feedback.

Visit our website:

www.kentpoliceauthority.gov.uk

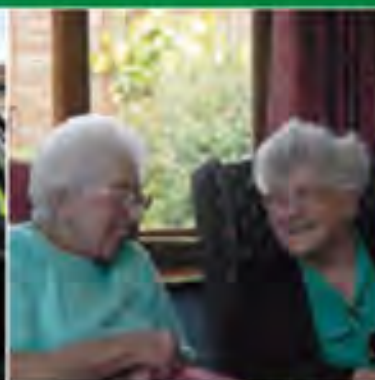
to tell us what you think.

You can also join us on



or take part in discussion groups or surveys email:

citizens.panel@kent.pnn.police.uk



If you have difficulty reading this leaflet and would like the information in another format, please **call** **01732 844522** or **email** **customer.services@tmbsc.gov.uk**



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2010/11

Revenue and Capital Budgets



Index	Page
Budget Statement	1 - 17
Borough Council - General Fund Revenue Estimates Summary	18
Council Tax - Borough and Parish Council Requirements	19
Council Tax - Band "D" Equivalent	19
Draft Council Tax Resolution	20 - 24
Financial Arrangements with Parish Councils	25
Parish Councils - Precepts and Council Tax Band "D" Charges	26
General Fund Revenue Estimates:	
Corporate Services	CS 1 - 19
Environmental Health Services	EHS 1 - 7
Housing Services	HS 1 - 7
Leisure Services	LS 1 - 12
Planning & Transportation Services	PTS 1 - 7
Capital Plan	CP 1 - 42
2009/10 Corporate Aims and Priorities	CAP 1 - 5
General Fund Working Balance and Revenue Reserve	GF 1
Collection Fund 2009/10	CF 1
Estimated Income and Expenditure Account	EIE 1 - 2
Estimated Comprehensive Income and Expenditure Account	ECIE 1 - 2

BUDGET STATEMENT 2010/11

1. Introduction

- 1.1 The revenue and capital budgets for 2010/11 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 [**Annex 1**].
- 1.2 Last year the financial difficulties faced by the Council were labelled unprecedented with an initial estimated 'funding gap' of £1,500,000. In the face of this unprecedented situation all of the Council's budgets were examined and savings of around £700,000 identified and incorporated within the 2009/10 estimates. Subsequent projections then put the 'funding gap' at £600,000 if options to address the shortfall are identified and implemented by 1 April 2010. Staff related savings of £480,000 and non-staff related savings of £90,000 have since been identified and measures to meet the balance of £30,000 are to be considered shortly.
- 1.3 However, as mentioned throughout the current budget cycle due to the state of public finances support from Central Government in the form of general government grant is likely to be cut significantly after the next General Election and subsequent Spending Review.
- 1.4 The problem we face is that we will not know the extent of any decrease in general government grant until part way through the 2010/11 financial year, other than it is likely to be of such a size it will require a detailed re-examination of the objectives set out in the Medium Term Financial Strategy as part of a fundamental review of our overall finances. For this reason, the 2010/11 financial year could be seen as a 'holding year' whilst we await the outcome of the next Spending Review and a clearer picture begins to emerge about the size of the financial challenge faced by the Council.
- 1.5 The good news is that we have for several years had in place a very robust Medium Term Financial Strategy and the existence and discipline of the same affords us the time to take a constructive and considered approach to budgetary pressures. Clearly, the absolute size of the budget 'funding gap' will influence the timescales we afford ourselves to address the problem. The 'gap' of £750,000 identified in the table below assumes a cut in government grant of 6% each year over the two-year period 2011/12 to 2012/13.

- 1.6 We are committed to undertaking a fundamental review of our overall finances when a clearer picture begins to emerge about the extent of the decrease in general government grant and, as a consequence, the size of the financial challenge faced by the Council. This review to include a detailed re-examination of the objectives set out in the Medium Term Financial Strategy. The aim to ensure the integrity of our Medium Term Financial Strategy is maintained and that the negative impact, of a cut in government grant, on service delivery and council tax increases is minimised.
- 1.7 As you might expect some work has already been undertaken towards carrying out a fundamental review of our overall finances. An early remodelling of the Medium Term Financial Strategy [**Annex 2**] covering a ten-year period producing three more manageable savings targets each of £270,000. The first to be achieved by 2012/13, the second by 2016/17 and the final tranche by the end of the ten-year period. It should be stressed this is an early remodelling of the Medium Term Financial Strategy, but hopefully provides some comfort and reassurance concerning the resilience of our Strategy and that the financial pressures likely to confront the Council can be addressed in a measured and controlled way.
- 1.8 Clearly, our budget position has made it very difficult to prioritise improvements for 2010/11 but, nevertheless, we will be making some key improvements including the refurbishment of Tonbridge Farm Pavilion, the provision of new children's play equipment at Hill Top/ Priory Wood, Tonbridge, in conjunction with a range of partners the provision of a full size floodlit all weather pitch at Wrotham School for school and community use and the provision of toilets within the gated indoor soft play area at Larkfield Leisure Centre.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council has adopted a Medium Term Financial Strategy covering both Capital and Revenue budgets for the period 2010/11 to 2015/16. It is this Strategy that underpins the budget setting process over the six-year period.
- 2.1.2 The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. This includes achieving a balanced revenue budget by 2012/13 that delivers the Council's priorities 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 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 2009 Use of Resources assessment by the Audit Commission we received a "Level 3" defined as an organisation that "exceeds minimum requirements – performs well". The District Auditor concluded "that the Council has strong arrangements in place to manage finances, govern the business and manage other resources. Financial management and financial planning are particularly strong and the Council has a good track record of identifying priorities and delivering strong outcomes that are also cost effective.
- 2.2.3 Our Key improvement priorities have been reviewed by and subsequently endorsed by Cabinet, and for 2010/11 they are:

Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances

- 2.2.4 As mentioned earlier we are committed to concluding a fundamental review of our overall finances when a clearer picture begins to emerge about the extent of the decrease in general government grant and, as a consequence, the size of the financial challenge faced by the Council. That review to consider, for example:
- not should we, but by when should we look to achieve a balanced budget;
 - the appropriateness of the current minimum general revenue reserve balance;
 - and the period covered by the strategy in what will be a very different financial environment.
- The aim to ensure the integrity of our Medium Term Financial Strategy is maintained and that the negative impact, of a cut in government grant, on service delivery and council tax increases is minimised.



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

- 2.2.5 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 sets 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.



- 2.2.6 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.
- 2.2.7 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 and significant investment is planned for Tonbridge Racecourse Sportsground largely funded through developer contributions.
- 2.2.8 Planning permission has been granted for a variety of significant housing developments in the town and the Council is due to adopt Design Guidelines to help facilitate the mixed-use development of a key site known as Sovereign House in an appropriate and sustainable fashion.
- 2.2.9 The Council is working closely with Network Rail on improvements to Tonbridge Station.

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

- 2.2.10 The Council will continue to work closely with its Housing Association partners in order to increase the supply of affordable homes by supporting robust funding bids through the Homes and Communities Agency (HCA). The Council's Affordable Housing Supplementary Planning Document (SPD) was adopted in 2008 and is key to ensuring that new affordable housing is both high quality and sustainable. The SPD provides guidance and clarity for developers, landowners and housing associations on the Council's expectations and aspirations for new affordable housing schemes.

- 2.2.11 The Council maintains a rolling programme of house assistance to tackle disrepair and improve energy efficiency. It also leads the North and West Kent Private Sector Renewal Partnership, comprising eight local authorities, to deliver initiatives funded by the South East Housing and Regeneration Board. It is anticipated that the Council will benefit from approximately £1.9m towards improving people's homes in the three years 2008-11.



- 2.2.12 From 2008/09, a greater focus was placed on homelessness prevention and the *Housing Options* model of service delivery is now well established within the borough. It has been significant in reducing the number of households facing homelessness. In 2009, Choice-Based Lettings went live in Tonbridge and Malling as part of the Kent Homechoice scheme, providing applicants for social housing with greater choice in where they wish to live. From 2010/11 and in partnership with Tunbridge Wells Borough Council and Sevenoaks District Council, the Council will be looking closely at the services provided to customers who are threatened with homelessness as part of the review of the West Kent Homelessness Strategy, which was adopted originally in 2007.

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

- 2.2.13 The Council will continue with its programme of holiday activities for young people and will introduce on-line bookings and payments for the Activate scheme during the Easter and Summer holidays. New children's play facilities will be developed at Priory wood open space in Tonbridge, and the existing play area at Tonbridge Racecourse Sportsground will be improved and updated. The Council will evaluate the introduction of a 50-week Swim School programme for young people at Larkfield Leisure Centre and Tonbridge Pool under the supervision of a Swimming Development Forum.
- 2.2.14 New toilet facilities will be built for the Larkabout children's indoor play facility at Larkfield Leisure Centre and the surfacing of Tonbridge Skatepark will be renewed. The Council will continue to develop its partnership with Kent County Council to allow free access to its leisure centres for Looked After Children.
- 2.2.15 A capital plan allocation has been made to support the provision of a full size all weather pitch at Wrotham School with a focus on community use by local junior football clubs.



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

- 2.2.16 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. The Council funds work with our communities to improve local environments and we adopt a “zero tolerance” approach to environmental offences.



- 2.2.17 The Council works with partners to tackle graffiti and has a budget in 2010/11 of £20,000 for its removal from public places.
- 2.2.18 A Street Scene Action Plan for 2010/11 has been produced which lists a range of improvement actions and seeks to find opportunities to fund joint working initiatives.

Work with partners to:

reduce crime, anti-social behaviour and the fear of crime

- 2.2.19 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 to reduce incidences of anti-social behaviour, contributions towards the Power Project which deals with young people at risk of offending and projects aimed at helping those with alcohol and drugs issues which can often be linked to instances of crime and disorder.



promote, encourage and provide opportunities for healthy living

- 2.2.20 Successful bids to the Big Lottery Funds “Chances for Change” programme has enabled 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 community outreach work. With funding from NHS West Kent, the Council is contributing to a programme of work on the theme of ‘healthy weight’ by focusing GP referred weight management programmes on obese adults in need of treatment. Funded by the local Primary Care Trust the Council is currently employing a Community Exercise Officer to deliver exercise classes in parishes across the borough focussed on hard to reach groups. The Council has recently been able to extend the funding for this



successful initiative for a further year enabling the programme of activities to be maintained.

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

- 2.2.21 The Council's adopted a climate change strategy fulfils its commitment made when signing the Nottingham Declaration. Work is underway to progress actions for year 3 of the three-year action plan. Investment in energy saving measures at our leisure centres is already underway as is 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.



achieve further shared priorities to improve resident's quality of life in Tonbridge and Malling

- 2.2.22 The Council's recently established Local Strategic Partnership has recently adopted a new Sustainable Community Strategy for the borough covering the period 2009-2012. The LSP is taking a lead on delivering the actions set out in that strategy and will be utilising performance reward grant monies earned from the first Kent Agreement to commission services where SCS actions require this.



- 2.2.23 The Borough Council became a formal signatory to the second 'Kent Agreement' in 2008, the Local Area Agreement for the County. The LSP has adopted a Local Action Plan setting out what actions will be undertaken locally to help address the 35 targets contained in KA2 and is taking a lead to ensure such actions are delivered locally. The LSP is also leading work on a wide variety of issues including local health action, inter-faith engagement, vocational training for young people and community safety work.

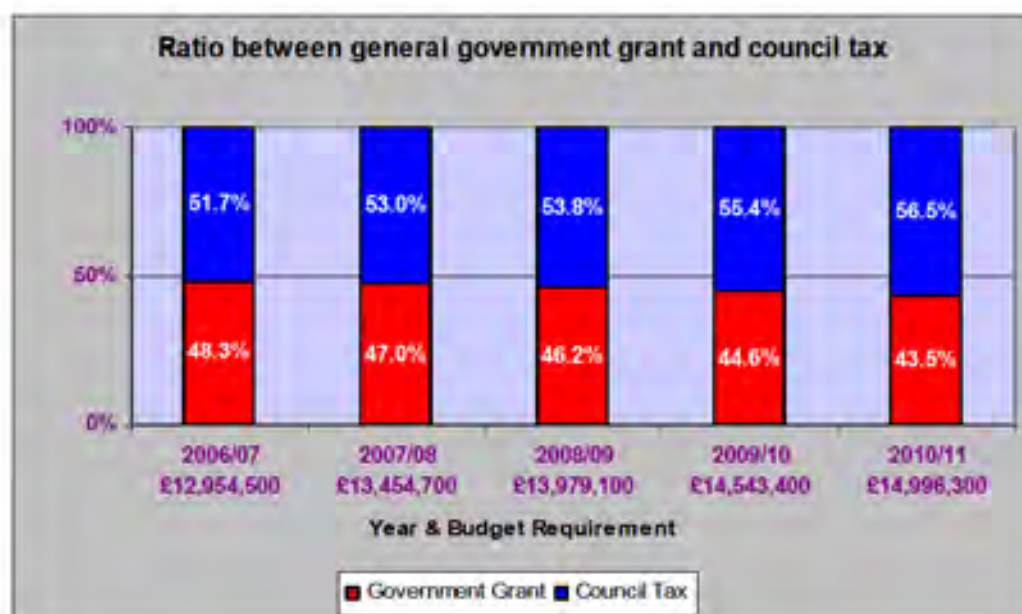
2.3 Financial Context

- 2.3.1 The level of council tax set by the Borough Council for the year 2010/11 is £171.91. In setting this level of council tax, the Council is budgeting to support its expenditure by the contribution of £23,000 from its General Revenue Reserve.
- 2.3.2 In respect of Government Grant (see paragraph 3 below) in 2010/11, the Council is to receive £6,522,259, a cash increase of £38,130 or 0.6% 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 figure for 2010/11 notified to us in January 2008 was confirmed in January 2010.
- 3.3 Tonbridge and Malling Borough Council is to receive an increase in general Government Grant 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 2.9% (December 2009). RPI (retail price index) which is used

as the inflationary uplift for many of our major contracts is currently running at 2.4% (December 2009).

Table 1 - Revenue Support Grant

	2010/11 £	2009/10 £	Variance £
Revenue Support Grant	827,004	1,215,961	-388,957
National Non-Domestic Rates	5,695,255	5,268,168	427,087
Total	<u>6,522,259</u>	<u>6,484,129</u>	<u>+38,130</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. The Government has stated in recent years that it expected to see council tax increases of substantially less than 5%.
- 4.2 However, in the current economic climate and following the speech by the Local Government Minister in November 2009 the assumption is that the cap might fall around 3% for 2010/11. The council tax increase for 2010/11 is 2.94%.

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2010/11 (prior to any contribution from the revenue reserve) amounts to £15,019,300. The Cabinet having regard to the Medium Term Financial Strategy proposes that £23,000 be charged to the Revenue Reserve Account leaving £14,996,300 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 2010 is £813,196 which must be shared proportionately amongst the major precepting authorities. Our share of the surplus is £115,256 and is taken into account in setting the council tax for 2010/11.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance, under delegated authority, was set at 48,623.10 band D equivalents for 2010/11. This figure was reported to the Finance & Property Advisory Board meeting on 5 January 2010.

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 2010/11 is shown on page 25.

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 2010/11 is 41.4p compared to 48.5p for 2009/10. Lower rates apply to small businesses with rateable values below £18,000.

11. Capital Estimates

- 11.1 The Borough Council's draft Capital Plan is shown on pages CP1 to CP42. This is the culmination of a review process, which began in January 2010. The progress on existing Capital Plan schemes has been noted and Cabinet on 2 February 2010 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 2009.

12. Cabinet

12.1 Cabinet comprises the following Councillors:

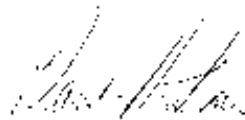
Councillor M Worrall	Leader of the Council
Councillor D Aikman	Finance
Councillor Mrs J Anderson	Housing
Councillor O Baldock	Environmental Services and Innovation & Improvement
Councillor M Balfour	Planning & Transportation
Councillor M Coffin	Leisure, Youth & Arts
Councillor M Dobson	Community Safety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

13. Acknowledgement

- 13.1 As mentioned earlier the financial year 2010/11 could be seen as a 'holding year' whilst we await the outcome of the next spending Review or the "calm before the storm."
- 13.2 We are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring the Budget for 2010/11, and the updated Medium Term Financial Strategy, to fruition. There is more work that will still need to take place on the fundamental review of our overall finances, and our staff's commitment and dedication is thoroughly appreciated.
- 13.3 We are also grateful to the Chief Executive, Chief Officers and their staff for their support, advice and assistance throughout the process.
- 13.4 Finally, we would like to thank the Leader and Members of the Council for their dedication and their support throughout the budget setting process.



Sharon Shelton
Director of Finance



David Aikman
Cabinet Member for Finance

A MEDIUM TERM FINANCIAL STRATEGY 2010/11 – 2015/16

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 represents an update to the strategy approved by Council on 19 February 2009. The update has been prepared given the circumstances prevailing in February 2010. 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 2010/11 is £171.91. In setting this level of Council Tax, the Council has budgeted to support its expenditure by a contribution of £23,000 from Revenue Reserves.

The Council received a grant settlement of £6,522,259 for 2010/11. This represented an uplift of £38,130 in cash terms or 0.6% on the 2009/10 grant settlement.

As mentioned throughout this budget round general government grant is likely to be cut significantly after the next General Election and subsequent Spending Review. For this reason the 2010/11 financial year could be seen as a 'holding year' whilst we await the outcome of the next spending Review and a clearer picture begins to emerge about the size of the financial challenge faced by the Council.

The size of the budget 'funding gap' does very much depend on the extent of any cut in government grant funding. The 'gap' of £750,000 identified in the table below assumes a cut in government grant of 6% each year over the two-year period 2011/12 to 2012/13. However, in acknowledging the significant budgetary pressures likely to confront us after the next General Election we are committed to undertaking a fundamental review of our overall finances. The review to include a re-examination of the objectives set out in the Medium Term Financial Strategy.

An early remodelling of the Medium Term Financial Strategy covering a ten-year period can be found at **[Annex 2]** producing three more manageable savings targets each of £270,000 over the strategy period. This is an early remodelling of the Medium Term Financial Strategy and there is further work to be done, but hopefully provides some comfort and reassurance concerning the resilience of our Strategy and that the financial pressures likely to confront us can be addressed in a measured and controlled way.

The Council has a wide-ranging Capital Plan and has adopted a Capital Strategy and Capital Planning process which are regularly revised to reflect changing circumstances. However, after the next General Election and subsequent Spending Review there will undoubtedly be a need to again revisit the capital plan process and the funding of capital expenditure as part of the fundamental review of our overall finances.

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 2010/11 to 2015/16 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

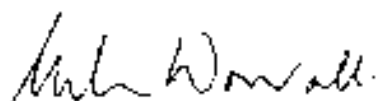
Document 2: A Capital Plan Funding Statement for the period to 2015/16.

The Strategy should be read in conjunction with:

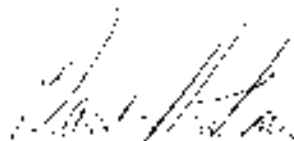
- the updated Capital Strategy adopted by Council on 19 November 2009;
- the Annual Treasury Management and Investment Strategy recommended to Council for adoption by Cabinet on 2 February 2010;

- the Council's Improvement Priorities updated and recommended to Council for adoption by Cabinet on 2 February 2010;
- the report to Cabinet on 2 February 2010 entitled 'Setting the Budget for 2010/11; and
- the Budget Statement 2010/11 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 2010

Document 1

Revenue Budget Plan and Projected Council Tax Levels
2010/11 - 2015/16

	Estimate 2010/11 £000	2011/12 £000	2012/13 £000	Projection 2013/14 £000	2014/15 £000	2015/16 £000
EXPENDITURE						
Employees	14,751	15,126	15,209	15,587	16,081	16,402
Transfer Payments	37,051	37,792	38,548	39,319	40,105	40,907
Other Expenditure	13,845	13,952	14,443	14,856	15,263	15,521
Capital Charges	3,466	3,535	3,606	3,678	3,752	3,826
Total Expenditure	69,113	70,405	71,806	73,440	75,201	76,656
INCOME						
Fees & Charges	(10,921)	(11,629)	(12,417)	(12,705)	(13,038)	(13,342)
Specific Grants & Misc	(38,492)	(39,179)	(39,894)	(40,625)	(41,432)	(42,260)
Investment Income	(608)	(553)	(810)	(949)	(985)	(1,012)
Total Income	(50,021)	(51,361)	(53,121)	(54,279)	(55,455)	(56,614)
Appropriations	(4,073)	(3,741)	(3,126)	(3,107)	(3,180)	(2,946)
Savings Target			(750)	(765)	(780)	(796)
NET BUDGETED SPEND	15,019	15,303	14,809	15,289	15,786	16,300
Funding						
Revenue Reserves	23	476				
Government Grant	6,522	6,131	5,763	5,878	5,996	6,116
Council Tax	8,359	8,696	9,046	9,411	9,790	10,184
Collection Fund Adjustment	115					
TOTAL FUNDING	15,019	15,303	14,809	15,289	15,786	16,300
Band D Council Tax	£171.91	£177.07	£182.38	£187.85	£193.49	£199.29
Increase on Previous Year	2.94%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVES BALANCE C/FWD	5,947	5,472	5,472	5,472	5,472	5,472

Document 2 Capital Plan Review 2009/10: Funding of the Draft Capital Plan								Annex 1
	2009/10 Estimate Including Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Scheme Total
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan	2,448	3,154	1,614	1,201	1,390	1,218	1,255	12,280
Add back grants and contributions	2,211	884	301	301	301	301	301	4,600
Accruals	(146)							(146)
Total to be funded	4,513	4,038	1,915	1,502	1,691	1,519	1,556	16,734
Funded from:								
Grants								
Disabled Facilities Grant	360	301	301	301	301	301	301	2,166
Regional Housing Board Grant (Housing Assistance)	884	583						1,467
Big Lottery Fund (Tonbridge Race Course Ball Court)	50							50
KCC Contribution to Gateway (Castle Reception)	250							250
Tonbridge Town Wardens (Castle East Curtain Wall)	2							2
Planning Delivery Grant (Geographic Info System)	50							50
Housing Planning & Delivery Grant	200							200
Developer Contributions								
Ton Race Course - Ball Court	20							20
Ton Race Course - Pathway Refurbishment	15							15
Leybourne Lakes CP - Childrens Play Facilities	80							80
Tonbridge School All Weather Pitch	300							300
Capital Receipts								
Repayment of Mortgages	2	1	1					4
Disposal of Cemetery Lodge	175							175
Revenue Reserve for Capital Schemes	2,125	3,153	1,613	1,201	1,390	1,218	1,255	11,955
Total funding	4,513	4,038	1,915	1,502	1,691	1,519	1,556	16,734

Alternative MTFS Model

	Draft Estimate 2010/11 £000	Projection							
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
EXPENDITURE									
Employees	14,751	15,126	15,209	15,587	16,081	16,402	16,730	17,066	17,408
Transfer Payments	37,051	37,792	38,548	39,319	40,105	40,907	41,725	42,560	43,411
Other Expenditure	13,845	13,952	14,443	14,856	15,263	15,521	15,888	16,235	16,592
Capital Charges	3,466	3,535	3,606	3,678	3,752	3,826	3,903	3,981	4,060
Total Expenditure	69,113	70,405	71,806	73,440	75,201	76,656	78,246	79,842	81,471
INCOME									
Fees & Charges	(10,921)	(11,629)	(12,417)	(12,705)	(13,038)	(13,342)	(13,651)	(14,018)	(14,346)
Specific Grants & Misc	(38,492)	(39,179)	(39,894)	(40,625)	(41,432)	(42,260)	(43,105)	(43,967)	(44,846)
Investment Income	(608)	(553)	(792)	(893)	(896)	(894)	(849)	(815)	(770)
Total Income	(50,021)	(51,361)	(53,103)	(54,223)	(55,366)	(56,496)	(57,605)	(58,800)	(59,977)
Appropriations									
Capital Renewals	2	0	0	0	0	0	0	395	1,485
Provision for new Capital Schemes	0	350	350	350	350	350	350	350	0
Other Appropriations	(4,075)	(3,741)	(3,816)	(3,847)	(3,750)	(3,746)	(3,823)	(3,901)	(3,981)
SAVINGS TARGET	0	0	0	(270)	(275)	(281)	(287)	(293)	(299)
SAVINGS TARGET	0	0	0	0	0	0	(270)	(275)	(281)
SAVINGS TARGET	0	0	0	0	0	0	0	0	(270)
NET BUDGETED SPEND	15,019	15,653	15,237	15,450	16,160	16,483	16,611	17,318	18,418
Funding									
Revenue Reserves	23	826	428	161	374	183	(222)	(67)	462
Government Grant	6,522	6,131	5,763	5,878	5,996	6,116	6,238	6,363	6,490
Council Tax	8,359	8,696	9,046	9,411	9,790	10,184	10,595	11,022	11,466
Collection Fund Adjustment	115	0	0	0	0	0	0	0	0
TOTAL FUNDING	15,019	15,653	15,237	15,450	16,160	16,483	16,611	17,318	18,418
Council Tax Level at Band D	£171.91	£177.07	£182.38	£187.85	£193.49	£199.29	£205.27	£211.43	£217.77
Increase on Previous Year	2.94%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVES BALANCE CARRIED FORWARD	5,947	5,122	4,693	4,533	4,159	3,976	4,198	4,265	3,804

Council Meeting 18 February 2010
Revenue Estimates Summary 2010/11

SERVICE	2009/10 ESTIMATE		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	6,322,150	6,202,450	6,451,700
Environmental Health Services	4,158,200	4,014,650	4,144,250
Housing Services	1,427,200	1,558,300	1,630,000
Leisure Services	4,289,100	4,280,050	4,096,500
Planning and Transportation Services	1,515,050	1,125,500	1,744,250
Economic Downturn	600,000	700,000	1,025,000
Sub Total	18,311,700	17,880,950	19,091,700
Depreciation Account	(2,701,750)	(2,613,250)	(2,691,200)
Revenue Expenditure Charged to Capital (RECS)	-	(681,600)	(774,000)
Contributions To (From) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(337,050)	(627,000)	(424,900)
Contribution to Reserve	325,000	625,000	350,000
Contributions From Earmarked Reserves			
Air Quality & Contaminated Land Reserve	-	(8,000)	-
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	(20,000)
Community Development Initiatives Res.	(5,000)	(5,000)	(5,000)
Corporate MTFS Reserve	(250,000)	(250,000)	(250,000)
Election Expenses Reserve	(13,900)	(4,800)	(13,900)
Housing & Planning Delivery Grant Reserve	(86,300)	(189,000)	(153,100)
Housing Survey Reserve	-	-	(45,000)
LABGI Scheme Grant Reserve	(123,050)	(123,050)	-
Larkfield Leisure Centre 25m Pool Claim	-	(220,000)	-
Local Development Framework Reserve	(26,000)	(16,500)	(56,500)
Planning Inquiries Reserve	(30,000)	(30,000)	(30,000)
Snodland Partnership Reserve	(25,000)	(25,000)	-
Young Persons Initiatives Reserve	(12,500)	(12,500)	(12,500)
Contributions To Earmarked Reserves			
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	40,000
LABGI Scheme Grant Reserve	-	75,800	-
Capital Reserves			
Expenditure funded from Capital Reserve	3,067,000	2,125,000	3,153,000
Withdrawals to fund expenditure	(3,067,000)	(2,125,000)	(3,153,000)
Contribution from Capital Reserve re HPDG	-	(200,000)	-
Other contributions to (from) Capital Reserve	2,400	(17,700)	2,500
Financial Reporting Standard 17			
Retirement Benefit Costs	3,713,900	3,615,000	3,676,600
Employers Pension Contributions	(2,851,000)	(2,666,650)	(2,712,200)
Pensions Reserve	(862,900)	(948,350)	(964,400)
Larkfield Leisure Centre 25m Pool Claim	-	197,300	-
Business Growth Incentive Scheme	-	(75,800)	-
Sub Total	15,093,550	13,744,850	15,048,100
Area Based Grant	-	(22,800)	(28,800)
Contribution To (From) Revenue Reserve			
General	(550,150)	821,350	(23,000)
Budget Requirement	14,543,400	14,543,400	14,996,300

ESTIMATES FOR THE FINANCIAL YEAR 2010/11

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2009/10 Estimate £	DESCRIPTION	2010/11 Estimate £
14,543,400	BOROUGH COUNCIL REQUIREMENT	14,996,300
1,708,104	PARISH COUNCIL PRECEPTS	1,798,907
16,251,504	Sub-total	16,795,207
6,484,129	LESS: Aggregate External Finance	6,522,259
9,767,375	Sub-total	10,272,948
51,372	LESS: Collection Fund Adjustments - Council Taxes Surplus (Deficit)	115,256
9,716,003	NET REQUIREMENT	10,157,692

COUNCIL TAX - BAND "D" EQUIVALENT

2009/10 Estimate £	Band "D" Equivalent £	DESCRIPTION	2010/11 Estimate £	Band "D" Equivalent £
49,211,114	1,026.27	KENT COUNTY COUNCIL PRECEPT	50,946,312	1,047.78
6,456,660	134.65	KENT POLICE AUTHORITY	6,743,052	138.68
3,167,671	66.06	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,303,940	67.95
8,007,899	167.00	BOROUGH COUNCIL NET REQUIREMENT	8,358,785	171.91
66,843,344	1,393.98	BAND "D" COUNCIL TAX (excluding Parishes)	69,352,089	1,426.32
1,708,104	35.62 *	PARISH COUNCIL PRECEPTS #	1,798,907	37.00 *
68,551,448	1,429.60	AVERAGE BAND "D" COUNCIL TAX	71,150,996	1,463.32
		* Parish Average		

See page 26 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 18th February 2010, the Council calculated the following amounts for the year 2010/2011 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- (a) 48,623.10 , 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	399.33
Aylesford	4,146.61
Birling	199.44
Borough Green	1,549.75
Burham	470.17
Ditton	1,803.03
East Malling & Larkfield	5,260.58
East Peckham	1,345.95
Hadlow	1,609.96
Hildenborough	2,204.45
Ightham	1,108.63
Kings Hill	3,342.32
Leybourne	1,280.39
Mereworth	471.43
Offham	388.87
Platt	848.84
Plaxtol	582.38
Ryarsh	291.93
Shipbourne	259.91
Snodland	3,513.48
Stansted	242.01
Trottiscliffe	274.64
Wateringbury	922.32
West Malling	1,171.53
West Peckham	175.13
Wouldham	492.60
Wrotham	854.16

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 2010/2011 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- | | | |
|-----|-------------|--|
| (a) | £74,873,607 | 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) | £58,078,400 | 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) | £16,795,207 | 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) | £6,637,515 | 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) | £208.91 | 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) | £1,798,907 | being the aggregate amount of all special items referred to in Section 34(1) of the Act. |

(g) £171.91 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	220.14
Aylesford	215.60
Birling	204.50
Borough Green	250.64
Burham	208.11
Ditton	283.79
East Malling & Larkfield	215.06
East Peckham	226.37
Hadlow	220.36
Hildenborough	185.70
Ightham	218.37
Kings Hill	215.95
Leybourne	234.39
Mereworth	193.12
Offham	212.85
Platt	215.50
Plaxtol	204.55
Ryarsh	221.98
Shipbourne	206.54
Snodland	236.80
Stansted	232.28
Trottscliffe	208.32
Wateringbury	232.25
West Malling	233.47
West Peckham	185.96
Wouldham	220.11
Wrotham	232.48

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	114.61	133.71	152.81	171.91	210.11	248.31	286.52	343.82
Addington	146.76	171.22	195.68	220.14	269.06	317.98	366.90	440.28
Aylesford	143.73	167.69	191.64	215.60	263.51	311.42	359.33	431.20
Birling	136.33	159.06	181.78	204.50	249.94	295.39	340.83	409.00
Borough Green	167.09	194.94	222.79	250.64	306.34	362.04	417.73	501.28
Burham	138.74	161.86	184.99	208.11	254.36	300.60	346.85	416.22
Ditton	189.19	220.73	252.26	283.79	346.85	409.92	472.98	567.58
East Malling & Larkfield	143.37	167.27	191.16	215.06	262.85	310.64	358.43	430.12
East Peckham	150.91	176.07	201.22	226.37	276.67	326.98	377.28	452.74
Hadlow	146.91	171.39	195.88	220.36	269.33	318.30	367.27	440.72
Hildenborough	123.80	144.43	165.07	185.70	226.97	268.23	309.50	371.40
Ightham	145.58	169.84	194.11	218.37	266.90	315.42	363.95	436.74
Kings Hill	143.97	167.96	191.96	215.95	263.94	311.93	359.92	431.90
Leybourne	156.26	182.30	208.35	234.39	286.48	338.56	390.65	468.78
Mereworth	128.75	150.20	171.66	193.12	236.04	278.95	321.87	386.24
Offham	141.90	165.55	189.20	212.85	260.15	307.45	354.75	425.70
Platt	143.67	167.61	191.56	215.50	263.39	311.28	359.17	431.00
Plaxtol	136.37	159.09	181.82	204.55	250.01	295.46	340.92	409.10
Ryarsh	147.99	172.65	197.32	221.98	271.31	320.64	369.97	443.96
Shipbourne	137.69	160.64	183.59	206.54	252.44	298.34	344.23	413.08
Snodland	157.87	184.18	210.49	236.80	289.42	342.04	394.67	473.60
Stansted	154.85	180.66	206.47	232.28	283.90	335.52	387.13	464.56
Trottiscliffe	138.88	162.03	185.17	208.32	254.61	300.91	347.20	416.64
Wateringbury	154.83	180.64	206.44	232.25	283.86	335.47	387.08	464.50
West Malling	155.65	181.59	207.53	233.47	285.35	337.23	389.12	466.94
West Peckham	123.97	144.64	165.30	185.96	227.28	268.61	309.93	371.92
Wouldham	146.74	171.20	195.65	220.11	269.02	317.94	366.85	440.22
Wrotham	154.99	180.82	206.65	232.48	284.14	335.80	387.47	464.96

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 2010/2011 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	92.45	107.86	123.27	138.68	169.50	200.32	231.13	277.36
Kent & Medway Fire & Rescue Authority	45.30	52.85	60.40	67.95	83.05	98.15	113.25	135.90
Kent County Council	698.52	814.94	931.36	1,047.78	1,280.62	1,513.46	1,746.30	2,095.56

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 2010/2011, 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	950.88	1,109.36	1,267.84	1,426.32	1,743.28	2,060.24	2,377.20	2,852.64
Addington	983.03	1,146.87	1,310.71	1,474.55	1,802.23	2,129.91	2,457.58	2,949.10
Aylesford	980.00	1,143.34	1,306.67	1,470.01	1,796.68	2,123.35	2,450.01	2,940.02
Birling	972.60	1,134.71	1,296.81	1,458.91	1,783.11	2,107.32	2,431.51	2,917.82
Borough Green	1,003.36	1,170.59	1,337.82	1,505.05	1,839.51	2,173.97	2,508.41	3,010.10
Burham	975.01	1,137.51	1,300.02	1,462.52	1,787.53	2,112.53	2,437.53	2,925.04
Ditton	1,025.46	1,196.38	1,367.29	1,538.20	1,880.02	2,221.85	2,563.66	3,076.40
East Malling & Larkfield	979.64	1,142.92	1,306.19	1,469.47	1,796.02	2,122.57	2,449.11	2,938.94
East Peckham	987.18	1,151.72	1,316.25	1,480.78	1,809.84	2,138.91	2,467.96	2,961.56
Hadlow	983.18	1,147.04	1,310.91	1,474.77	1,802.50	2,130.23	2,457.95	2,949.54
Hildenborough	960.07	1,120.08	1,280.10	1,440.11	1,760.14	2,080.16	2,400.18	2,880.22
Ightham	981.85	1,145.49	1,309.14	1,472.78	1,800.07	2,127.35	2,454.63	2,945.56
Kings Hill	980.24	1,143.61	1,306.99	1,470.36	1,797.11	2,123.86	2,450.60	2,940.72
Leybourne	992.53	1,157.95	1,323.38	1,488.80	1,819.65	2,150.49	2,481.33	2,977.60
Mereworth	965.02	1,125.85	1,286.69	1,447.53	1,769.21	2,090.88	2,412.55	2,895.06
Offham	978.17	1,141.20	1,304.23	1,467.26	1,793.32	2,119.38	2,445.43	2,934.52
Platt	979.94	1,143.26	1,306.59	1,469.91	1,796.56	2,123.21	2,449.85	2,939.82
Plaxtol	972.64	1,134.74	1,296.85	1,458.96	1,783.18	2,107.39	2,431.60	2,917.92
Ryarsh	984.26	1,148.30	1,312.35	1,476.39	1,804.48	2,132.57	2,460.65	2,952.78
Shipbourne	973.96	1,136.29	1,298.62	1,460.95	1,785.61	2,110.27	2,434.91	2,921.90
Snodland	994.14	1,159.83	1,325.52	1,491.21	1,822.59	2,153.97	2,485.35	2,982.42
Stansted	991.12	1,156.31	1,321.50	1,486.69	1,817.07	2,147.45	2,477.81	2,973.38
Trottscliffe	975.15	1,137.68	1,300.20	1,462.73	1,787.78	2,112.84	2,437.88	2,925.46
Wateringbury	991.10	1,156.29	1,321.47	1,486.66	1,817.03	2,147.40	2,477.76	2,973.32
West Malling	991.92	1,157.24	1,322.56	1,487.88	1,818.52	2,149.16	2,479.80	2,975.76
West Peckham	960.24	1,120.29	1,280.33	1,440.37	1,760.45	2,080.54	2,400.61	2,880.74
Wouldham	983.01	1,146.85	1,310.68	1,474.52	1,802.19	2,129.87	2,457.53	2,949.04
Wrotham	991.26	1,156.47	1,321.68	1,486.89	1,817.31	2,147.73	2,478.15	2,973.78

Financial arrangements with Parish councils 2010/11

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £	Grants £
Addington	3,150	1,231	-	-	4,381	-
Aylesford	20,682	11,120	3,758	-	35,560	-
Birling	3,150	2,299	187	-	5,636	-
Borough Green	6,902	-	1,797	-	8,699	-
Burham	3,150	1,920	257	-	5,327	-
Ditton	9,108	1,423	-	2,940	13,471	-
East Malling & Larkfield	25,572	3,427	817	-	29,816	-
East Peckham	6,434	4,577	1,540	-	12,551	-
Hadlow	7,641	9,870	93	-	17,604	-
Hildenborough	9,500	2,937	140	-	12,577	-
Ightham	3,868	3,627	-	-	7,495	-
Kings Hill	10,357	-	-	-	10,357	-
Leybourne	6,000	1,023	443	-	7,466	-
Mereworth	3,150	2,880	-	-	6,030	-
Offham	3,150	1,030	-	-	4,180	-
Platt	3,173	2,809	490	-	6,472	-
Plaxtol	3,150	2,763	327	-	6,240	-
Ryarsh	3,150	1,119	560	-	4,829	-
Shipbourne	3,150	1,787	-	-	4,937	-
Snodland	18,084	16,086	3,244	-	37,414	-
Stansted	3,150	1,385	-	-	4,535	-
Trottiscliffe	3,150	602	-	-	3,752	-
Watlingbury	3,992	6,262	934	-	11,188	-
West Malling	4,924	4,900	2,194	246	12,264	-
West Peckham	3,150	1,465	-	-	4,615	-
Wouldham	3,150	889	210	-	4,249	-
Wrotham	3,523	5,723	1,260	-	10,506	-
Total	177,560	93,154	18,251	3,186	292,151	-
To be transferred to fund Special works projects					2,479	
Total annual revenue budget for Financial arrangements with Parish councils					294,630	

Parish council precepts

Precept for 2009 / 10 £	Parish council	Precept for 2010 / 11 £	Tax base	Amount per band D property £	Per band D variation %	Precept variation %
19,258.00	Addington	19,258.00	399.33	48.23	(2.7)	0.0
171,855.00	Aylesford	181,175.00	4,146.61	43.69	5.3	5.4
6,500.00	Birling	6,500.00	199.44	32.59	2.3	0.0
94,758.00	Borough Green	122,010.00	1,549.75	78.73	26.7	28.8
12,017.50	Burham	17,020.00	470.17	36.20	40.4	41.6
223,135.00	Ditton	201,716.00	1,803.03	111.88	0.6	(9.6)
191,722.00	E. Malling & Larkfield	226,993.00	5,260.58	43.15	11.9	18.4
71,542.00	East Peckham	73,295.00	1,345.95	54.46	2.4	2.5
78,000.00	Hadlow	78,000.00	1,609.96	48.45	(0.2)	0.0
30,320.00	Hildenborough	30,399.00	2,204.45	13.79	0.0	0.3
34,335.00	Ightham	51,502.00	1,108.63	46.46	49.8	50.0
135,583.00	Kings Hill	147,194.00	3,342.32	44.04	2.0	8.6
72,100.00	Leybourne	80,000.00	1,280.39	62.48	10.2	11.0
9,500.00	Mereworth	10,000.00	471.43	21.21	4.3	5.3
15,693.00	Offham	15,922.00	388.87	40.94	1.4	1.5
33,000.00	Platt	37,000.00	848.84	43.59	12.0	12.1
19,007.00	Plaxtol	19,007.00	582.38	32.64	(1.5)	0.0
12,779.00	Ryarsh	14,616.00	291.93	50.07	11.4	14.4
9,000.00	Shipbourne	9,000.00	259.91	34.63	(1.8)	0.0
211,904.00	Snodland	227,986.00	3,513.48	64.89	4.8	7.6
11,862.00	Stansted	14,610.00	242.01	60.37	19.9	23.2
9,000.00	Trottiscliffe	10,000.00	274.64	36.41	11.6	11.1
92,179.00	Wateringbury	55,649.03	922.32	60.34	(39.9)	(39.6)
67,402.00	West Malling	72,120.00	1,171.53	61.56	3.0	7.0
2,417.00	West Peckham	2,460.00	175.13	14.05	(1.3)	1.8
22,763.00	Wouldham	23,741.00	492.60	48.20	3.2	4.3
50,472.00	Wrotham	51,734.00	854.16	60.57	2.9	2.5
1,708,103.50	Total	1,798,907.03	35,209.84			

CORPORATE SERVICES

SUMMARY

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
1-3 SALARIES & OVERHEADS	1,252,950	1,767,350	1,764,750
4 DEMOCRATIC REPRESENTATION	1,611,150	1,513,800	1,550,950
5 CORPORATE MANAGEMENT	714,800	667,000	687,300
6 COMMUNITY SAFETY	331,000	282,050	173,850
7 COMMUNITY DEVELOPMENT	114,900	108,450	92,700
8 ELECTIONS	317,650	301,750	306,650
9 INFORMATION & PUBLICITY	212,700	209,000	207,700
10 PUBLIC RIGHTS OF WAY	7,400	6,650	6,650
11 CIVIL CONTINGENCIES	115,750	113,700	111,750
12 LOCAL LAND CHARGES	(140,150)	(137,150)	(134,200)
13 CONCESSIONARY FARES	699,900	432,700	605,950
14 GRANTS & PAYMENTS	177,000	169,450	169,600
15 INDUSTRIAL ESTATE	(50,600)	(51,250)	(51,400)
16 COMMERCIAL PROPERTY	(180,950)	(237,350)	(237,500)
17 VALE RISE DEPOT	-	-	-
18 LAND REVIEW	65,850	60,300	54,250
19 LOCAL REVENUE & NNDR COLLECTION	583,200	524,550	491,800
20 COUNCIL TAX BENEFITS	131,350	36,400	(4,100)
21 INTEREST & TRANSFERS	(695,150)	(731,500)	(425,950)
22 DRAINAGE BOARDS SPECIAL LEVIES	398,650	388,450	396,250
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	304,700	388,450	389,000
24 GENERAL ADVICE TO PARISH COUNCILS	67,400	63,450	64,150
25 ITINERANTS	8,950	8,050	8,200
26 CLIMATE CHANGE	68,350	65,850	66,350
27 ECONOMIC DEVELOPMENT & REGENERATION	81,050	151,750	82,600
ANNUAL ESTIMATES	6,197,850	6,101,900	6,377,300
28 CAPITAL PROGRAMME REVENUE EXPENSES	124,300	85,550	74,400
29 CONTRIBUTIONS TO PROVISIONS	-	15,000	-
	6,322,150	6,202,450	6,451,700

CORPORATE SERVICES

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 19	11,937,150	11,595,950	11,575,950
Staff Turnover Saving	(75,000)	(75,000)	(75,000)
Apprenticeship Scheme	-	5,500	13,700
Termination Payments	300,000	495,650	300,000
Recruitment & Training	133,000	135,000	128,000
	12,295,150	12,157,100	11,942,650
2. <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	190,800	146,350	147,900
Premises Related Expenses	545,500	468,000	542,850
Supplies & Services	22,700	25,800	23,800
	759,000	640,150	714,550
Less Income	(20,600)	(32,350)	(15,500)
<u>Sub-total</u>	738,400	607,800	699,050
Central, Departmental & Technical Support Services	73,400	68,600	69,000
Capital Financing Costs	177,000	158,300	154,550
	988,800	834,700	922,600

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & PHOTOCOPYING

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	91,850	87,350	88,950
Supplies & Services	77,800	92,800	77,800
	<hr/>	<hr/>	<hr/>
	169,650	180,150	166,750
Less Income	(28,150)	(29,700)	(29,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	141,500	150,450	137,050
Central, Departmental & Technical Support Services	63,150	61,050	59,000
Capital Financing Costs	24,500	27,400	21,600
	<hr/>	<hr/>	<hr/>
	229,150	238,900	217,650
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	248,400	217,250	237,050
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	7,300	4,300	4,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	260,900	226,750	246,550
Central, Departmental & Technical Support Services	176,600	184,450	150,800
	<hr/>	<hr/>	<hr/>
	437,500	411,200	397,350
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	21,750	16,700	17,300
Supplies & Services	99,600	108,500	108,250
	<hr/>	<hr/>	<hr/>
	121,350	125,200	125,550
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	121,300	125,150	125,500
Central, Departmental & Technical Support Services	14,700	13,200	13,750
	<hr/>	<hr/>	<hr/>
	136,000	138,350	139,250
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	324,700	312,600	313,700
Supplies & Services	355,600	400,900	333,800
	<hr/>	<hr/>	<hr/>
	680,300	713,500	647,500
Less Income	(15,250)	(38,450)	(38,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	665,050	675,050	608,750
Capital Financing Costs	18,100	24,700	28,750
	<hr/>	<hr/>	<hr/>
	683,150	699,750	637,500
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2009/10		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Supplies & Services	6,400	6,400	6,400
Less Income	(10,000)	(10,500)	(10,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,600)	(4,100)	(4,100)
Central, Departmental & Technical Support Services	4,450	3,750	3,850
Capital Financing Costs	4,150	3,050	2,650
	<hr/>	<hr/>	<hr/>
	5,000	2,700	2,400
	<hr/>	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	746,700	784,500	822,600
Transport Related Expenses	300	100	100
Supplies & Services	551,450	588,350	567,650
	<hr/>	<hr/>	<hr/>
	1,298,450	1,372,950	1,390,350
Less Income	(140,900)	(129,200)	(4,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,157,550	1,243,750	1,386,300
Central, Departmental & Technical Support Services	189,950	186,450	185,300
Capital Financing Costs	585,900	562,100	429,600
	<hr/>	<hr/>	<hr/>
	1,933,400	1,992,300	2,001,200
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3. SUMMARY

	2009/10		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	12,295,150	12,157,100	11,942,650
Overhead Expenses :			
(a) Council Offices	988,800	834,700	922,600
(b) Printing & Photocopying	229,150	238,900	217,650
(c) Customer Services	437,500	411,200	397,350
(d) General Administration	136,000	138,350	139,250
(e) Departmental Administration	683,150	699,750	637,500
(f) Snack Facilities	5,000	2,700	2,400
(g) Information Technology Services	1,933,400	1,992,300	2,001,200
	<hr/>	<hr/>	<hr/>
	16,708,150	16,475,000	16,260,600
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning & Transportation Services	(4,004,750)	(3,766,000)	(3,698,500)
Environmental Health Services	(1,704,650)	(1,609,300)	(1,601,050)
Housing Services	(1,771,750)	(1,765,750)	(1,687,300)
Leisure Services	(1,343,650)	(1,272,750)	(1,253,600)
Corporate Services	(4,600,650)	(4,327,850)	(4,263,950)
Other Services	(208,000)	(196,350)	(195,950)
Holding Accounts	(1,821,750)	(1,769,650)	(1,795,500)
	<hr/>	<hr/>	<hr/>
	(15,455,200)	(14,707,650)	(14,495,850)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,252,950	1,767,350	1,764,750
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

4. DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

	2009/10 ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	375,400	337,200	341,000
Premises Related Expenses	8,600	7,400	8,000
Supplies & Services	13,300	12,800	12,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	397,300	357,400	361,800
Central, Departmental & Technical Support Services	533,050	512,900	510,300
	<hr/>	<hr/>	<hr/>
	930,350	870,300	872,100
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(b) PAYMENTS TO MEMBERS

Transport Related Expenses	15,450	15,450	15,450
Supplies & Services	393,950	393,950	428,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	409,400	409,400	444,350
Central, Departmental & Technical Support Services	26,150	27,300	25,500
	<hr/>	<hr/>	<hr/>
	435,550	436,700	469,850
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(c) MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)

Employees	63,600	38,850	39,600
Transport Related Expenses	23,000	23,000	23,000
Supplies & Services	34,300	34,500	34,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	120,900	96,350	97,100
Central, Departmental & Technical Support Services	124,350	110,450	111,900
	<hr/>	<hr/>	<hr/>
	245,250	206,800	209,000
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<u>TO SUMMARY</u>	1,611,150	1,513,800	1,550,950
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

5. CORPORATE MANAGEMENT

(a) CORPORATE POLICY

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	88,650	74,700	78,300
Supplies & Services	17,000	12,000	17,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	105,650	86,700	95,300
Central, Departmental & Technical Support Services	432,400	411,300	420,050
	<hr/>	<hr/>	<hr/>
	538,050	498,000	515,350
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(b) PUBLIC ACCOUNTABILITY

Supplies & Services	112,500	112,500	114,800
Central, Departmental & Technical Support Services	64,250	56,500	57,150
	<hr/>	<hr/>	<hr/>
	176,750	169,000	171,950
	-----	-----	-----
<u>TO SUMMARY</u>	714,800	667,000	687,300
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL £	REVISED £	ESTIMATE £
6. <u>COMMUNITY SAFETY</u>				
Employees		126,750	94,100	98,600
Supplies & Services		153,150	153,550	40,000
		<hr/>	<hr/>	<hr/>
		279,900	247,650	138,600
Less Income		(64,100)	(64,100)	(64,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	215,800	183,550	74,500
Central, Departmental & Technical Support Services		115,200	98,500	99,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	331,000	282,050	173,850
		<hr/>	<hr/>	<hr/>
7. <u>COMMUNITY DEVELOPMENT</u>				
Employees		51,350	44,700	45,300
Supplies & Services		156,500	159,000	117,500
		<hr/>	<hr/>	<hr/>
		207,850	203,700	162,800
Less Income		(120,000)	(120,000)	(95,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	87,850	83,700	67,800
Central, Departmental & Technical Support Services		27,050	24,750	24,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	114,900	108,450	92,700
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

8. ELECTIONS

(a) ELECTORAL REGISTRATION

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	65,350	53,600	49,050
Supplies & Services	43,650	39,350	45,500
	<hr/>	<hr/>	<hr/>
	109,000	92,950	94,550
Less Income	(1,500)	(1,500)	(1,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	107,500	91,450	93,050
Central, Departmental & Technical Support Services	97,100	105,850	101,200
	<hr/>	<hr/>	<hr/>
	204,600	197,300	194,250
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	29,350	20,250	18,100
Premises Related Expenses	1,500	-	1,500
Supplies & Services	12,400	2,600	12,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	43,250	22,850	32,000
Central, Departmental & Technical Support Services	69,800	81,600	80,400
	<hr/>	<hr/>	<hr/>
	113,050	104,450	112,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	317,650	301,750	306,650
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
9. <u>INFORMATION & PUBLICITY</u>			
Employees	91,650	89,150	87,800
Supplies & Services	68,950	68,950	68,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	160,600	158,100	156,750
Central, Departmental & Technical Support Services	52,100	50,900	50,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	212,700	209,000	207,700
	<hr/>	<hr/>	<hr/>
10. <u>PUBLIC RIGHTS OF WAY</u>			
Employees	5,400	4,800	4,850
Less Income	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	4,400	3,800	3,850
Central, Departmental & Technical Support Services	3,000	2,850	2,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,400	6,650	6,650
	<hr/>	<hr/>	<hr/>
11. <u>CIVIL CONTINGENCIES</u>			
Employees	45,950	42,650	42,050
Premises Related Expenses	100	100	100
Supplies & Services	39,100	41,100	39,600
	<hr/>	<hr/>	<hr/>
	85,150	83,850	81,750
Less Income	(6,700)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	78,450	77,150	75,050
Central, Departmental & Technical Support Services	37,300	36,550	36,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	115,750	113,700	111,750
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL £	REVISED £	ESTIMATE £
12. <u>LOCAL LAND CHARGES</u>				
Employees		143,650	133,300	132,750
Supplies & Services		78,450	78,600	78,500
		<hr/>	<hr/>	<hr/>
		222,100	211,900	211,250
Less Income		(481,950)	(481,950)	(481,950)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(259,850)	(270,050)	(270,700)
Central, Departmental & Technical Support Services		119,700	132,900	136,500
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(140,150)	(137,150)	(134,200)
		<hr/>	<hr/>	<hr/>
13. <u>CONCESSIONARY FARES</u>				
Supplies & Services		937,650	671,650	719,600
Less Income		(258,500)	(259,200)	(134,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	679,150	412,450	585,400
Central, Departmental & Technical Support Services		20,750	20,250	20,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	699,900	432,700	605,950
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL £	REVISED £	ESTIMATE £
14. <u>GRANTS & PAYMENTS</u>				
Supplies & Services		163,250	156,250	156,250
Central, Departmental & Technical Support Services		13,750	13,200	13,350
	<u>TO SUMMARY</u>	177,000	169,450	169,600
15. <u>INDUSTRIAL ESTATE</u>				
Employees		1,400	1,300	1,300
Less Income		(59,100)	(59,100)	(59,100)
	<u>Sub-total</u>	(57,700)	(57,800)	(57,800)
Central, Departmental & Technical Support Services		7,100	6,550	6,400
	<u>TO SUMMARY</u>	(50,600)	(51,250)	(51,400)
16. <u>COMMERCIAL PROPERTY</u>				
Employees		4,600	4,050	4,100
Premises Related Expenses		4,600	10,650	7,700
		9,200	14,700	11,800
Less Income		(252,550)	(263,050)	(260,150)
	<u>Sub-total</u>	(243,350)	(248,350)	(248,350)
Central, Departmental & Technical Support Services		12,350	11,000	10,850
Capital Financing Costs		50,050	-	-
	<u>TO SUMMARY</u>	(180,950)	(237,350)	(237,500)

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
17. <u>VALE RISE DEPOT</u>				
Employees		3,000	2,600	2,750
Premises Related Expenses		12,050	14,300	14,300
		<hr/>	<hr/>	<hr/>
		15,050	16,900	17,050
Less Income		(24,850)	(28,500)	(28,750)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(9,800)	(11,600)	(11,700)
Central, Departmental & Technical Support Services		3,000	2,600	2,700
Capital Financing Costs		6,800	9,000	9,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	-	-
		<hr/>	<hr/>	<hr/>
18. <u>LAND REVIEW</u>				
Employees		31,600	28,550	28,800
Premises Related Expenses		29,200	38,150	31,750
Supplies & Services		6,000	6,000	6,000
		<hr/>	<hr/>	<hr/>
		66,800	72,700	66,550
Less Income		(30,800)	(30,800)	(30,800)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	36,000	41,900	35,750
Central, Departmental & Technical Support Services		22,350	18,400	18,500
Capital Financing Costs		7,500	-	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	65,850	60,300	54,250
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL £	REVISED £	ESTIMATE £
19. <u>LOCAL REVENUE & NNDR COLLECTION</u>				
Employees		412,000	385,700	386,400
Supplies & Services		155,150	168,250	136,100
		<hr/>	<hr/>	<hr/>
		567,150	553,950	522,500
Less Income		(390,000)	(417,300)	(406,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	177,150	136,650	116,300
Central, Departmental & Technical Support Services		404,900	386,750	375,500
Capital Financing Costs		1,150	1,150	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	583,200	524,550	491,800
		<hr/>	<hr/>	<hr/>
20. <u>COUNCIL TAX BENEFITS</u>				
Employees		197,600	245,200	191,350
Supplies & Services		21,400	25,350	25,500
Transfer Payments		6,386,750	6,541,750	7,259,350
		<hr/>	<hr/>	<hr/>
		6,605,750	6,812,300	7,476,200
Less Income		(6,638,800)	(6,939,850)	(7,646,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(33,050)	(127,550)	(170,000)
Central, Departmental & Technical Support Services		164,400	163,950	165,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	131,350	36,400	(4,100)
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2009/10		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
21. <u>INTEREST & TRANSFERS</u>			
Employees	26,600	24,750	25,150
Supplies & Services	234,500	228,800	205,650
	<hr/>	<hr/>	<hr/>
	261,100	253,550	230,800
Less Income	(981,900)	(1,016,800)	(683,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(720,800)	(763,250)	(453,050)
Central, Departmental & Technical Support Services	25,650	31,750	27,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(695,150)	(731,500)	(425,950)
	<hr/>	<hr/>	<hr/>
22. <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	398,300	388,100	395,900
Central, Departmental & Technical Support Services	350	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	398,650	388,450	396,250
	<hr/>	<hr/>	<hr/>
23. <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
Supplies & Services	293,150	378,750	379,150
Central, Departmental & Technical Support Services	11,550	9,700	9,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	304,700	388,450	389,000
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2009/10		2010/11
		ORIGINAL £	REVISED £	ESTIMATE £
24. <u>GENERAL ADVICE TO PARISH COUNCILS</u>				
Employees		33,400	31,200	31,750
Central, Departmental & Technical Support Services		34,000	32,250	32,400
	<u>TO SUMMARY</u>	67,400	63,450	64,150
25. <u>ITINERANTS</u>				
Employees		2,200	1,950	2,000
Central, Departmental & Technical Support Services		6,750	6,100	6,200
	<u>TO SUMMARY</u>	8,950	8,050	8,200
26. <u>CLIMATE CHANGE</u>				
Employees		45,150	42,950	43,450
Supplies & Services		8,000	8,000	8,000
	<u>Sub-total</u>	53,150	50,950	51,450
Central, Departmental & Technical Support Services		15,200	14,900	14,900
	<u>TO SUMMARY</u>	68,350	65,850	66,350

CORPORATE SERVICES

	2009/10		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
27. <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	16,000	15,700	16,000
Supplies & Services	51,500	123,500	54,000
	<hr/>	<hr/>	<hr/>
	67,500	139,200	70,000
Less Income	(1,250)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	66,250	139,200	70,000
Central, Departmental & Technical Support Services	10,600	10,450	10,500
Capital Financing Costs	4,200	2,100	2,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	81,050	151,750	82,600
	<hr/>	<hr/>	<hr/>
28. <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
Employees	147,550	127,750	124,500
Less Income	(176,550)	(159,500)	(161,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(29,000)	(31,750)	(36,850)
Central, Departmental & Technical Support Services	153,300	117,300	111,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	124,300	85,550	74,400
	<hr/>	<hr/>	<hr/>
29. <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	-	15,000	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	15,000	-
	<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	8,495,600	51,550	263,750	8,810,900	663,100	2,463,150	11,937,150
Revised Estimate	8,087,750	58,650	494,950	8,641,350	628,650	2,325,950	11,595,950
<u>2010/11 ESTIMATE</u>							
Service							
Administration & Property	574,700	21,450	1,500	597,650	44,650	159,750	802,050
Environmental Health & Housing	1,466,500	7,850	12,800	1,487,150	108,950	430,950	2,027,050
Executive	531,400	6,750	-	538,150	44,000	156,250	738,400
Information Technology	611,500	2,550	85,650	699,700	53,000	168,050	920,750
Finance	1,551,650	14,100	30,000	1,595,750	117,150	448,850	2,161,750
Legal	328,150	4,300	3,400	335,850	24,950	101,200	462,000
Leisure	515,450	950	109,050	625,450	43,000	138,500	806,950
Personnel	530,600	1,500	20,700	552,800	34,650	148,850	736,300
Planning & Transportation	2,129,250	1,800	-	2,131,050	166,100	623,550	2,920,700
	8,239,200	61,250	263,100	8,563,550	636,450	2,375,950	11,575,950

ENVIRONMENTAL HEALTH SERVICES

SUMMARY

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
1. REFUSE COLLECTION	1,159,400	1,130,900	1,163,900
2. PUBLIC CONVENIENCES & CESSPOOL EMPTYING	323,850	318,050	326,150
3. STREET SCENE	1,233,300	1,202,600	1,202,300
4. ENVIRONMENTAL PROTECTION	361,000	335,350	326,850
5. FOOD & SAFETY	479,250	457,600	452,900
6. RECYCLING	449,850	474,600	576,450
7. PEST CONTROL	69,800	84,600	80,650
8. PUBLIC HEALTH ACT 1984	2,850	2,800	2,850
9. LICENCES	70,350	(1,200)	1,200
10. ENVIRONMENTAL PROTECTION ACT - PART 1	5,300	6,450	8,150
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,154,950	4,011,750	4,141,400
11. CAPITAL PROGRAMME - REVENUE EXPENSES	3,250	2,900	2,850
	<hr/>	<hr/>	<hr/>
	4,158,200	4,014,650	4,144,250
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL £	REVISED £	£
1. <u>REFUSE COLLECTION</u>			
Employees	100,750	97,800	96,400
Premises Related Expenses	22,300	25,550	25,800
Supplies & Services	17,500	16,300	16,300
Third Party Payments	971,400	962,000	999,000
	<hr/>	<hr/>	<hr/>
	1,111,950	1,101,650	1,137,500
Less Income	(46,050)	(66,050)	(69,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,065,900	1,035,600	1,068,100
Central, Departmental & Technical Support Services	56,000	55,200	52,650
Depreciation & Impairment	37,500	40,100	43,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,159,400	1,130,900	1,163,900
	<hr/>	<hr/>	<hr/>
2. <u>PUBLIC CONVENIENCES & CESSPOOL EMPTYING</u>			
Employees	21,000	19,100	18,600
Premises Related Expenses	79,900	79,200	86,350
Third Party Payments	84,300	84,300	86,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	185,200	182,600	190,950
Central, Departmental & Technical Support Services	20,800	17,600	17,350
Depreciation & Impairment	117,850	117,850	117,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	323,850	318,050	326,150
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL £	REVISED £	£
3. <u>STREET SCENE</u>			
Employees	137,850	139,500	138,300
Supplies & Services	155,600	142,500	137,800
Third Party Payments	1,007,800	966,000	977,000
	<hr/>	<hr/>	<hr/>
	1,301,250	1,248,000	1,253,100
Less Income	(134,950)	(113,950)	(117,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,166,300	1,134,050	1,136,050
Central, Departmental & Technical Support Services	67,000	68,550	66,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,233,300	1,202,600	1,202,300
	<hr/>	<hr/>	<hr/>
4. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	224,500	196,500	199,450
Supplies & Services	9,650	9,150	9,150
Third Party Payments	31,250	41,250	31,250
	<hr/>	<hr/>	<hr/>
	265,400	246,900	239,850
Less Income	(6,450)	(2,450)	(4,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	258,950	244,450	235,100
Central, Departmental & Technical Support Services	97,250	86,100	87,200
Depreciation & Impairment	4,800	4,800	4,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	361,000	335,350	326,850
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

5. FOOD & SAFETY

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	323,450	301,850	300,950
Supplies & Services	7,500	42,500	7,250
Third Party Payments	4,600	4,600	4,600
	<hr/>	<hr/>	<hr/>
	335,550	348,950	312,800
Less Income	(12,250)	(42,000)	(7,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	323,300	306,950	305,800
Central, Departmental & Technical Support Services	155,800	150,500	146,950
Depreciation & Impairment	150	150	150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	479,250	457,600	452,900
	<hr/>	<hr/>	<hr/>

6. RECYCLING

Employees	95,100	99,750	99,250
Premises Related Expenses	3,800	3,800	3,800
Transport Related Expenses	142,900	132,200	133,600
Supplies & Services	24,750	24,250	24,250
Third Party Payments	1,247,850	1,237,050	1,272,050
	<hr/>	<hr/>	<hr/>
	1,514,400	1,497,050	1,532,950
Less Income	(1,229,050)	(1,182,050)	(1,116,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	285,350	315,000	416,950
Central, Departmental & Technical Support Services	50,900	52,800	51,350
Depreciation & Impairment	113,600	106,800	108,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	449,850	474,600	576,450
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

7. PEST CONTROL

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	21,700	30,150	31,450
Supplies & Services	500	500	500
Third Party Payments	39,100	40,350	40,350
Financial Hardship Subsidy	4,350	4,350	4,350
	<hr/>	<hr/>	<hr/>
	65,650	75,350	76,650
Less Income	(15,000)	(15,000)	(18,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,650	60,350	57,800
Central, Departmental & Technical Support Services	19,150	24,250	22,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	69,800	84,600	80,650
	<hr/>	<hr/>	<hr/>

8. PUBLIC HEALTH ACT 1984

Employees	850	800	850
Third Party Payments	1,000	1,000	1,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,850	1,800	1,850
Central, Departmental & Technical Support Services	1,000	1,000	1,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	2,850	2,800	2,850
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

9. LICENCES

(a) FEE PAYING

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	138,550	110,900	113,250
Premises Related Expenses	100	100	100
Supplies & Services	7,500	7,500	7,500
	<hr/>	<hr/>	<hr/>
	146,150	118,500	120,850
Less Income	(223,550)	(252,550)	(252,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(77,400)	(134,050)	(131,700)
Central, Departmental & Technical Support Services	113,850	101,350	101,150
	<hr/>	<hr/>	<hr/>
	36,450	(32,700)	(30,550)
	<hr/>	<hr/>	<hr/>

(b) NON FEE PAYING

Employees	17,700	15,900	16,300
Central, Departmental & Technical Support Services	16,200	15,600	15,450
	<hr/>	<hr/>	<hr/>
	33,900	31,500	31,750
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LICENCES

(a) FEE PAYING	36,450	(32,700)	(30,550)
(b) NON FEE PAYING	33,900	31,500	31,750
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<u>TO SUMMARY</u>	70,350	(1,200)	1,200
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ENVIRONMENTAL HEALTH SERVICES

		2009/10 ESTIMATE		2010/11
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. <u>ENVIRONMENTAL PROTECTION ACT</u>				
Employees		17,250	16,400	16,650
Less Income		(20,200)	(17,850)	(16,000)
	<u>Sub-total</u>	(2,950)	(1,450)	650
Central, Departmental & Technical Support Services		8,250	7,900	7,500
	<u>TO SUMMARY</u>	5,300	6,450	8,150
11. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		3,250	2,900	2,850
	<u>TO SUMMARY</u>	3,250	2,900	2,850

HOUSING SERVICES

SUMMARY

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	214,850	189,300	190,400
2. HOUSE RENOVATION GRANTS	202,800	416,950	525,200
3. HOUSING ADVANCES	13,400	13,550	13,550
4. HOUSING BENEFITS & COUNTER FRAUD	408,150	309,050	297,800
5. PRIVATE SECTOR HOUSING STANDARDS	82,350	83,050	129,700
6. HOME SAFETY	5,150	5,150	5,150
7. HOME IMPROVEMENT AGENCY	56,800	56,750	56,600
8. HOUSING STRATEGY & ENABLING ROLE	177,550	239,650	172,250
9. HOUSING ADVICE	266,150	244,850	239,350
	<hr/>	<hr/>	<hr/>
	1,427,200	1,558,300	1,630,000
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

1. HOMELESSNESS

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	122,200	116,550	117,450
Supplies & Services	74,500	151,800	105,050
Third Party Payments	1,500	1,500	1,500
	<hr/>	<hr/>	<hr/>
	198,200	269,850	224,000
Less Income	(64,800)	(147,050)	(100,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	133,400	122,800	123,500
Central, Departmental & Technical Support Services	81,450	66,500	66,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	214,850	189,300	190,400
	<hr/>	<hr/>	<hr/>

2. HOUSE RENOVATION GRANTS

Employees	138,450	144,200	147,500
Supplies & Services	-	1,439,000	1,185,000
	<hr/>	<hr/>	<hr/>
	138,450	1,583,200	1,332,500
Less Income	-	(1,244,000)	(884,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	138,450	339,200	448,500
Central, Departmental & Technical Support Services	64,350	77,750	76,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	202,800	416,950	525,200
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

3. HOUSING ADVANCES

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Premises Related Expenses	300	300	350
Supplies & Services	2,550	2,550	2,550
	<hr/>	<hr/>	<hr/>
	2,850	2,850	2,900
Less Income	(4,700)	(1,500)	(1,450)
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<u>Sub-total</u>	(1,850)	1,350	1,450
Central, Departmental & Technical Support Services	15,250	12,200	12,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	13,400	13,550	13,550
	<hr/>	<hr/>	<hr/>

4. HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS

Employees	264,900	328,400	256,800
Supplies & Services	35,950	37,600	37,450
Housing Benefits	22,713,800	26,576,350	29,791,350
	<hr/>	<hr/>	<hr/>
	23,014,650	26,942,350	30,085,600
Less Income	(23,052,200)	(27,058,300)	(30,205,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(37,550)	(115,950)	(120,000)
Central, Departmental & Technical Support Services	341,250	347,650	340,150
	<hr/>	<hr/>	<hr/>
	303,700	231,700	220,150
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HOUSING SERVICES

4. HOUSING BENEFITS & COUNTER FRAUD (continued)

(b) FRAUD PREVENTION

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	108,850	80,050	81,150
Supplies & Services	4,500	4,500	4,500
	<hr/>	<hr/>	<hr/>
	113,350	84,550	85,650
Less Income	(119,600)	(103,900)	(104,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(6,250)	(19,350)	(19,150)
Central, Departmental & Technical Support Services	110,700	96,700	96,800
	<hr/>	<hr/>	<hr/>
	104,450	77,350	77,650
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HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS	303,700	231,700	220,150
(b) FRAUD PREVENTION	104,450	77,350	77,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	408,150	309,050	297,800
	<hr/>	<hr/>	<hr/>

5. PRIVATE SECTOR HOUSING STANDARDS

Employees	57,600	55,800	56,600
Supplies & Services	-	-	45,000
	<hr/>	<hr/>	<hr/>
	57,600	55,800	101,600
Less Income	(300)	(300)	(300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	57,300	55,500	101,300
Central, Departmental & Technical Support Services	25,050	27,550	28,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	82,350	83,050	129,700
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

6. HOME SAFETY

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	2,250	2,200	2,250
Supplies & Services	1,200	1,200	1,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,450	3,400	3,450
Central, Departmental & Technical Support Services	1,700	1,750	1,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,150	5,150	5,150
	<hr/>	<hr/>	<hr/>

7. HOME IMPROVEMENT AGENCY

Employees	6,550	6,300	6,400
Supplies & Services	1,500	1,750	1,500
Third Party Payments	45,000	45,000	45,000
	<hr/>	<hr/>	<hr/>
	53,050	53,050	52,900
Less Income	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	52,050	52,050	51,900
Central, Departmental & Technical Support Services	4,750	4,700	4,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	56,800	56,750	56,600
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

8. HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	63,700	59,350	59,150
Supplies & Services	7,550	80,550	12,550
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	71,250	139,900	71,700
Central, Departmental & Technical Support Services	47,700	42,650	42,600
	<hr/>	<hr/>	<hr/>
	118,950	182,550	114,300
	<hr/>	<hr/>	<hr/>

(b) HOUSING REGISTER

Employees	39,100	36,350	35,950
Third Party Payments	6,000	6,000	7,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	45,100	42,350	42,950
Central, Departmental & Technical Support Services	13,500	14,750	15,000
	<hr/>	<hr/>	<hr/>
	58,600	57,100	57,950
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HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY

(b) HOUSING REGISTER

TO SUMMARY

118,950	182,550	114,300
58,600	57,100	57,950
<hr/>	<hr/>	<hr/>
177,550	239,650	172,250
<hr/>	<hr/>	<hr/>

HOUSING SERVICES

9. HOUSING ADVICE

Employees

Supplies & Services

Third Party Payments

Less Income

Sub-total

Central, Departmental & Technical
Support Services

TO SUMMARY

2009/10 ESTIMATE		2010/11
ORIGINAL	REVISED	ESTIMATE
£	£	£
178,400	165,100	161,150
3,500	500	500
5,200	4,600	-
<hr/>	<hr/>	<hr/>
187,100	170,200	161,650
(5,200)	(4,600)	-
<hr/>	<hr/>	<hr/>
181,900	165,600	161,650
84,250	79,250	77,700
<hr/>	<hr/>	<hr/>
266,150	244,850	239,350
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LEISURE SERVICES

SUMMARY

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. ANGEL CENTRE	692,600	749,650	703,150
2. LARKFIELD LEISURE CENTRE	1,129,050	953,250	964,800
3. TONBRIDGE SWIMMING POOL	700,900	752,800	555,500
4. SPORTS GROUNDS - GROUND MAINTENANCE	372,850	389,600	419,800
5. POULT WOOD GOLF CENTRE	(43,050)	(64,300)	(70,450)
6. PLEASURE GROUNDS & OPEN SPACES	681,650	659,750	692,800
7. ALLOTMENTS	7,600	8,950	9,700
8. CHURCHYARDS	11,900	12,100	11,650
9. CEMETERY	95,200	94,750	97,950
10. YOUTH & PLAY DEVELOPMENT	180,300	176,900	166,650
11. GRANTS	26,450	89,850	130,800
12. SPORTS DEVELOPMENT	67,850	63,900	66,650
13. ARTS PROGRAMME	77,650	79,300	71,550
14. LEISURE STRATEGY / MANAGEMENT	210,750	207,050	207,250
15. TONBRIDGE CASTLE GATEHOUSE	28,150	48,200	30,500
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,239,850	4,221,750	4,058,300
16. CAPITAL PROGRAMME - REVENUE EXPENSES	49,250	58,300	38,200
	<hr/>	<hr/>	<hr/>
	4,289,100	4,280,050	4,096,500
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

1. ANGEL CENTRE

(a) ANGEL CENTRE

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries - Operational (see page LS 12)	602,200	580,000	641,150
Employee Costs - Other	23,650	18,900	20,200
Premises Related Expenses	254,700	236,950	253,250
Transport Related Expenses	2,100	1,700	1,900
Supplies & Services	102,000	96,000	99,200
	<hr/>	<hr/>	<hr/>
	984,650	933,550	1,015,700
Less Income	(845,100)	(727,200)	(840,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	139,550	206,350	175,350
Central, Departmental & Technical Support Services	178,550	172,050	170,950
Depreciation & Impairment	339,150	330,350	318,450
	<hr/>	<hr/>	<hr/>
	657,250	708,750	664,750
	<hr/>	<hr/>	<hr/>

(b) SPORTS GROUNDS - LEISURE MANAGEMENT

Employees	2,950	3,350	3,350
Premises Related Expenses	11,850	15,350	12,850
Transport Related Expenses	100	100	100
Supplies & Services	1,250	1,250	1,250
	<hr/>	<hr/>	<hr/>
	16,150	20,050	17,550
Less Income	(7,000)	(7,000)	(7,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,150	13,050	10,550
Central, Departmental & Technical Support Services	9,350	8,600	8,600
Depreciation & Impairment	16,850	19,250	19,250
	<hr/>	<hr/>	<hr/>
	35,350	40,900	38,400
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LEISURE SERVICES

1. ANGEL CENTRE (continued)

ANGEL CENTRE

(a) ANGEL CENTRE	657,250	708,750	664,750
(b) SPORTS GROUNDS - LEISURE MANAGEMENT	35,350	40,900	38,400

TO SUMMARY

692,600	749,650	703,150
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2. LARKFIELD LEISURE CENTRE

Employees			
Salaries - Operational (see page LS 12)	1,663,900	1,556,950	1,660,200
Employee Costs - Other	44,000	32,500	38,650
Premises Related Expenses	774,050	611,000	643,750
Transport Related Expenses	14,000	12,950	12,950
Supplies & Services	235,050	222,250	234,000
	2,731,000	2,435,650	2,589,550
Less Income	(2,226,350)	(2,094,200)	(2,251,150)
<u>Sub-total</u>	504,650	341,450	338,400
Central, Departmental & Technical Support Services	29,100	36,750	67,600
Depreciation & Impairment	595,300	575,050	558,800
<u>TO SUMMARY</u>	1,129,050	953,250	964,800

LEISURE SERVICES

3. TONBRIDGE SWIMMING POOL

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries - Operational (see page LS 12)	706,200	705,300	753,650
Employee Costs - Other	20,900	25,950	19,750
Premises Related Expenses	493,650	502,700	388,600
Transport Related Expenses	600	600	600
Supplies & Services	219,600	200,800	209,300
	<hr/>	<hr/>	<hr/>
	1,440,950	1,435,350	1,371,900
Less Income	(1,158,150)	(1,103,650)	(1,213,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	282,800	331,700	158,300
Central, Departmental & Technical Support Services	168,600	168,750	142,200
Depreciation & Impairment	249,500	252,350	255,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	700,900	752,800	555,500
	<hr/>	<hr/>	<hr/>

4. SPORTS GROUNDS - GROUND MAINTENANCE

Employees	36,750	33,200	34,200
Premises Related Expenses	27,300	27,450	29,650
Supplies & Services	4,050	4,100	4,100
Third Party Payments	210,900	210,900	217,000
	<hr/>	<hr/>	<hr/>
	279,000	275,650	284,950
Less Income	(15,700)	(19,000)	(4,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	263,300	256,650	280,950
Central, Departmental & Technical Support Services	23,950	22,400	22,500
Depreciation & Impairment	85,600	110,550	116,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	372,850	389,600	419,800
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

5. POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	53,000	51,100	48,050
Premises Related Expenses	77,300	88,900	69,200
Supplies & Services	35,750	35,750	36,100
Third Party Payments	39,200	38,500	38,200
	<hr/>	<hr/>	<hr/>
	205,250	214,250	191,550
Less Income	(738,600)	(738,700)	(747,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(533,350)	(524,450)	(556,250)
Central, Departmental & Technical Support Services	65,950	61,650	59,750
Depreciation & Impairment	98,050	98,750	96,900
	<hr/>	<hr/>	<hr/>
	(369,350)	(364,050)	(399,600)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5. <u>POULT WOOD GOLF CENTRE</u>			
(b) <u>GROUND MAINTENANCE</u>			
Employees			
Salaries - Operational (see page LS 12)	180,550	155,100	181,300
Employee Costs - Other	14,500	12,000	12,700
Premises Related Expenses	13,950	14,550	14,050
Transport Related Expenses	15,650	14,150	16,300
Supplies & Services	32,600	34,800	34,600
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<u>Sub-total</u>	257,250	230,600	258,950
Central, Departmental & Technical Support Services	33,600	32,650	32,800
Depreciation & Impairment	35,450	36,500	37,400
	<hr/>	<hr/>	<hr/>
	326,300	299,750	329,150
	<hr/>	<hr/>	<hr/>
<u>POULT WOOD GOLF CENTRE</u>			
(a) LEISURE MANAGEMENT	(369,350)	(364,050)	(399,600)
(b) GROUND MAINTENANCE	326,300	299,750	329,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(43,050)	(64,300)	(70,450)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
6. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	204,500	189,100	190,950
Premises Related Expenses	128,000	135,750	134,650
Transport Related Expenses	1,300	1,300	1,300
Supplies & Services	45,750	46,400	47,600
Third Party Payments	242,000	242,000	248,500
	<hr/>	<hr/>	<hr/>
	621,550	614,550	623,000
Less Income	(152,250)	(157,850)	(131,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	469,300	456,700	491,500
Central, Departmental & Technical Support Services	102,100	100,000	101,350
Depreciation & Impairment	110,250	103,050	99,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	681,650	659,750	692,800
	<hr/>	<hr/>	<hr/>
7. <u>ALLOTMENTS</u>			
Employees	400	350	300
Premises Related Expenses	100	100	100
Third Party Payments	5,400	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,900	5,550	5,500
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,850	5,500	5,450
Central, Departmental & Technical Support Services	250	200	200
Depreciation & Impairment	1,500	3,250	4,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,600	8,950	9,700
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

8. CHURCHYARDS

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	2,900	3,050	2,750
Premises Related Expenses	6,700	6,700	6,700
	<hr/>	<hr/>	<hr/>
	9,600	9,750	9,450
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,550	9,700	9,400
Central, Departmental & Technical Support Services	2,350	2,400	2,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	11,900	12,100	11,650
	<hr/>	<hr/>	<hr/>

9. CEMETERY

Employees	32,350	30,350	25,150
Premises Related Expenses	13,800	13,600	24,050
Supplies & Services	2,400	2,400	2,400
Third Party Payments	52,800	52,800	54,300
	<hr/>	<hr/>	<hr/>
	101,350	99,150	105,900
Less Income	(44,850)	(44,850)	(46,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	56,500	54,300	59,700
Central, Departmental & Technical Support Services	28,300	22,650	20,450
Depreciation & Impairment	10,400	17,800	17,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	95,200	94,750	97,950
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

10. YOUTH & PLAY DEVELOPMENT

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	115,050	110,250	107,500
Premises Related Expenses	9,600	10,100	10,100
Transport Related Expenses	5,700	5,300	5,300
Supplies & Services	74,150	74,650	74,650
	<hr/>	<hr/>	<hr/>
	204,500	200,300	197,550
Less Income	(73,500)	(71,050)	(74,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	131,000	129,250	122,600
Central, Departmental & Technical Support Services	49,300	47,650	44,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	180,300	176,900	166,650
	<hr/>	<hr/>	<hr/>

11. GRANTS

Employees	10,000	1,200	1,150
Supplies & Services	-	88,000	129,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	10,000	89,200	130,150
Central, Departmental & Technical Support Services	16,450	650	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	26,450	89,850	130,800
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

12. SPORTS DEVELOPMENT

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	54,950	50,100	53,200
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	59,950	55,100	58,200
Less Income	(11,500)	(11,500)	(11,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	48,450	43,600	46,700
Central, Departmental & Technical Support Services	19,400	20,300	19,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	67,850	63,900	66,650
	<hr/>	<hr/>	<hr/>

13. ARTS PROGRAMME

Employees	29,100	26,850	26,950
Supplies & Services	22,100	22,100	22,100
Third Party Payments	12,000	12,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	63,200	60,950	54,050
Central, Departmental & Technical Support Services	14,450	18,350	17,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	77,650	79,300	71,550
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2009/10 ESTIMATE		2010/11 ESTIMATE
	ORIGINAL £	REVISED £	£
14. <u>LEISURE STRATEGY / MANAGEMENT</u>			
Employees	77,250	76,600	77,550
Supplies & Services	50,900	350,900	50,900
	<hr/>	<hr/>	<hr/>
	128,150	427,500	128,450
Less Income	-	(300,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	128,150	127,500	128,450
Central, Departmental & Technical Support Services	76,950	73,900	73,150
Depreciation & Impairment	5,650	5,650	5,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	210,750	207,050	207,250
	<hr/>	<hr/>	<hr/>
15. <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	18,650	16,800	17,750
Premises Related Expenses	7,750	13,500	6,600
Supplies & Services	14,200	17,200	15,200
	<hr/>	<hr/>	<hr/>
	40,600	47,500	39,550
Less Income	(47,100)	(34,100)	(35,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(6,500)	13,400	4,050
Central, Departmental & Technical Support Services	20,700	20,850	19,700
Depreciation & Impairment	13,950	13,950	6,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	28,150	48,200	30,500
	<hr/>	<hr/>	<hr/>
16. <u>CAPITAL PROGRAMME</u>			
<u>- REVENUE EXPENSES</u>			
Direct Salaries, Central, Departmental & Technical Support Services	49,250	58,300	38,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	49,250	58,300	38,200
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

EMPLOYEES - SALARIES - OPERATIONAL

	Basic Salaries £	Overtime General £	Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Supern. £	Salaries & Oncosts £
<u>2009/10 ESTIMATE</u>								
Original Estimate								
Larkfield Leisure Centre	991,250	35,000	8,200	382,550	1,417,000	70,950	175,950	1,663,900
Angel Centre	378,450	25,550	-	117,600	521,600	26,400	54,200	602,200
Tonbridge Swimming Pool	420,450	20,150	5,000	159,200	604,800	27,800	73,600	706,200
Poult Wood Golf Centre	138,100	-	-	-	138,100	9,950	32,500	180,550
	1,928,250	80,700	13,200	659,350	2,681,500	135,100	336,250	3,152,850
Revised Estimate								
Larkfield Leisure Centre	885,000	28,000	8,200	380,000	1,301,200	76,100	179,650	1,556,950
Angel Centre	355,000	23,000	-	125,000	503,000	29,000	48,000	580,000
Tonbridge Swimming Pool	364,000	24,700	3,000	228,000	619,700	34,400	51,200	705,300
Poult Wood Golf Centre	116,800	-	-	-	116,800	8,400	29,900	155,100
	1,720,800	75,700	11,200	733,000	2,540,700	147,900	308,750	2,997,350
<u>2010/11 ESTIMATE</u>								
Larkfield Leisure Centre	936,950	28,200	8,300	428,500	1,401,950	63,750	194,500	1,660,200
Angel Centre	384,850	24,600	-	141,600	551,050	25,150	64,950	641,150
Tonbridge Swimming Pool	447,850	22,000	5,000	186,000	660,850	29,200	63,600	753,650
Poult Wood Golf Centre	138,900	-	-	-	138,900	9,900	32,500	181,300
	1,908,550	74,800	13,300	756,100	2,752,750	128,000	355,550	3,236,300

PLANNING AND TRANSPORTATION SERVICES

SUMMARY

	2009/10 ESTIMATE		2010/11
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. PLANNING & BUILDING CONTROL	1,988,850	1,487,600	1,846,200
2. TRANSPORTATION	190,850	204,800	256,650
3. SECURITY SERVICES MANAGEMENT (CCTV)	-	-	117,750
4. PARKING SERVICES	(854,750)	(787,200)	(741,650)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	66,050	122,000	145,000
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	1,391,000	1,027,200	1,623,950
6. CAPITAL PROGRAMME - REVENUE EXPENSES	124,050	98,300	120,300
	<hr/>	<hr/>	<hr/>
	1,515,050	1,125,500	1,744,250
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL

(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	365,300	335,400	288,450
Supplies & Services	26,000	16,500	56,500
	<hr/>	<hr/>	<hr/>
	391,300	351,900	344,950
Less Income	(1,000)	(250)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	390,300	351,650	344,750
Central, Departmental & Technical Support Services	124,700	126,200	115,200
	<hr/>	<hr/>	<hr/>
	515,000	477,850	459,950
	<hr/>	<hr/>	<hr/>

(b) PLANNING POLICY

Employees	36,050	23,300	20,450
Supplies & Services	7,000	38,500	42,400
	<hr/>	<hr/>	<hr/>
	43,050	61,800	62,850
Less Income	(200)	(17,100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	42,850	44,700	62,750
Central, Departmental & Technical Support Services	20,050	17,450	17,750
	<hr/>	<hr/>	<hr/>
	62,900	62,150	80,500
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL
(continued)

(c) CONSERVATION

Employees	14,600	41,650	42,700
Supplies & Services	3,850	28,850	8,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,450	70,500	50,700
 Central, Departmental & Technical Support Services	15,550	26,000	26,150
	<hr/>	<hr/>	<hr/>
	34,000	96,500	76,850
	<hr/>	<hr/>	<hr/>

(d) DEVELOPMENT CONTROL

Employees	1,085,350	955,950	984,750
Supplies & Services	69,200	94,450	69,700
	<hr/>	<hr/>	<hr/>
	1,154,550	1,050,400	1,054,450
 Less Income	(661,500)	(661,250)	(661,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	493,050	389,150	393,200
 Central, Departmental & Technical Support Services	707,150	697,450	705,900
	<hr/>	<hr/>	<hr/>
	1,200,200	1,086,600	1,099,100
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

	2009/10 ESTIMATE		2010/11
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>PLANNING & BUILDING CONTROL</u>			
(continued)			
(e) <u>BUILDING CONTROL</u>			
Employees	422,850	343,350	335,650
Supplies & Services	10,450	10,450	20,600
	<hr/>	<hr/>	<hr/>
	433,300	353,800	356,250
Less Income	(526,800)	(526,800)	(537,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(93,500)	(173,000)	(181,050)
Central, Departmental & Technical Support Services	183,950	163,300	157,750
	<hr/>	<hr/>	<hr/>
	90,450	(9,700)	(23,300)
	<hr/>	<hr/>	<hr/>
(f) <u>HOUSING & PLANNING DELIVERY GRANT</u>			
Employees	121,300	104,600	98,800
Supplies & Services	40,000	159,400	54,300
	<hr/>	<hr/>	<hr/>
	161,300	264,000	153,100
Less Income	(75,000)	(489,800)	-
	<hr/>	<hr/>	<hr/>
	86,300	(225,800)	153,100
	<hr/>	<hr/>	<hr/>
<u>PLANNING & BUILDING CONTROL</u>			
(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK	515,000	477,850	459,950
(b) PLANNING POLICY	62,900	62,150	80,500
(c) CONSERVATION	34,000	96,500	76,850
(d) DEVELOPMENT CONTROL	1,200,200	1,086,600	1,099,100
(e) BUILDING CONTROL	90,450	(9,700)	(23,300)
(f) HOUSING & PLANNING DELIVERY GRANT	86,300	(225,800)	153,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,988,850	1,487,600	1,846,200
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

2. TRANSPORTATION

	2009/10 ESTIMATE	2010/11
	ORIGINAL	ESTIMATE
	£	£
Employees	108,400	81,700
Premises Related Expenses	16,650	16,750
Supplies & Services	17,850	111,850
	<hr/>	<hr/>
	142,900	210,300
Less Income	(10,650)	(10,000)
	<hr/>	<hr/>
<u>Sub-total</u>	132,250	200,300
Central, Departmental & Technical Support Services	48,000	44,500
Depreciation & Impairment	10,600	11,850
	<hr/>	<hr/>
<u>TO SUMMARY</u>	190,850	256,650
	<hr/>	<hr/>

3. SECURITY SERVICES MANAGEMENT

Employees	71,850	70,100	70,500
Premises Related Expenses	750	750	750
Supplies & Services	27,150	27,150	27,400
Third Party Payments	195,000	195,000	195,000
	<hr/>	<hr/>	<hr/>
	294,750	293,000	293,650
Less Income	(428,050)	(429,600)	(318,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(133,300)	(136,600)	(24,750)
Central, Departmental & Technical Support Services	32,000	35,400	36,300
Depreciation & Impairment	101,300	101,200	106,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	117,750
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

4. PARKING SERVICES

(a) OFF-STREET

	2009/10 ESTIMATE ORIGINAL £	REVISED £	2010/11 ESTIMATE £
Employees	206,700	177,750	172,900
Premises Related Expenses	247,500	229,300	228,950
Transport Related Expenses	3,650	3,650	3,750
Supplies & Services	753,050	690,900	763,600
	<hr/>	<hr/>	<hr/>
	1,210,900	1,101,600	1,169,200
Less Income	(2,379,500)	(2,384,500)	(2,384,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,168,600)	(1,282,900)	(1,215,300)
Central, Departmental & Technical Support Services	135,650	132,650	126,600
Depreciation & Impairment	84,750	96,800	99,150
	<hr/>	<hr/>	<hr/>
	(948,200)	(1,053,450)	(989,550)
	<hr/>	<hr/>	<hr/>

(b) ON-STREET

Employees	250,400	275,550	273,600
Premises Related Expenses	10,000	14,000	10,000
Transport Related Expenses	4,000	3,600	3,600
Supplies & Services	25,750	42,950	64,350
	<hr/>	<hr/>	<hr/>
	290,150	336,100	351,550
Less Income	(331,000)	(230,100)	(255,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(40,850)	106,000	96,550
Central, Departmental & Technical Support Services	115,100	139,650	135,700
Depreciation & Impairment	19,200	20,600	15,650
	<hr/>	<hr/>	<hr/>
	93,450	266,250	247,900
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

		2009/10 ESTIMATE		2010/11
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
4. <u>PARKING SERVICES (continued)</u>				
(a) OFF-STREET		(948,200)	(1,053,450)	(989,550)
(b) ON-STREET		93,450	266,250	247,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(854,750)	(787,200)	(741,650)
		<hr/>	<hr/>	<hr/>
5. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		40,600	51,600	39,500
Supplies & Services		2,100	43,100	80,100
Third Party Payments		3,000	3,000	3,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	45,700	97,700	122,600
Central, Departmental & Technical Support Services		20,350	24,300	22,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	66,050	122,000	145,000
		<hr/>	<hr/>	<hr/>
6. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		124,050	98,300	120,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	124,050	98,300	120,300
		<hr/>	<hr/>	<hr/>

CAPITAL PLAN: LIST A
ALL SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Scheme Total Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Excluding Capital Renewals									
Service									
Planning and Transportation Services	374	259	372	120	0	0	0	0	1,125
Environmental Health Services	0	89	86	91	101	104	104	104	679
Housing Services	70	263	301	320	307	307	307	307	2,182
Leisure Services	1,460	719	495	13	33	8	8	8	2,744
Corporate Services	602	295	389	90	30	30	30	30	1,496
Total Excluding Capital Renewals	2,506	1,625	1,643	634	471	449	449	449	8,226
Capital Renewals									
Service									
Planning and Transportation Services	n/a	69	140	145	86	76	90	40	646
Environmental Health Services	n/a	25	57	52	42	18	11	89	294
Leisure Services	n/a	359	544	436	352	595	308	282	2,876
Corporate Services	n/a	370	770	347	250	252	360	395	2,744
Total Capital Renewals	n/a	823	1,511	980	730	941	769	806	6,560
Grand Total	2,506	2,448	3,154	1,614	1,201	1,390	1,218	1,255	14,786

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	40	150	169	20	0	0	0	0	379
Transportation	195	14	40	0	0	0	0	0	249
Environmental Improvements	2	1	0	100	0	0	0	0	103
Land Drainage / Flood Defence	69	41	78	0	0	0	0	0	188
Historic Buildings Grants	28	25	4	0	0	0	0	0	57
Other Schemes	40	28	81	0	0	0	0	0	149
Total Planning & Transportation (excluding capital renewals)	374	259	372	120	0	0	0	0	1,125
Capital Renewals									
CCTV	n/a	49	140	140	40	40	40	40	489
Parking	n/a	20	0	5	46	36	50	0	157
Total Planning & Transportation Capital Renewals	n/a	69	140	145	86	76	90	40	646
Total Planning & Transportation	374	328	512	265	86	76	90	40	1,771

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Car Parking</u>										
(a) Improvement Programme for Existing Car Parks										
(i) Phase 2	P01AZ		49	20						69
(ii) Phase 3	P01AS			70						70
(iii) Phase 4	P01AO		40	30						70
(b) Car Parking Action Plan										
(i) Phase 4	P01AQ	28	7							35
(ii) Phase 5	P01AK		11							11
(iii) Phase 6	P01MA		20	24						44
(iv) Phase 7	P01MB			25						25
Carried Forward		28	127	169	0	0	0	0	0	324

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 12b	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 2		Phase 2 provides for enhancement and improvement of car parks at River Lawn Road, Lower Castle Fields and Bradford Street.
(ii) Phase 3		Phase 3 provides for work to car parks at West Street, Ryarsh Lane, Bradford Street and Western Road.
(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 12b	A series of parking measures to give effect to the Cabinet's adopted Parking Action Plan.
(i) Phase 4		Completed scheme.
(ii) Phase 5		Completed scheme. £9,000 uncommitted balance of the £20,000 approved budget has been transferred to Phase 6 by Management Team under delegated authority.
(iii) Phase 6		The phased programme was originally set up to deal with essential modifications and improvements to on-street parking at particular locations identified through requests from the local community. These are logged as part of the general programme and the Planning and Transportation Advisory Board and the Joint Transportation Board receive regular reports on progress in implementing the works. The Parking Action Plan began with a number of separately identified area based treatments such as West Malling and Tonbridge. In recent reviews of the Plan, these area based Local Parking Plans have expanded and endorsed by Members to include new Local Parking Plan initiatives at Snodland, East Malling, Aylesford and a review of the West Malling Local Parking Plan. These are included in the budgets for the phased programme.
(iv) Phase 7		Refer to note for Phase 6.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Car Parking - Continued</u>										
Brought Forward		28	127	169	0	0	0	0	0	324
(b) Car Parking Action Plan Continued										
(v) Hadlow Local Parking Plan	P01AV				20					20
(vi) Borough Green Local Parking Plan	P01AX	12	23							35
Total Car Parking to Summary		40	150	169	20	0	0	0	0	379
<u>Transportation</u>										
(a) Local Transport Plan Partnership Programme	P01ED	186	10	40						236
(b) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity	P01HG	9	4							13
Total Transportation to Summary		195	14	40	0	0	0	0	0	249

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Car Parking - Continued</u> (v) Hadlow Local Parking Plan (vi) Borough Green Local Parking Plan	4a, 4c 12a 12b	Scheme in abeyance at Hadlow PC request. Reprogrammed to 2011/12. Completed scheme.
<u>Transportation</u> (a) Local Transport Plan Partnership Programme	4b, 4c 10d, 10e	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions. Overall budget provision reduced as part of the 2008/09 Capital Plan Review. 2009/10 and subsequent years budget provision allocated as follows: <div style="text-align: right;">£'000</div> <div style="text-align: right;">CRM Pembury Road 5</div> <div style="text-align: right;">Interactive Sign Pembury Road 5</div> <div style="text-align: right;">West Malling High St footways 40</div> <div style="text-align: right;">----</div> <div style="text-align: right;">50</div>
(b) Street Furniture - Replacement / Enhancement in partnership with Richard Myll's Charity	13a (key)	A programme of partnership working with the Charity on initiatives for the benefit of the town centre. Further budget provision placed on hold as part of the 2008/09 review. The programme merits continuation as part of the Community Partnerships Initiative and provision has been included within the Community Partnership Initiatives allocation - see Corporate Services section of the Capital Plan.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 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	2	1							3
Total Environmental Improvements to Summary		2	1	0	100	0	0	0	0	103
<u>Land Drainage / Flood Defence</u>										
(a) Drainage										
(i) Drainage Improvement Programme	P01HR	19	10	43						72
(b) Flood defence										
(i) Aylesford Stream Flood Alleviation	P01HN	22	6							28
(ii) East Peckham Flood Alleviation	P01HP	28	25	35						88
Total Land Drainage / Flood Defence to Summary		69	41	78	0	0	0	0	0	188

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 (key)	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. The provision has been slipped to 2011/12 in the light of current economic slow down.
(b) Haysden Country Park: Stone Lock	8b	Initial stage in preserving site of historic feature.
<u>Land Drainage / Flood Defence</u>		
(a) Drainage		
(i) Drainage Improvement Programme	4b, 13a(key) 13b(key), 13c	To support the Borough Council's role as a land drainage operating authority with powers to carry out works on ordinary watercourses. Provision relates to commitments at Leigh Road and Tonbridge Cemetery.
(b) Flood Defence		
(i) Aylesford Stream Flood Alleviation.	4b, 13a(key)	This was an enabling provision to get a scheme 'off the ground' and, to that extent, it is effectively complete since it is now being funded by the Environment Agency and being progressed through a local community partnership. Budget provision increased by £1,000 as part of the 2009/10 Capital Plan Review.
(ii) East Peckham Flood Alleviation	4b, 13a(key)	Scheme completed but provision needs to be maintained in the light of continuing dispute over contractual claims.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Historic Buildings Grants</u>										
(a) 2007/08 Grant award programme	P01KJ	24	8							32
(b) 2008/09 Grant award programme	P01KK	4	13	2						19
(c) 2009/10 Grant award programme	P01KL		4	2						6
Total Historic Building Grants to Summary		28	25	4	0	0	0	0	0	57
<u>Other Schemes</u>										
(a) Hadlow Tower	P01JJ									
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	P01LA	15	3	6						24
(c) Medway Gap Countryside Partnership Initiative	P01LB	25	25	25						75
(d) Tonbridge Castle East Curtain Wall Less Town Wardens Grant	P01LC			52 (2)						52 (2)
		0	0	50	0	0	0	0	0	50
Total Other Schemes to Summary		40	28	81	0	0	0	0	0	149

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Historic Buildings Grants</u>		
(a) 2007/08 Grant award programme	8a (key)	Provision of grants to owners of statutorily listed and other historic buildings to encourage the repair of those buildings. Apart from three HBG commitments, provisions for 2009/10 and subsequent years were deleted during the 2008/09 Capital Plan Review. Total HBG provision of £57,000 as approved by Council in February 2009.
(b) 2008/09 Grant award programme		
(c) 2009/10 Grant award programme		
<u>Other Schemes</u>		
(a) Hadlow Tower	7e, 13a(key)	Uncosted scheme to cover cost of acquisition and compensation.
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.		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 scheme is due for review in 2010/11. Two £1,500 grants have been offered in 2009/10. Approved budget provision of £7,000 deleted as part of the 2009/10 Capital Plan Review.
(c) Medway Gap Countryside Partnership Initiative		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 to the Rural Affairs Advisory Board.
(d) Tonbridge Castle East Curtain Wall	7a, 8a(key), 8b	Scheme to ensure the safety of visitors to the Castle and to maintain the structural integrity of the Scheduled Ancient Monument by removing a path which runs alongside the east curtain wall.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>										
(a) CCTV Capital Renewals	P01BA	n/a	49	140	140	40	40	40	40	489
(b) Car Parking	P01JF	n/a	20		5	46	36	50		157
Total Capital Renewals to Summary		n/a	69	140	145	86	76	90	40	646

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 essential in the near future because servicing the existing analogue equipment is becoming ever more difficult. A provision of £200,000 is being split between 2010/11 and 2011/12 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 provisions allow for the replacement of machines on an eight year cycle.

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Strategy	0	37	34	39	49	52	52	52	315
Refuse Collection	n/a	52	52	52	52	52	52	52	364
Total Environmental Health (excluding capital renewals)	0	89	86	91	101	104	104	104	679
Capital Renewals									
Environmental Protection	n/a	0	16	0	22	2	0	2	42
Recycling Initiatives	n/a	25	35	31	20	16	11	87	225
Food & Safety	n/a	0	0	21	0	0	0	0	21
Public Conveniences	n/a	0	6	0	0	0	0	0	6
Total Environmental Health Capital Renewals	n/a	25	57	52	42	18	11	89	294
Total Environmental Health	0	114	143	143	143	122	115	193	973

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Environmental Strategy</u>										
(a) Purchase of second recycling vehicle Less waste performance & efficiency grant	P02BB	50 (50)	7							57 (50)
Sub-total		0	7	0	0	0	0	0	0	7
(b) Green Waste Bins Growth / Replacement	P02BC	n/a	30	34	39	49	52	52	52	308
Total Environmental Strategy to summary		0	37	34	39	49	52	52	52	315
<u>Refuse Collection</u>										
(a) Refuse Bins Growth / Replacement	P02DA	n/a	52	52	52	52	52	52	52	364
Total Refuse Collection to summary		n/a	52	52	52	52	52	52	52	364

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Corporate Aims and Priorities	Notes
<u>Environmental Strategy</u>		
(a) Purchase of second recycling vehicle	9a	Joint purchase of vehicle with Tunbridge Wells Borough Council now completed.
(b) 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 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>	P02EB									
(a) Environmental Protection	CR01	n/a		16		22	2		2	42
(b) Recycling Initiatives	CR02	n/a	25	35	31	20	16	11	87	225
(c) Food & Safety	CR03	n/a			21					21
(d) Public Conveniences	CR04	n/a		6						6
Total Capital Renewals to Summary		n/a	25	57	52	42	18	11	89	294

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		
(a) Environmental Protection	10a (key)	Renewal of sound and gas analysers.
(b) Recycling Initiatives	9a	Ongoing replacement / renewal of recycling modules. 2015/16 provision includes replacement of recycling vehicle.
(c) Food & Safety	10a (key)	Renewal of the mobile exhibition trailer.
(d) Public Conveniences	2f	Renewal of signs and handrails to comply with Disability Discrimination Act.

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Investment Programme	70	263	301	320	307	307	307	307	2,182
Total Housing Services	70	263	301	320	307	307	307	307	2,182

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
<u>Housing Investment Programme</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) House Renovation Grants										
(i) Disabled Facilities Grants - Mandatory Less Government Grant	P03AC	n/a n/a	494 (360)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	3,506 (2,166)
Sub-total		n/a	134	201	201	201	201	201	201	1,340
(ii) Housing Assistance	P03AD	n/a	945	683	119	106	106	106	106	2,171
(iii) Regional Housing Board Grant	P03ZZ	n/a	(884)	(583)						(1,467)
Total: House Renovation Grants		n/a	195	301	320	307	307	307	307	2,044
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	36							110
(c) Coldharbour Gypsy & Traveller Caravan Site Less KCC Second Homes Contribution	P03AR	14 (18)	32							46 (18)
Sub-total		(4)	32	0	0	0	0	0	0	28
Total Housing Investment Programme to Summary		70	263	301	320	307	307	307	307	2,182

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 2009/10 provision of £494,000 comprises the original budget allocation approved by Council (February 2009) of £561,000 less £67,000 in respect of the 2008/09 overspend.
(ii) Housing Assistance		The 2009/10 provision of £945,000 comprises:

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000			
Larkfield Leisure Centre	433	56	30	0	0	0	0	0	519
Angel Centre	0	0	75	0	0	0	0	0	75
Tonbridge Swimming Pool	3	107	0	0	0	0	0	0	110
Poult Wood Golf Centre	214	161	0	0	0	0	0	0	375
Sports Grounds	171	171	194	0	0	0	0	0	536
Tonbridge Castle	59	(1)	0	0	0	0	0	0	58
Open Space	46	16	30	0	0	0	0	0	92
Capital Grants	366	100	129	0	0	0	0	0	595
Other Schemes	168	109	37	13	33	8	8	8	384
Total Leisure Services excluding capital renewals	1,460	719	495	13	33	8	8	8	2,744
Capital Renewals									
Angel Centre	n/a	110	29	93	80	170	91	50	623
Larkfield Leisure Centre	n/a	68	89	58	111	248	68	84	726
Tonbridge Swimming Pool	n/a	122	100	31	17	72	27	57	426
Sports Grounds & Open Spaces	n/a	25	217	172	67	23	86	44	634
Poult Wood Golf Couse	n/a	34	109	82	77	82	36	47	467
Total Leisure Services Capital Renewals	n/a	359	544	436	352	595	308	282	2,876
Total Leisure Services	1,460	1,078	1,039	449	385	603	316	290	5,620

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Larkfield Leisure Centre</u>										
(a) Retiling of Fitness Pool	P05AK	340	1							341
(b) Air conditioning for soft play area.	P05LA	17	3							20
(c) Energy Saving Measures	P05LD	76	49							125
(d) Larkabout Toilets	P05LE		3	30						33
Total Larkfield Leisure Centre to Summary		433	56	30	0	0	0	0	0	519
<u>Angel Centre</u>										
(a) Changing / Toilets / Meeting Rooms	P05BE			75						75
Total Angel Centre to Summary		0	0	75	0	0	0	0	0	75

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. Insurance claim no longer being progressed following advice from specialist legal advisers. Approved budget provision of £6,000 deleted as part of the 2009/10 Capital Plan Review.
(b) 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).
(c) Energy Saving Measures	1a, 1b, 7c, 13b(key),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. 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. Majority of measures completed with exception of variable speed drives which should be installed by Christmas.
(d) Larkabout Toilets	2f, 7b, 7c, 7d 7f(key) 10a, 18a	Provision of toilet / changing facilities in the lobby adjoining the main seating / café area serving the Larkabout indoor soft play zone.
<u>Angel Centre</u>		
(a) Changing / Toilets / Meeting Rooms	2f, 7b, 7c, 7d 7f(key) 10a, 18a	Refurbishment of Medway Hall toilets, sports hall changing rooms and meeting rooms.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Tonbridge Swimming Pool</u>										
(a) Wet Change Area DDA Works	P05CF	3	28							31
(b) Pumping Station Refurbishment	P05CG		39							39
(c) Changing Village/Poolside flooring	P05CH		40							40
Total Tonbridge Swimming Pool to Summary		3	107	0	0	0	0	0	0	110
<u>Poult Wood Golf Centre</u>										
(a) Replacement of Irrigation System	P05EH	214	7							221
(b) Refurbishment of Maintenance Building	P05EJ		144							144
(c) Clubhouse Health & Safety Works	P05EK		10							10
Total Poult Wood Golf Centre to Summary		214	161	0	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 complete. Underspend of £9,000 vired to changing village/poolside flooring works (Cabinet 14 October 2009).
(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.
(c) Changing Village/Poolside flooring	7c,7d,18a	Segregation of changing village and installation of rubber crumb flooring around learner and toddler pools to address health and safety concerns. Scheme approved by Cabinet October 2009 part funded by a virement of £9,000 from the underspend Wet Change Area DDA Works.
<u>Poult Wood Golf Centre</u>		
(a) Replacement of Irrigation System	7a,7c,10a, 13b(key),18a	The scheme replaces the irrigation system installed when the 18-hole course was built in 1974. Works completed. The original approved scheme budget of £208,000 was increased 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. Scheme commenced on site and due for completion in November 2009. Underspend on revised budget now predicted with £10,000 vired by Management Team to progress urgent fire safety works in the Clubhouse following a fire safety review.
(c) Clubhouse Health & Safety Works		Review of fire safety in the Clubhouse has identified a need to undertake urgent remedial works. Management Team under delegated authority approved a project budget of £10,000 vired from Refurbishment of the Maintenance Building scheme.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Sports Grounds</u>										
(a) Tonbridge Racecourse Sportsground										
(i) Provision of Ball Court	P05DP		70							70
Less contribution from developers			(20)							(20)
Less Big Lottery Fund grant			(50)							(50)
		0	0	0	0	0	0	0	0	0
(ii) Pathway Refurbishment	P05DS		15							15
Less contribution from developers			(15)							(15)
		0	0	0	0	0	0	0	0	0
(iii) Bridge Renewal / Repair	P05DT			75						75
(b) Tonbridge Farm Sportsground										
(i) Improvements for young people	P05DN	40	165							205
Less contributions from developers		(27)								(27)
		13	165	0	0	0	0	0	0	178
(ii) Refurbishment of all weather pitch	P05DQ	158	6							164
(iii) Pavilion Refurbishment	P05DV			73						73
(c) Tonbridge School All Weather Pitch	P05DR		300							300
Less contribution from developers			(300)							(300)
		0	0	0	0	0	0	0	0	0
(d) Wrotham School All Weather Pitch	P05DW			46						46
Total Sports Grounds to Summary		171	171	194	0	0	0	0	0	536

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Sports Grounds</u>		
(a) Tonbridge Racecourse Sportsground		
(i) Provision of Ball Court	3e,7c,7f,10a 11a(key)	To improve and enhance the Borough Council's outdoor leisure facilities for young people. Project funded entirely from external resource. Scheme to be progressed in November 2009.
(ii) Pathway Refurbishment	3e,10a, 11a(key)	Scheme to refurbish main pathway recommended for approval by Finance & Property Advisory Board (4 March 2009). Scheme completed and funded entirely from developer contributions.
(iii) Bridge Renewal / Repair	7a,7d,7e 8a(key), 8b	Replacement of existing steel bridge serving the Racecourse Sportsground from Avebury Avenue with a timber bridge. Indicative provision to be updated at the F&PAB meeting in May 2010.
(b) Tonbridge Farm Sportsground		
(i) Improvements for young people	7a, 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). Scheme is being progressed on a phased basis.
(ii) Refurbishment of all weather pitch	3e,7a,7f, 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. Additional £2,000 for unforeseen health and safety electrical works to floodlights included as part of the 2009/10 Capital Plan Review.
(iii) Pavilion Refurbishment	7b, 7c, 7d, 10a(key),18a	Refurbishment of the building exterior and improvements to shower facilities and kitchen area.
(c) Tonbridge School All Weather Pitch	7f,10a(key)	Partnership scheme with School to refurbish the full size all weather pitch, install floodlighting and make the facility available for community use (particularly for junior football), during evenings. The total cost of the scheme is £600,000 with this being shared equally between the School and the Council. Council's share is fully funded by developer contributions. Scheme completed.
(d) Wrotham School All Weather Pitch		Contribution towards total estimated project cost of £500,000 which will deliver an all weather pitch for shared school and community use.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
<u>Tonbridge Castle</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Grounds	P05GF	59	(1)							58
Total Tonbridge Castle to Summary		59	(1)	0	0	0	0	0	0	58
<u>Open Space</u>										
(a) Purchase of Quarry Hill Wood	P05FJ		10	10						20
(b) Haysden Country Park - Alternative Sewage System	P05FN	46	6							52
(c) Leybourne Lakes CP-Childrens Play Facilities Less contributions from developers/Lottery.	P05FP	16 (16)	84 (84)							100 (100)
		0	0	0	0	0	0	0	0	0
(d) Hill Top / Priory Wood Childrens Play Equipment	P05FQ			20						20
Total Open Space to Summary		46	16	30	0	0	0	0	0	92

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Tonbridge Castle</u>		
(a) Tonbridge Castle Grounds	7b,7e, 8a (key), 11a(key),12c	Improvements to Tonbridge Castle grounds to reduce vandalism, reduce maintenance costs and improve presentation. Scheme completed. Credit in 2009/10 reflects contribution to scheme costs from the Historic Fortifications Fund.
<u>Open Space</u>		
(a) Purchase of Quarry Hill Wood	7e,8a(key)	Purchase of land from KCC completed. Works to trees, fences and other health and safety issues progressing.
(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 completed. Approved budget provision of £5,000 deleted as part of the 2009/10 Capital Plan Review.
(c) Leybourne Lakes CP-Childrens Play Facilities	3e,7a(key), 7c,7f(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 completed and funded from Lottery / developer contributions.
(d) Hill Top / Priory Wood Childrens Play Equipment	7f, 10a(key)	Provision of an informal five-a-side kick-about area at Priory Wood Public Open Space together with general site improvements including signage and fencing.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 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	357	69	116						542
Plaques	P05HZ	3	3							6
Total: Capital Grants to Organisations		360	72	116	0	0	0	0	0	548
(b) Capital Grants to Village / Community Halls	P05JA									
Hildenborough Village Hall			1							1
Addington Village Hall and Recreation Grnd		3	12							15
Aylesford Village Hall				1						1
Birling Village Hall		3	2							5
St James Centre, East Malling			13	12						25
Total: Capital Grants to Village/Community Halls		6	28	13	0	0	0	0	0	47
Total Capital Grants to Summary		366	100	129	0	0	0	0	0	595

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	7b,7d,7e, 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.
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, 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. Budget provision increased by £1,000 as part of the 2009/10 Capital Plan Review.
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.
Aylesford Village Hall		Grant awarded for village hall roof replacement.
Birling Village Hall		Grant awarded for replacement of village hall floor & central heating.
St James Centre, East Malling		Grant awarded for conversion of former school for community use. 2009/10 provision awarded as an exceptional case.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 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	53	5	5	5	25				93
(c) Recreation Provision - Local Plans										
(i) Walderslade / Blue Bell Hill / Taddington Valley	P05KH	25	18	5						48
(d) Haysden Country Park - Improvements	P05KM	13	10	19						42
(e) Community Group Funding	P05KS	23	13	8	8	8	8	8	8	84
(f) Disability Discrimination Act Improvements	P05KT									
(ii) Phase 2		46	3							49
(iii) Phase 3			28							28
(g) Leisure Facilities Water Quality H&S Mgmt	P05KX		30							30
Total Other Schemes to Summary		168	109	37	13	33	8	8	8	384

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), 7e	Scheme completed.
(b) Tonbridge Cemetery		
(i) Memorial Safety	7d	Scheme completed with exception of repairs to tombs at St Peters & St Pauls closed churchyard. The approach to the tombs is currently being considered in liaison with the Church, the Acting Chief Solicitor and the Conservation Officer. It is proposed to repair / dismantle the tombs on a phased basis over the next three years based on health and safety prioritisation. Provision of £15,000 (£5,000 per annum from 2009/10 to 2011/12) has added to the previous approved budget to meet these costs. Provision in 2012/13 based on Local Government Ombudsman's recommendation to inspect every five years.
(c) Recreation Provision - Local Plans		
(i) Walderslade / Blue Bell Hill / Taddington Valley	7e	Works to Taddington Valley progressed in liaison with local Members and Aylesford Parish Council. Further works currently progressing in liaison with the Medway Valley Countryside Partnership.
(d) Haysden Country Park - Improvements	7b,7e, 10a(key)	Improvements to date include works to cycle route and car parks.
(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	2e,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. Management Team under delegated authority vired £19,000 of the Phase 3 budget to the Larkfield Leisure Centre Health & Fitness Improvement scheme (Financial Planning & Control report to Finance and Property Advisory Board, July 2009 refers).
(g) Leisure Facilities Water Quality H&S Mgmt	7c,7d,18a	Works to address issues raised as part of an annual external risk assessment review at the Council's leisure centres. Scheme approved by Cabinet June 2009.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>	P05KG									
(i) Angel Centre	BC01	n/a	110	29	93	80	170	91	50	623
(ii) Larkfield Leisure Centre	BC02	n/a	68	89	58	111	248	68	84	726
(iii) Tonbridge Swimming Pool	BC04	n/a	122	100	31	17	72	27	57	426
(iv) Sports Grounds & Open Spaces	BC05	n/a	25	217	172	67	23	86	44	634
(v) Poult Wood Golf Course:										
Clubhouse	BC03	n/a	24	16	40	21	18	4	31	154
Grounds Maintenance	BC06	n/a	6	57	42	51	56	32	14	258
Course	BC07	n/a	4	36	0	5	8	0	2	55
			34	109	82	77	82	36	47	467
Total Capital Renewals to Summary		n/a	359	544	436	352	595	308	282	2,876

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<p><u>Capital Renewals</u></p> <p>(i) Angel Centre</p> <p>(ii) Larkfield Leisure Centre</p> <p>(iii) Tonbridge Swimming Pool</p> <p>(iv) Sports Grounds & Open Spaces</p> <p>(v) Poult Wood Golf Course</p>	7b, 7d, 18a	<p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>} Provision for the renewal of life-expired or obsolete assets. Renewals schedule subject to annual review.</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p>

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	295	183	0	60	0	0	0	0	538
Information Technology Initiatives	(63)	120	30	30	30	30	30	30	237
Capital Grants	282	88	87	0	0	0	0	0	457
Other	88	(96)	272	0	0	0	0	0	264
Total Corporate Services (excluding capital renewals)	602	295	389	90	30	30	30	30	1,496
Capital Renewals									
Departmental Admin	n/a	10	48	6	0	0	19	31	114
Council Offices	n/a	0	42	0	0	0	0	0	42
Print Unit	n/a	0	73	55	0	0	1	48	177
Photocopiers	n/a	0	45	6	0	0	0	45	96
Telephones	n/a	10	0	1	0	0	90	0	101
Snack Facilities	n/a	0	11	1	0	2	0	0	14
Interest & Transfers	n/a	0	0	28	0	0	0	0	28
Tonbridge Christmas Lighting	n/a	0	21	0	0	0	0	21	42
Information Technology	n/a	350	530	250	250	250	250	250	2,130
Total Corporate Services Capital Renewals	n/a	370	770	347	250	252	360	395	2,744
Total Corporate Services	602	665	1,159	437	280	282	390	425	4,240

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Land and Property</u>										
(a) Council Offices										
(i) Tonbridge Castle Offices : Re-tile roof	P06AA		10		60					70
(ii) Gibson East / Tonbridge Castle Reception Enhancements Less contribution from KCC Less Planning Delivery Grant	P06AH	333 (38)	423 (250)							756 (250) (38)
		295	173	0	0	0	0	0	0	468
Total Land and Property to Summary		295	183	0	60	0	0	0	0	538
<u>Information Technology Initiatives</u>										
(a) General IT Developments	P06DA	n/a	47	30	30	30	30	30	30	227
(b) Development of E-Government Phase 4 Less Government Grant (IEG)	P06DP	88 (151)	62							150 (151)
		(63)	62	0	0	0	0	0	0	(1)
(c) GIS Less Housing & Planning Delivery Grant	P06DD		61 (50)							61 (50)
		0	11	0	0	0	0	0	0	11
Total Information Technology Initiatives to Summary		(63)	120	30	30	30	30	30	30	237

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 2011/12. Provision in 2009/10 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.
(ii) Gibson East/Tonbridge Castle Reception Enhancements	2f	The 2009/10 approved gross budget provision of £755,000 has been increased by a virement of £34,000 from the corporate provision for Disability Discrimination Act improvements (F&PAB May 2009). A further £33,000 has been added to meet an anticipated cost overrun on the Tonbridge Castle Reception enhancement. Of the revised gross project spend of £822,000, £66,000 has been transferred to the Council Offices revenue budget to ensure compliance with capital accounting requirements (costs associated with portacabins and other temporary arrangements to allow works to take place). KCC who are jointly funding the enhancement works at Tonbridge Castle, as part of KCC's Gateway initiative, have been invited to contribute to the cost overrun.
<u>Information Technology Initiatives</u>		
(a) General IT Developments	17a,17b	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(b) Development of E-Government Phase 4	17a,17b	Provision for various schemes to meet targets for the development of e-government. Expenditure to be financed by government grant for Implementing Electronic Government (IEG).
(c) GIS	17a,17b	Management Team under delegated authority approved the virement of £11,000 from the underspend on CRM (Customer Relationship Management) system to enable enhancement of the GIS (Geographic Information) system (Financial Planning & Control report to Finance and Property Advisory Board, July 2009 refers). A further contribution of £50,000 has been allocated from the 2009/10 Housing & Planning Delivery Grant towards the cost of hardware and software to create corporate GIS datasets.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 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) 2003/04 to 2008/09 Schemes	P06EF	282	69	87						438
(b) 2009/10 Exceptional cases	P06EM		19							19
Total Capital Grants to Summary		282	88	87	0	0	0	0	0	457
<u>Other</u>										
(a) Community Partnership Initiatives	P06FE	144	30	54						228
(b) Corporate provision for "fast-track" schemes	P06FF			212						212
(c) Christmas Displays Capital Grant	P06FG	11	7	6						24
(d) Local Strategic Partnership	P06FJ		67							67
		(67)								(67)
		(67)	67	0	0	0	0	0	0	0
(e) Housing Planning & Delivery Grant	P06FH		(200)							(200)
Total Other to Summary		88	(96)	272	0	0	0	0	0	264

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes																		
Capital Grants																				
S.136 Arrangements - Grants to Parish Councils (a) 2003/04 to 2008/09 Schemes (b) 2009/10 Exceptional cases	7c, 8a(key), 8b,11a(key), 14a	Grants to assist parish councils with capital schemes for which there are concurrent functions. 2009/10 exceptional cases approved on a case by case basis. £1,000 of approved budget provision deleted as part of the 2009/10 Capital Plan Review.																		
Other																				
(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. 2011/12 budget provision allocated as follows: <table><tr><td>Speed watch</td><td>5</td></tr><tr><td>East Malling footway lighting Bone Alley</td><td>21</td></tr><tr><td>Reactive minor Improvements</td><td>5</td></tr><tr><td>A20 bus priority</td><td>5</td></tr><tr><td>Seven Mile Lane traffic mgt</td><td>5</td></tr><tr><td>Bus shelters E Peckham</td><td>2</td></tr><tr><td>Tonbridge Town Lands Charity</td><td>4</td></tr><tr><td>unallocated balance</td><td>7</td></tr><tr><td></td><td><hr/>54</td></tr></table>	Speed watch	5	East Malling footway lighting Bone Alley	21	Reactive minor Improvements	5	A20 bus priority	5	Seven Mile Lane traffic mgt	5	Bus shelters E Peckham	2	Tonbridge Town Lands Charity	4	unallocated balance	7		<hr/> 54
Speed watch	5																			
East Malling footway lighting Bone Alley	21																			
Reactive minor Improvements	5																			
A20 bus priority	5																			
Seven Mile Lane traffic mgt	5																			
Bus shelters E Peckham	2																			
Tonbridge Town Lands Charity	4																			
unallocated balance	7																			
	<hr/> 54																			
(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 Town Lock £200,000 and Housing Management IT System £12,000.																		
(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) Local Strategic Partnership	13a(key)	Capital element of Performance Reward grant received in 2008/09 (F&PAB July 2009).																		
(e) Housing & Planning Delivery Grant		The council has been notified of a provisional allocation of Housing and Planning Delivery Grant for 2009/10 of £740,000. £250,000 of the grant award must be attributed 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. £50,000 has been earmarked for GIS support (see page 42).																		

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/09	2009/10 Estimate Inc Prior Yr Slippage	2010/11 Estimate	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 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	10	48	6			19	31	114
Council Offices	GR02	n/a		42						42
Print Unit	GR03	n/a		73	55			1	48	177
Photocopiers	GR04	n/a		45	6				45	96
Telephones	GR05	n/a	10		1			90		101
Snack Facilities	GR06	n/a		11	1		2			14
Interest & Transfers	GR08	n/a			28					28
Tonbridge Christmas Lighting	GR09	n/a		21					21	42
		n/a	20	240	97	0	2	110	145	614
(ii) Information Technology	P06FB	n/a	350	530	250	250	250	250	250	2,130
Total Capital Renewals to Summary		n/a	370	770	347	250	252	360	395	2,744

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Corporate Aims and Priorities	Notes
<u>Capital Renewals</u>		
(i) General		Provision for the replacement of worn out or obsolete capital assets.
Departmental Admin		Provisions relate primarily to of microfiche and plan printers used in Planning & Transportation. 2010/11 also includes replacement of the franking machine.
Council Offices		Provision relates to Gibson boiler replacement.
Print Unit		Replacement of printing equipment re scheduled for 2010/11 and 2015/16.
Photocopiers		2010/11 provision provides for the replacement of the majority of photocopiers used by the Council.
Telephones		Provision in 2009/10 provides for adaptation of equipment at Tonbridge Castle to enable VOIP. Provision in 2014/15 extends VOIP to the Gibson buildings.
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	2c,17a,17b	The server virtualisation project estimated at £350,000 has been rescheduled from 2009/10 to 2010/11. 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 2010/11.

Corporate Aims and Priorities 2009/10

	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	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	Improve the efficiency of the Council's services in the context of changes in the economic climate and the Government's 3% efficiency saving target for Local Government. (2.5% per year for 2005/08)	2005/10
		Our approach to buying	1c	Conform with procurement best practice.	2006/09
			1d	Achieve best value through robust procurement.	2009/10
		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.	2006/10
		Responding to complaints from the public	2b	Respond better to complaints from the public.	2003/10
		e-Government (www.tmbc.gov.uk)	2c	Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.	2000/10
		Improving Services through research based on consultation	2d	Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.	2005/10
		Diversity	2e	Ensure the Council meets its obligations fully in respect of minority interests.	2003/10
			2f	Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements.	2004/10
3	Planning and development				
	To protect and enhance the built and natural environment.	Local Development Framework	3a	Progress preparation of the Local Development Framework.	2003/10
		Tonbridge town centre	3b (Key)	Promote and support the sustainable regeneration and economic development of Tonbridge town centre.	2004/10
		Development control	3c	Improve the speed of determining planning applications.	2003/10
		Public access to the planning process	3d	Improve public access to the planning process.	2003/10
		Community and leisure facilities	3e	Encourage developer contributions in support of community leisure facilities.	2003/10

Corporate Aims and Priorities 2009/10

	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.	2004/10
	To achieve better management of local land drainage.	Land drainage	4b	Reduce the risk of flooding of residential and commercial premises.	2008/10
	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.	2005/10
		West Malling station	4d	Improve access to and parking at West Malling station.	2003/10
5	Housing				
	To improve the availability and quality of housing for those most in need.	Affordable housing and homelessness	5a (Key)	Secure a continuing supply of affordable housing and work to prevent homelessness.	2004/10
		Private sector renewal and energy efficiency	5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/10
		Assisting vulnerable households	5c	Improve support and assistance to vulnerable, elderly and disabled households to enable independent living.	2003/10
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.	2003/10
7	Leisure and arts				
	To develop leisure and arts 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.	2001/10
		Involving the community	7b	Increase community involvement in the delivery and design of leisure services.	2004/10
		Cost effective operation	7c	Improve the quality and sustainability of the Council's leisure facilities and services.	2004/10
		Safety and security at our leisure facilities	7d	Improve security/health and safety at leisure facilities.	2003/10
		Outdoor leisure	7e	Improve public access to the countryside and public open spaces across the borough.	2004/10
		Facilities and activities for young people	7f (Key)	Involve, safeguard and meet the needs of children and young people.	2003/10

Corporate Aims and Priorities 2009/10

	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.	2003/10
		Amenity and appearance of locations	8b	Enhance the amenity and appearance of locations borough-wide.	2006/10
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.	1999/2010
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.	2004/10
		Improvement in the poorest areas	10b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
	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.	2007/10
		Local air quality	10d	Improve air quality in the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	2002/10
			10e	Improve air quality at Tonbridge High Street; Watringbury crossroads; London Road/Station Road, Ditton.	2005/10
11	Community safety				
	To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Making it happen	11a (Key)	Work with partners to increase community safety by tackling:	
				► Acquisitive crime	2005/10
				► Anti-social behaviour	2005/10
				► Perception of crime	2005/10
				► Substance misuse	2005/10
		► Violent crime.	2005/10		
		Fear of crime	11b	Reduce the fear of crime.	2003/10
	Young people	11c	Increase activity programmes for young people in areas of highest social deprivation.	2004/10	
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.	2003/10
		Village services	12b	Improve the viability of village services.	2003/09
		Tourism	12c	Increase tourism within the borough.	2000/10

Corporate Aims and Priorities 2009/10

	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.	Community planning	13a (Key)	Achieve with our partners the priorities set out:	
				► in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)	2009/10
				► in the Local Area Agreement	2009/10
	To improve the well-being of communities in Tonbridge and Malling.	Climate change	13b (Key)	► arising from work of the borough's Local Strategic Partnership.	2009/10
				Make a positive local contribution to tackling the causes and effects of climate change.	2007/10
		Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/10
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.	2006/10
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	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/10
		Health and safety	15b	Improve our corporate Health and Safety Management System and practices.	2009/10
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.	2003/10

Corporate Aims and Priorities 2009/10

	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.	2001/10
		Kent Connects	17b	Improve the management and cost effectiveness of technology provision via shared use of resources within Kent.	2003/10
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.	2004/10

GENERAL FUND WORKING BALANCE

Balance at 1.4.2009	£1,250,000
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Balance at 1.4.2010	£1,250,000
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REVENUE RESERVE

	£	£
Balance 1.4.2009		5,148,739

Less:-

Budgeted to be met from Reserves	550,150	
Decrease on Original Estimate	(1,371,500)	
		(821,350)

Estimated Balance at 1.4.2010	5,970,089
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Budgeted to be met from Revenue Reserves 2010/2011	23,000
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Estimated Balance at 31.3.2011	5,947,089
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TONBRIDGE AND MALLING BOROUGH COUNCIL
ESTIMATE OF COLLECTION FUND SURPLUS/(DEFICIT) 2009/10 AS AT 15TH JANUARY 2010

	Estimate	
	£	£
<u>INCOME</u>		
Surplus / (Deficit) Brought Forward		724,393
Council Tax		
Income from Council Tax	62,359,959	
Council Tax Benefits	6,691,718	69,051,677
Income in respect of Non-Domestic Rates (Net Rate Yield)		49,662,389
Total Income for the Year		119,438,459
<u>EXPENDITURE</u>		
Precepts and Demands 2009/10		
Kent County Council	49,211,114	
Kent Police Authority	6,456,660	
Kent & Medway Towns Fire Authority	3,167,671	
Parishes	1,708,104	
Tonbridge and Malling Borough Council	8,007,899	68,551,448
Non-Domestic Rate		
Payment to the National Pool	49,297,073	
Losses in Collection Allowance	198,650	
Cost of Collection Allowance	166,666	49,662,389
Provision for Council Tax Non-Collection		42,679
Payments / (receipts) in respect of estimated surplus / (deficit) for 2008/09		
Kent County Council	266,318	
Kent Police Authority	34,094	
Kent & Medway Towns Fire Authority	16,963	
Tonbridge and Malling Borough Council	51,372	368,747
Total Expenditure for the Year		118,625,263
Estimated Surplus/(Deficit) for 2009/10		813,196

ALLOCATION OF ESTIMATED SURPLUS / (DEFICIT) 2009/10

	Precepts 2009/10		Surplus / (Deficit)
	£	%	£
Kent County Council	49,211,114	71.7871	583,770
Kent Police Authority	6,456,660	9.4187	76,593
Kent & Medway Towns Fire Authority	3,167,671	4.6209	37,577
Tonbridge & Malling Borough Council	9,716,003	14.1733	115,256
Total	68,551,448	100.000	813,196

ESTIMATED INCOME AND EXPENDITURE ACCOUNT 2009-2010

	2009/10	
	Original Estimate £	Revised Estimate £
Cultural, Environmental, Regulatory & Planning Services	11,980,300	10,499,800
Highways & Transport Services	522,450	(8,500)
Housing Services	1,676,150	1,504,950
Central Services to the Public	1,906,250	1,520,900
Corporate & Democratic Core	2,576,250	2,431,900
Non-Distributed Costs	334,300	1,107,000
Net Cost of Services	18,995,700	17,056,050
Precepts paid to Parish Councils	1,708,100	1,708,100
Drainage Rates	398,650	388,450
Trading Undertakings	(231,550)	(288,600)
Provisions for Bad Debts	0	15,000
Contribution of Housing Capital Receipts to Government Pool	6,000	4,500
Interest and Investment Income	(910,000)	(947,800)
Exceptional Item	0	197,300
Pensions Interest Cost	5,486,300	5,151,700
Expected Return on Pension Assets	(3,657,500)	(2,545,500)
Net Operating Expenditure	21,795,700	20,739,200
Precept demanded from Collection Fund	(9,716,000)	(9,716,000)
Collection Fund Transfer for the Surplus at 31 March of the Previous Year	(51,350)	(51,350)
Government Grant	(6,484,150)	(6,582,750)
(Surplus)/Deficit for the Year	5,544,200	4,389,100

ESTIMATED STATEMENT OF MOVEMENT ON THE GENERAL FUND BALANCE

	2009/10	
	Original Estimate £	Revised Estimate £
(Surplus)/Deficit for the Year on Income and Expenditure Account	5,544,200	4,389,100
Net additional amount required by statute and non-statutory proper practices to be debited or credited to the General Fund Balance for the year	(5,544,200)	(4,389,100)
Increase in General Fund Balance for the Year	0	0
General Fund Balance brought forward	1,250,000	1,250,000
General Fund Balance carried forward	1,250,000	1,250,000

Note to Estimated 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	2009/10	
	Original Estimate £	Revised Estimate £
Depreciation and impairment of Fixed Assets	(2,701,750)	(2,613,250)
(Loss)/Gain on Disposal of Fixed Assets	0	0
Net charges made for retirement benefits in accordance with FRS 17	(3,713,900)	(3,615,000)
Amounts included in the Income and Expenditure Account but required to be excluded by Statute when determining the Movement on the General Fund	(6,415,650)	(6,228,250)
Transfer from Usable Capital Receipts to meet payments to the Housing Capital Receipts Pool	(6,000)	(4,500)
Capital Expenditure charged to the General Fund Balance	2,160,000	1,783,400
Employers contributions payable to the Pension Fund	2,851,000	2,666,650
Amounts not included in the Income and Expenditure Account but required to be included by Statute when determining the Movement on the General Fund	5,005,000	4,425,550
Transfers to/(from)		
Earmarked reserves	(506,750)	(743,050)
General Revenue Reserve	(550,150)	821,350
Pension Reserves		
Building Repairs Reserve	(12,050)	(2,000)
Revenue Reserve for Capital Schemes	(3,064,600)	(2,662,700)
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	(4,133,550)	(2,586,400)
Net additional amount required to be credited to the General Fund balance for the year	(5,544,200)	(4,389,100)

In order to comply with UK GAAP the following Revenue Expenditure funded from Capital under statute have been included within Net Cost of Services on page EIE 1 but not included in the 2009/10 Finance and Performance Leaflet.

	2009/10 Original Estimate £
Cultural, Environmental & Planning Services	382,000
Highways, Roads & Transport Services	150,000
Housing Services	301,000
Central Services to the Public	74,000
Corporate & Democratic Core	0
Non-Distributed Costs	0
Net Cost of Services	907,000

ESTIMATED COMPREHENSIVE INCOME AND EXPENDITURE ACCOUNT 2010/11

	2010/11 Estimate
	£
Cultural, Environmental, Regulatory & Planning Services	11,388,050
Highways & Transport Services	508,050
Housing Services	1,529,750
Central Services to the Public	1,738,900
Corporate & Democratic Core	2,458,700
Non-Distributed Costs	286,450
Net Cost of Services	17,909,900
Other Operating Expenditure	
Precepts paid to Parish Councils	1,798,900
Drainage Rates	396,250
Contribution of Housing Capital Receipts to Government Pool	4,500
Financing and Investment Income and Expenditure	
Trading Undertakings	(288,900)
Interest and Investment Income	(611,750)
Pensions Interest Cost	5,239,600
Expected Return on Pension Assets	(2,589,000)
Taxation and Non-Specific Grant Income	
Demand on the Collection Fund - TMBC Precept	(8,358,800)
Demand on the Collection Fund - Parish Precept	(1,798,900)
Demand on the Collection Fund - TMBC Coll Fund Surplus	(115,250)
Non-specific Government Grant	(6,551,050)
(SURPLUS)/DEFICIT ON PROVISION OF SERVICES	5,035,500
(Surplus) or deficit on revaluation of Fixed Assets	0
(Surplus) or deficit on revaluation of Available for Sale Financial Assets	0
Actuarial (gains) or losses on pension assets and liabilities	0
OTHER COMPREHENSIVE INCOME AND EXPENDITURE	0
(Surplus)/Deficit for the Year	5,035,500

ESTIMATED MOVEMENT IN RESERVES STATEMENT FOR YEAR ENDING 31 MARCH 2011

	General Fund Balance £	Useable Reserves £	Total Usable Reserves £
ESTIMATED OPENING BALANCE OF RESERVES	1,250,000	21,063,182	22,313,182
Surplus or (Deficit) on Provsions of Services	(5,035,500)	0	(5,035,500)
Other Comprehensive Income and Expenditure	0	0	0
TOTAL COMPREHENSIVE INCOME AND EXPENDITURE	(5,035,500)	0	(5,035,500)
Adjustments between accounting basis and funding basis under regulations			
Depreciation	2,691,200		2,691,200
Amount by which pension costs calculated in accordance with the Code (i.e. in accordance with IAS 19) are different from the contributions due under the pension scheme regulations	964,400		964,400
Capital Receipts Pooling	4,500		4,500
Capital Expenditure charged to the General Fund Balance	(2,379,000)		(2,379,000)
	1,281,100	0	1,281,100
NET INCREASE / DECREASE BEFORE TRANSFERS BETWEEN GENERAL FUND AND RESERVES	(3,754,400)	0	(3,754,400)
Transfers to / (from) Reserves			
General Revenue Reserve	23,000	(23,000)	0
Earmarked Reserves	506,000	(506,000)	0
Building Repairs Reserve	74,900	(74,900)	0
Revenue Reserve for Capital Schemes	3,150,500	(3,150,500)	0
TOTAL TRANSFERS TO / (FROM) RESERVES	3,754,400	(3,754,400)	0
INCREASE / DECREASE IN RESERVES FOR YEAR	0	(3,754,400)	(3,754,400)
ESTIMATED CLOSING BALANCE OF RESERVES	1,250,000	17,308,782	18,558,782

2010/11

TONBRIDGE AND MALLING BOROUGH COUNCIL
CAPITAL STRATEGY 2009/10

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_2009_2010.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).
 - 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 are:

Statistics	£
Net Budget Requirement 2009/10	14.54 million
Government Grant / Business rates 2009/10	6.48 million
Borough Council Band D Charge 2009/10	167.00
Capital Plan 2009/10 to 2014/15 (Gross expenditure)	13.48 million
Fixed Assets at 31 March 2009	52.67 million
Debt Outstanding at 31 March 2009	Nil
De minimus for new capital items	£5,000
Revenue Reserve for Capital Schemes at 31 March 2009	14.66 million

- 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 2014/15.
- 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 2008/09 Capital Plan review process and will continue to be a major influence on the 2009/10 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 supported by the receipt of investment interest. In 2009/10 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 has a wide and varied strategic housing responsibility and has identified, through the Housing Strategy five key priorities:
- Provision of affordable housing
 - Tackling homelessness
 - Private sector renewals and energy efficiency
 - Assisting vulnerable households
 - Addressing crime reduction.
- 2.6 The Housing Strategy identifies means, outside the Capital Plan, by which the Council seeks to identify new funding opportunities for meeting these priorities and to support Registered Social Landlord (RSL) partners in bids to the Homes and Communities Agency and the Regional Housing Board. Details of the Council's housing investment priorities can be found in its Housing Strategy 2005-2008 which is published on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1235>. This document has been reviewed and a refreshed strategy for the period 2009–2012 will be presented for adoption in November 2009.
- 2.7 Government support to the Council in terms of Capital funding 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 2009/10 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 is led by the Borough Council, was awarded £9.75 million by the South East Regional Housing Board in 2008 to improve private sector housing over the three years to 2011. £1.62 million of this award has been allocated to Tonbridge & Malling.
- 2.9 The potential for generating future capital receipts is limited. 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 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.
- 2.11 The Council considers the scope for achieving its investment priorities through the Private Finance Initiative is limited but will continue to monitor the situation.
- 2.12 The Revenue Reserve for Capital Schemes (RRCS) contains funds the Borough Council has previously put aside from revenue to fund capital expenditure. This reserve provides the main source of funding for existing and any new schemes that are introduced into the Capital Plan.
- 2.13 The reserve is topped up annually by a revenue contribution as part of the Council budget setting process. That top-up is intended to contribute sufficient new funds to meet the cost of replacing existing plant and equipment as it reaches the end of its useful life as well as providing money for the non-grant funded element of statutory services such as Disabled Facilities Grants. Clearly, replacement of life expired

assets such as IT and the equipment used in our leisure facilities and elsewhere is essential to enable the Council to continue to deliver services.

- 2.14 The 2008/09 original estimates made provision for a contribution to the RRCS of £450,000 which represents approximately one third of the Council's long term capital renewals and other annually recurring expenditure. As part of a package of measures to address the significant financial pressures facing the Council, Members agreed as part of the budget setting process for 2009/10 to temporarily suspend the RRCS annual top-up (Finance and Property Advisory Board 7 January 2009, Policy Overview Committee 16 January 2009 and Cabinet 4 February 2009). Agreement to that suspension was predicated on :
- Deleting / scaling back existing approved capital budget provision where feasible;
 - Limiting budget provision for new additions to the Capital Plan to no more than £600,000 in any one year; and
 - Re-introducing the RRCS annual top-up within a reasonable time frame and increasing the annual contribution over time to a level sufficient to meet capital renewals and other annually recurring expenditure, currently £1.5m pa.
- 2.15 The RRCS balance at 31 March 2009 was £14.66m. The annual limit on new additions to the Capital Plan and commitment to re-introduce and increase the annual RRCS contribution over time will enable the authority to support new investment, without recourse to borrowing, throughout the life of the current Capital Plan and Medium Term Financial Strategy (to 2014/15).
- 2.16 The annual limit on new additions to the Capital Plan and the annual RRCS contribution figures will be reviewed on an annual basis as part of each year's revenue and capital budget setting process.

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).
- 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 2009/10 approved by Cabinet on 4 February 2009.

- 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 2009/10. All government support for the Council's capital expenditure in 2009/10 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 2009/10 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. Best value 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. The target for the financial year 2010/11 was increased to 4% in the Chancellor’s Budget Statement in March 2009. Delivery will be assessed via a national performance indicator (NI 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 31st July. 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 Council has a Residents’ Panel of 1400+ members to provide feedback on Council priorities, services and performance. The first Panel was formed in 2000 and totally renewed in 2005. It is made up of residents aged 16 years (+) from across the borough and from all walks of life. A number of surveys, the latest in summer 2008, have 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.
- 4.3 Amongst the CA&P the Council has selected a number of KEY priorities on which to focus in 2009/10. These are:
- Promote and support the sustainable regeneration and economic development of Tonbridge town centre.
 - Secure a continuing supply of affordable housing and work to prevent homelessness.

- Involve, safeguard and meet the needs of children and young people.
- Achieve a cleaner, smarter and better maintained street scene and open space environment.
- Promote, encourage and provide opportunities for healthy living.
- Work with partners to increase community safety by tackling:
 - acquisitive crime
 - anti-social behaviour
 - perception of crime
 - substance misuse
 - violent crime.
- 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.
- 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 Member Consultation

Members are consulted at the commencement of each year's annual review of the Capital Plan. This consultation, in conjunction with Chief Officers, ensures Members have a direct input into the development of the Capital Plan. In recognition of the significant financial pressure facing the authority and to avoid raising expectations no Member consultation was undertaken in 2009.

5.3 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.

5.4 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.

5.5 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 for the capital strategy from those, such as the Tonbridge and Malling Local Strategic Partnership, the West Kent Partnership and the Community Safety Partnership which help shape policy objectives and which aim to deliver projects in conjunction with others, supported by Capital plan provisions. A number of partnership initiatives are considered in section 6.

5.6 Sustainable 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 and a third strategy for the period 2009-2012 is to be adopted shortly. 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 Sustainable Community Strategy is published on the Council's website: http://www.tmbc.gov.uk/assets/businesslinks/com_strat_06_final.pdf

5.7 Procurement Strategy

Corporate policies on procurement are detailed in the Procurement Strategy approved by Cabinet on 7 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 establishes 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.

5.8 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 significant focus over recent years has been on implementing a Parking Action Plan. This involves setting up Local Parking Plans to manage and balance competing needs in particular areas after a careful process of consultation with the local community. Another example is the investment in green waste collection from domestic properties for centralised composting to reduce the volumes entering the waste stream.

5.9 Support for Local Priorities.

The Borough Council has been consistently investing in its car parks to support the local economy through a phased programme of improvements. In addition, following success in achieving a major capital project to provide flood mitigation in East Peckham, the Council has, in recent months, formed a further partnership including the Environment Agency, County, Borough and Parish Councils and a local resident flood group to alleviate some long standing flooding problems connected with the Aylesford Stream. This has become all the more

urgent because there have been two flooding events that threatened residential properties already this year (2009).

5.10 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. Examples in 2009/10 include a new children's play area at Leybourne Lakes Country Park (funded in full from external grants and developer contributions) and the provision of an all-weather pitch with community use at Tonbridge School (funded in full by the School and the Council, with the Council's funding secured by developer contributions).

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.

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.

5.11 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.

5.12 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.

5.13 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 brought 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 enabled comparison between councils.

The Commission encourages improvement and value for money by undertaking annual use of resources assessments and direction of travel statements in each local authority. 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 Commission's 2003/04 CPA 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, and again in 2007/08 the Council was awarded the maximum score of 4 – performing strongly.

Comprehensive Area Assessment (CAA) replaced CPA from 1 April 2008. There are two main elements to CAA. An area performance assessment looks at how well local public services are being delivered across the county. There is also an organisational assessment of individual councils and other main public bodies such as the police and the health service. The organisational assessment includes a use of resources assessment with three themes: managing finances, governing the business and managing resources. In addition, a managing performance theme focuses on how well the Council delivers improved outcomes against its chosen priorities. The Audit Commission will score the organisational assessment on a four point scale from 1 (does not meet minimum requirements) to 4 (significantly exceeds minimum requirements), with the first judgement being made in late 2009 based, to a significant extent, on performance during 2008/09.

5.14 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.

5.15 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.

5.16 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 delivered 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 and teen shelter at Tonbridge Racecourse Sportsground and outdoor play facilities at Tonbridge Farm Sportsground.

The Council was successful in securing £223,000 from the Big Lottery Children's Play Initiative and this has been used to deliver a number of priority projects identified in the Council's Play Strategy at Ditton, Aylesford, Hildenborough and Leybourne. Partnership funding has been secured from the Big Lottery to extend the services available within the Council's GP Referral Scheme at Larkfield Leisure Centre and the Angel Centre, Tonbridge, and funding from the local Primary Care Trust has enabled the appointment of a Community Exercise Officer, the introduction of a membership package for children (KickStart) and the future creation of a Children's Interactive Zone at Larkfield Leisure Centre.

5.17 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/exec/Climate_Change_Strategy.pdf. With the assistance of the Carbon Trust, energy usage and conservation of energy within all council buildings has been examined and capital investment has been 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 The Tonbridge and Malling Local Strategic Partnership

This new partnership was launched in late 2008 following a review of the role and remit of the West Kent Partnership. That review concluded that each of the three West Kent Districts should have their own district based LSP, leaving the West Kent Partnership to focus on issues of concern that were relevant to all three district areas including economic development and transport.

The Tonbridge and Malling LSP has met four times and has attracted a high level of representation from the public, private, voluntary and faith sectors. Its early work has focused on the review of the Sustainable Community Strategy, developing a local action plan for the Second Kent Agreement and focusing discussions on key issues of concern locally such as older people's services, affordable housing, public health and anti terrorism policies. It has also sought to distribute funding made available from the Kent Partnership received as reward grant following completion of the first Kent Agreement (LAA). This has included the provision of some capital grants to assist with projects being developed by the voluntary sector.

6.2 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 development of a new economic investment strategy for the West Kent area. The Partnership has also led a successful bid for Leader funding to support the rural economy and a total of £1.6 million has been allocated to the area to support farming, forestry and rural businesses over the next five years.

6.3 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 contributions totalling £236,000 to secure their implementation. These are small scale interventions but they are locally important and would not otherwise happen without the Borough Council's local advocacy and support through financial contributions. It has helped, for example, to facilitate drainage improvements in Eccles and Burham where there were flooding problems threatening nearby houses. It has helped bring forward an interactive speed sign at Pembury Road in Tonbridge and a number of bus shelters in partnership with Parish Councils. The Council has secured development contributions from various strategic development sites in the north of the Borough to fund elements of the Medway Gap transport strategy, which include the provision of bus priority measures on the A20 and, for example, major planned improvements to West Malling Station.

6.4 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. At East Malling, the Council has supported the conversion of a former school to a much needed community centre using capital investment. The centre, which will act as a hub for the provision of services to the most deprived community in the Borough, should be operational by the Autumn of 2009.

6.5 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/CrimeAndDisorder/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 commenced 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 Sustainable 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, part of our Local Development Framework. These documents provide the context for partnership projects to attract private sector investment in the town centre and / or secure transport and environmental improvements. An example of the latter is the project for the proposed improvement of the Town lock area in partnership with the Environment Agency with funding secured through private sector development contributions.

Negotiations have now progressed with J Sainsbury Plc. to set up a development partnership project to bring forward a comprehensive mixed use redevelopment of the Botany area 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 current economic recession has caused a hiatus in progress and an opportunity to review the

content and programme for the scheme.

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 £230,000. 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 annually to the July meeting 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_2009_2010.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
Sustainable 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/exec/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/CrimeAndDisorder/Final_Strategy_and_Action_Plan.pdf
Valley of Visions Partnership	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1263
Leisure and Arts Strategy 2008 - 2013	http://www.tmbc.gov.uk/assets/Leisure_Tourism/strategy/LA_Strategy2008-2013.pdf

Treasury Management Strategy Statement and Annual Investment Strategy for 2010/11

1. Introduction

1.1 The Revised CIPFA Treasury Management Code of Practice 2009

In the light of the Icelandic situation in 2008, CIPFA has amended the CIPFA Treasury Management in the Public Services Code of Practice (the Code) and Cross-Sectoral Guidance Notes and Guidance Notes for Local Authorities including Police and Fire Authorities and the template for the revised Treasury Management Policy Statement. As both the Code and the Treasury Policy Statement have been revised in response to the new guidance, the Council is required to formally adopt the Code as set out at **Appendix 1** of this document and an update of the Treasury Policy Statement as set out at **Appendix 2** of this document.

The revised Code has emphasised a number of key areas including the following: -

- a) All councils must formally adopt the revised Code and four clauses.
- b) The strategy report will affirm that the effective management and control of risk are prime objectives of the Council's treasury management activities.
- c) The Council's appetite for risk must be clearly identified within the strategy report and will affirm that priority is given to security of capital and liquidity when investing funds and explain how that will be carried out.
- d) Responsibility for risk management and control lies within the organisation and cannot be delegated to any outside organisation.
- e) Credit ratings should only be used as a starting point when considering risk. Use should also be made of market data and information, the quality financial press, information on government support for banks and the credit ratings of that government support.
- f) Councils need a sound diversification policy with high credit quality counterparties and should consider setting country, sector and group limits.
- g) Borrowing in advance of need is only to be permissible when there is a clear business case for doing so and only for the current capital programme or to finance future debt maturities.
- h) The main annual treasury management reports MUST be approved by full council.
- i) There needs to be, at a minimum, a mid year review of treasury management strategy and performance. This is intended to highlight any areas of concern that have arisen since the original strategy was approved.
- j) Each council must delegate the role of scrutiny of treasury management strategy and policies to a specific named body.
- k) Treasury management performance and policy setting should be subjected to prior scrutiny.
- l) Members should be provided with access to relevant training.

- m) Those charged with governance are also personally responsible for ensuring they have the necessary skills and training.
- n) Responsibility for these activities must be clearly defined within the organisation.
- o) Officers involved in treasury management must be explicitly required to follow treasury management policies and procedures when making investment and borrowing decisions on behalf of the Council (this will form part of the updated Treasury Management Practices).

This strategy statement has been prepared in accordance with the revised Code. Accordingly, the Council's Treasury Management Strategy will be approved annually by full Council and there will also be a mid year report. In addition there will be monitoring reports and regular review by members in both executive and scrutiny functions. The aim of these reporting arrangements is to ensure that those with ultimate responsibility for the treasury management function appreciate fully the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

This Council will adopt the following reporting arrangements in accordance with the requirements of the revised Code: -

Area of Responsibility	Council/ Committee/ Officer	Frequency
Treasury Management Policy Statement (revised)	Full Council	Initial adoption in 2010
Treasury Management Strategy / Annual Investment Strategy / MRP policy	Full Council	Annually before the start of the year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – mid year report	Finance and Property Advisory Board and Cabinet	Mid year
Treasury Management Strategy / Annual Investment Strategy / MRP policy – updates or revisions	Full Council	As required
Annual Treasury Outturn Report	Cabinet and full Council	Annually by 30 June after the end of the year
Treasury Management Monitoring Reports	Finance and Property Advisory Board / Cabinet	As appropriate
Treasury Management Practices	Finance and Property Advisory Board / Cabinet	As required
Scrutiny of treasury management strategy	Audit Committee	Annually before the start of the year
Scrutiny of treasury management performance	Audit Committee	As appropriate

1.2 Revised CIPFA Prudential Code

CIPFA has also issued a revised Prudential Code which primarily covers borrowing and the Prudential Indicators. Three of these indicators have now been moved from being Prudential Indicators to being Treasury Indicators: -

- authorised limit for external debt
- operational boundary for external debt
- actual external debt.

1.3 Revised Investment Guidance

It should also be noted that the Department for Communities and Local Government is currently undertaking a consultation exercise on draft revised investment guidance which will result in the issue of amended investment guidance for English local authorities to come into effect from 1 April 2010. It is not currently expected that there will be any major changes required over and above the changes already required by the revised Code.

1.4 Treasury Management Strategy for 2010/11

The Local Government Act 2003 (the Act) and supporting regulations requires the Council to 'have regard to' the CIPFA Prudential Code and the CIPFA Treasury Management Code of Practice to set Prudential and Treasury Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable.

The Act therefore requires the Council to set out its treasury strategy for borrowing and to prepare an Annual Investment Strategy (as required by Investment Guidance issued subsequent to the Act) (included as paragraph 7 of this document); this sets out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.

The suggested strategy for 2010/11 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Sector Treasury Services.

The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council
- prudential and treasury Indicators (**Appendix 3**)
- the current treasury position
- the borrowing requirement
- prospects for interest rates (**Appendix 4**)
- the investment strategy
- policy on use of external service providers

1.5 Balanced Budget Requirement

It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. In particular, Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This, therefore, means that increases in capital expenditure must be limited to a level whereby increases in charges to revenue from: -

1. increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
2. any increases in running costs from new capital projects are limited to a level which is affordable within the projected income of the Council for the foreseeable future.

2. Treasury Limits for 2010/11 to 2012/13

It is a statutory duty under Section 3 of the Act and supporting regulations, for the Council to determine and keep under review how much it can afford to borrow. The amount so determined is termed the “Affordable Borrowing Limit”. In England and Wales the Authorised Limit represents the legislative limit specified in the Act.

The Council must have regard to the Prudential Code when setting the Authorised Limit, which essentially requires it to ensure that total capital investment remains within sustainable limits and, in particular, that the impact upon its future council tax and council rent levels is ‘acceptable’.

Whilst termed an “Affordable Borrowing Limit”, the capital plans to be considered for inclusion incorporate financing by both external borrowing and other forms of liability, such as credit arrangements. The Authorised Limit is to be set, on a rolling basis, for the forthcoming financial year and two successive financial years, details of which can be found at **Appendix 3**.

3. Prudential and Treasury Indicators for 2010/11 – 2012/13

Prudential and Treasury Indicators (the latter as set out at **Appendix 3** are relevant for the purposes of setting an integrated treasury management strategy.

The Council is also required to indicate if it has adopted the CIPFA Code of Practice on Treasury Management. The original 2001 Code was adopted on 30 September 2003 by the full Council and the revised Code will be adopted on 18 February 2010.

4. Current Portfolio Position

The Council is debt free and as such the overall treasury portfolio position at 31/12/09 comprised only investments, which totalled £38.2m and were generating an averaged return of 2.1%.

5. Borrowing Requirement

Other than for cash flow purposes and then within the limits set out at **Appendix 3**

borrowing will not be necessary.

6. Prospects for Interest Rates

The Council has appointed Sector Treasury Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. **Appendix 4** draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. The following table gives the Sector central view.

Sector Bank Rate forecast for financial year ends (March)

- 2010 0.50%
- 2011 1.50%
- 2012 3.50%
- 2013 4.50%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected. A detailed view of the current economic background is contained within **Appendix 5** to this report.

7. Annual Investment Strategy

7.1 Investment Policy

The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") issued in March 2004, any revisions to that guidance, the Audit Commission's report on Icelandic investments and the 2009 revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities are: -

- (a) the security of capital and
- (b) the liquidity of its investments.

The Council will also aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite of this Council is low in order to give priority to security of its investments.

The borrowing of monies purely to invest or on-lend and make a return is unlawful and this Council will not engage in such activity.

Investment instruments identified for use in the financial year are listed in **Appendix 6** under the 'Specified' and 'Non-Specified' Investments categories. Counterparty limits will be as set through the Council's Treasury Management Practices.

7.2 Creditworthiness policy

This Council uses the creditworthiness service provided by Sector Treasury Services. This service has been progressively enhanced over the last year and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moodys and Standard and Poors, forming the core element. However, it does

not rely solely on the current credit ratings of counterparties but also uses the following as overlays: -

- credit watches and credit outlooks from credit rating agencies
- CDS spreads to give early warning of likely changes in credit ratings
- sovereign ratings to select counterparties from only the most creditworthy countries

This modelling approach combines credit ratings, credit watches, credit outlooks and CDS spreads in a weighted scoring system for which the end product is a series of colour code bands which indicate the relative creditworthiness of counterparties. These colour codes are also used by the Council to inform the process for determining the duration for investments and are therefore referred to as durational bands. The Council is satisfied that this service now gives a much improved level of security for its investments. It is also a service which the Council would not be able to replicate using in house resources.

The selection of counterparties with a high level of creditworthiness will be achieved by selection of institutions down to a minimum durational band within Sector's weekly credit list of worldwide potential counterparties. The Council will therefore use only those counterparties within the following durational bands:

- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 3 months
- No Colour not to be used

This Council will not use the approach suggested by CIPFA of using the lowest rating from all three rating agencies to determine creditworthy counterparties as Moodys are currently very much more aggressive in giving low ratings than the other two agencies. This would therefore be unworkable and leave the Council with few banks on its approved lending list. The Sector creditworthiness service uses ratings from all three agencies, but by using a scoring system does not give undue preponderance to just one agency's ratings.

All credit ratings will be reviewed on a weekly basis and monitored on a daily basis. The Council is alerted to changes to ratings of all three agencies through its use of the Sector creditworthiness service.

- If a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- In addition to the use of Credit Ratings the Council will be advised of information in movements in Credit Default Swap against the iTraxx benchmark and other market data on a weekly basis. Extreme market movements may result in downgrade of an institution or removal from the Councils lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and information, information on government support for banks and the credit ratings of that government support.

7.3 Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA from Fitch Ratings (or equivalent from other agencies if Fitch does not provide) The list of countries that qualify using this credit criteria as at the date of this report are shown in **Appendix 7**. This list will be added to or deducted from by officers should ratings change in accordance with this policy.

In the event of the Sovereign rating of the UK being downgraded from AAA, investments may continue to be made with those institutions named by the UK Government and underpinned by their implicit support.

Avoidance of a concentration of investments in too few counterparties or countries is a key to the effectiveness of limits and in this regard the limits set out below are thought to achieve a prudent balance between risk and practicality in respect of core and cash flow funds:

State/Sector and Counter party type	UK	Europe excl UK	Rest of the world
Core Funds			
Geographical sector	75%	40%	40%
AAA sovereign states within each geographical sector	100%	25%	25%
Group limit as % of geographical sector limit	25%	25%	25%
Individual counter party limit as a % of geographical sector limit – F1+/AA-/B/2	25%	25%	25%
Individual counter party limit as a % of geographical sector limit – the eight named UK institutions and wholly owned subsidiaries whose support rating reflects the implicit support of HMG	20%	N/A	N/A
Cash flow funds excluding AAA MR1+ Money Market Funds			
Geographical sector	100%	40%	40%
AAA sovereign states within each geographical sector	100%	25%	25%
Group limit as % of geographical sector limit	25%	25%	25%
Individual counter party limit as a % of	25%	25%	25%

geographical sector limit – F1+/AA-/B/2			
Individual counter party limit as a % of geographical sector limit – the eight named UK institutions and wholly owned subsidiaries hose support rating reflects the implicit support of HMG	20%	N/A	N/A

7.4 In-house funds:

The Council's in-house managed funds currently comprise a mix of core and cash flow funds.

Core investment

The core investments managed internally will be held until maturity unless credit worthiness concerns prompt a request for early repayment. Upon maturity these funds are to be transferred to the external fund manager in order to further reduce counter party risk, through access to the highest quality names. The details of the core investments are as follows:

Counterparty	Amount	Interest rate	Maturity or call dates
Ulster Bank Markets Ltd	£5.0m	5.74%	26/1/10
Barclays Bank plc	£2.5m	7.05%	19/7/10 and 17/1/11
Nationwide Building Society	£2.5m	6.25%	27/5/11

The anticipated averaged rate of return on those core investments extending into 2010/11 is 6.4% based on the expectation that Barclays Bank will exercise their right to call for repayment on 19/7/10.

Cash flow investments

The average cash flow balance expected to be managed internally during the coming year will be in the region of £4.5m. That balance excludes surpluses available for longer than 3 months, which under the Investment Strategy for 2009/10 are placed with the external fund manager. For 2010/11 this is to remain the default action unless the Treasury Management Team determine in concert that a better rate of return can be achieved without undue added risk from managing those funds internally.

Investments in respect of cash flow will accordingly be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Bank Rate is forecast to commence rising in quarter 3 of 2010 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows: -

- **2010** 0.50%
- **2011** 1.50%
- **2012** 3.50%
- **2013** 4.50%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected.

The Council will, accordingly, avoid locking into longer term deals while investment rates are down at historically low levels unless exceptionally attractive rates are available which make longer term deals worthwhile.

An investment return of 1.25% is currently considered achievable on cash flow investments placed during the financial year through the use of business reserve accounts, money market funds and short-dated deposits (overnight to three months) to benefit from the compounding of interest.

7.5 External fund managers

Around £20m of the Council's funds core and cash flow surpluses available for longer than 3 months are currently externally managed on a discretionary basis by Investec Asset Management Ltd, who are obliged to comply with the Annual Investment Strategy. The agreement between the Council and the fund manager additionally stipulate guidelines and duration and other limits in order to contain and control risk.

Investec's view on interest rates and opportunities for gilts/bonds is to:

Remain defensively positioned holding short dated money market instruments in anticipation of the eventual rise in official rates from what are emergency levels. Official rates may not rise till June or possibly even the Sept quarter, but market rates will anticipate the move well before, especially in longer dated assets of 1year and longer. Short dated Gilt yields are likely to rise sharply once QE finishes and it is anticipated this market may well offer the greatest area of interest and value during 10/11, as the huge issuance program will require attractive yields to attract investors in order for them to hold such paper under so much issuance. In summary, the strategy is to remain defensively positioned until yields start to rise and to then look to increase duration by extending maturities in both gilts and money market instruments as yields become more compelling.

For 2010/11 the central case forecast of investment return is 2% and it is suggested that the Council should budget for this figure on core investments.

7.6 Overall return on core investments

When taking into account the internally managed core funds referred to at paragraph 7.4 and the anticipated rate of return predicted by Investec at paragraph 7.5 the overall investment return on core funds is currently expected to be 2.5%.

7.7 End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

8. Policy on the use of external service providers

The Council uses Sector Treasury Services as its external treasury management advisers.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

9. Scheme of delegation

Please refer to **Appendix 8** for details of the scheme of delegation.

10. Role of the section 151 officer

Please refer to **Appendix 9** for details of the role of the section 151 officer.

APPENDICES

1. CIPFA Treasury Management Code of Practice 2009
 2. Treasury Management Policy Statement
 3. Prudential and Treasury indicators
 4. Interest rate forecasts
 5. Economic background
 6. Specified and non specified investments
 7. Approved countries for investments
 8. Treasury management scheme of delegation
 9. The treasury management role of the section 151 officer
-

Appendix 1

CIPFA Treasury Management Code of Practice 2009

INTRODUCTION

The CIPFA Code of Practice on Treasury Management in Local Authorities was last updated in 2001 and has been revised in 2009 in the light of the default by Icelandic banks in 2008. The revised Code requires that a report be submitted to the council, board or other appropriate body, setting out four amended clauses which should be formally passed in order to approve adoption of the new version of the Code of Practice and Cross-Sectoral Guidance Notes.

The revised Code also includes an amended version of the treasury management policy statement (TMPS) incorporating just three clauses and a revised definition of treasury management activities. The Code does not require this statement to be approved by the council, board or other appropriate body.

The revised Code has also set out various requirements which have been summarised in paragraph 1 of the latest Treasury Management Strategy Statement.

RESOLUTIONS

CIPFA recommends that all public service organisations adopt, as part of their standing orders, financial regulations, or other formal policy documents appropriate to their circumstances, the following four clauses.

1. This organisation will create and maintain, as the cornerstones for effective treasury management:

- a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
- suitable treasury management practices (TMPs), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in Sections 6 and 7 of the Code, subject only to amendment where necessary to reflect the particular circumstances of this organisation. Such amendments will not result in the organisation materially deviating from the Code's key principles.

2. The Cabinet will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs for recommendation to Council as appropriate and in accordance with the Council's Financial Procedure Rules and legislation.

3. This organisation delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet via the Finance and Property Advisory Board, and for the execution and administration of treasury management decisions to the Director of Finance, who will act in accordance with the organisation's policy statement and TMPs and, if he/she is a CIPFA member, CIPFA's Standard of Professional Practice on Treasury Management.
4. This organisation nominates the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Appendix 2**Treasury Management Policy Statement**

1. This organisation defines its treasury management activities as: “The management of the authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.
2. This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation.
3. This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.”

Appendix 3

Prudential and Treasury Indicators

The prudential indicators cannot be set until the capital programme is finally determined and will as a consequence be reported as part of the Setting the Budget 2010/11 report that is to be submitted to Cabinet on 2 February.

The treasury management indicators are as set out in the table below:

TREASURY MANAGEMENT INDICATORS	2008/09	2009/10	2010/11	2011/12	2012/13
	actual	estimate	estimate	estimate	estimate
	£'000	£'000	£'000	£'000	£'000
Authorised Limit for external debt - borrowing	£Nil	£5,000	£5,000	£5,000	£5,000
other long term liabilities	£Nil	£Nil	£Nil	£Nil	£Nil
TOTAL	£Nil	£Nil	£5,000	£5,000	£5,000
Operational Boundary for external debt - Borrowing on overdraft	£2,600	£2,000	£2,000	£2,000	£2,000
other long term liabilities	£Nil	£Nil	£Nil	£Nil	£Nil
TOTAL	£2,600	£2,000	£2,000	£2,000	£2,000
Actual external debt	£Nil	£Nil	£Nil	£Nil	£Nil
Upper limit for net fixed (>1year) interest rate exposure-	27%	10%	It is anticipated that the net exposure will range between 0 % to 60%.		
Upper limit for net variable (<1 year) rate exposure	73%	90%	It is anticipated that net exposure will range between 40% to 100%		
Upper limit for total principal sums invested for over 364 days	£5,000	£2,500	60% of core funds	60% of core funds	60% of core funds
Maturity structure of fixed rate borrowing during 2010/11			upper limit	lower limit	
under 12 months			100%	0%	
Over 12 months			0%	0%	

Appendix 4

Interest Rate Forecasts

The data below shows a variety of forecasts published by a number of institutions. The first three are individual forecasts including those of UBS and Capital Economics (an independent forecasting consultancy). The final one represents summarised figures drawn from the population of all major City banks and academic institutions.

The forecast within this strategy statement has been drawn from these diverse sources and officers' own views.

1. INDIVIDUAL FORECASTS

Sector interest rate forecast – 23.11.09

	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13
Bank rate	0.50%	0.50%	0.75%	1.00%	1.50%	2.25%	2.75%	3.25%	3.50%	3.75%	4.25%	4.25%	4.50%
5yr PWLB rate	3.05%	3.20%	3.30%	3.40%	3.60%	3.85%	4.15%	4.55%	4.60%	4.80%	4.80%	4.85%	4.85%
10yr PWLB rate	4.00%	4.05%	4.15%	4.30%	4.45%	4.60%	4.80%	4.90%	5.00%	5.10%	5.10%	5.15%	5.15%
25yr PWLB rate	4.55%	4.65%	4.70%	4.80%	4.90%	5.00%	5.05%	5.10%	5.20%	5.30%	5.30%	5.35%	5.35%
50yr PWLB rate	4.60%	4.70%	4.75%	4.90%	5.00%	5.10%	5.15%	5.20%	5.30%	5.40%	5.40%	5.45%	5.45%

Capital Economics interest rate forecast – 5.11.09

	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
5yr PWLB rate	2.65%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%	2.15%
10yr PWLB rate	3.15%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%	2.65%
25yr PWLB rate	3.95%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
50yr PWLB rate	4.15%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%	4.05%

UBS interest rate forecast (for quarter ends) – 30.10.09

	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11	Dec-11
Bank Rate	0.50%	0.50%	0.75%	1.00%	1.50%	2.00%	2.50%	3.00%
10yr PWLB rate	3.90%	4.05%	4.40%	4.75%	4.90%	5.15%	5.40%	5.40%
25yr PWLB rate	4.45%	4.65%	5.00%	5.15%	5.40%	5.65%	5.90%	5.90%
50yr PWLB rate	4.55%	4.75%	5.10%	5.25%	5.50%	5.75%	6.00%	6.00%

Appendix 5

Economic Background

4.1. Introduction

- The credit crunch storm of August 2007 eventually fed through to the near collapse of the world banking system in September 2008. This then pushed most of the major economies of the world into a very sharp recession in 2009 accompanied by a dearth of lending from banks anxious to rebuild their weakened balance sheets. Many governments were forced to recapitalise and rescue their major banks and central banks precipitately cut their central bank rates to 0.10 – 1.00% in order to counter the recession.
- The long awaited start of growth eventually came in quarter 3 2009 in the US and the EU. However, there was disappointment that the UK failed to emerge from recession in quarter 3.
- Inflation has plunged in most major economies and is currently not seen as being a problem for at least the next two years due to the large output gaps and high unemployment putting a lid on wage growth. In many countries there have been widespread pay freezes in 2009 and these are likely to be persistent for some time.
- Deflation could become a threat in some economies if they were to go into a significant double dip recession.
- Asian countries, especially China, are buoying world demand through their own stimulus measures.
- There still needs to be a radical world rebalancing of excess savings rates by cash rich Asian and oil based economies and excess consumption rates in Western economies if the world financial system is not to avoid a potential rerun of this major financial crisis in years to come.
- Most major economies have resorted to a huge expansion of fiscal stimulus packages in order to encourage a fast exit from recession. This, together with expenditure on direct support provided to ailing banks, has led to a drastic expansion in government debt levels which will take many years to eliminate and to restore the previous health of national finances.

4.2 Two growth scenarios

- The current big issue is ‘how quickly will the major world economies recover?’ There is a sharp division of opinion on this question as set out below. The knock on effects on forecasts for interest rates can be seen in **Appendix 4** – UBS strong recovery, Capital Economics – weak recovery.

4.2.1 Strong recovery

- This is a normal cyclical recovery which will be strong in the major world economies. The US still has potential to add further fiscal stimulus in 2010 to ensure that strong recovery continues after the current round of stimulus measures end. Growth in the EU is likely to be strong in 2010 and not require such help.

The UK:

- GDP growth will almost get back to the long term average of about 2.5% in 2011 but is likely to peak in the first half of the year as inventory rebuilding and stimulus measures fade and fiscal contraction kicks in later in the year.
- The economy will rebalance with strong growth in exports and import substitution helped by strong recovery in the EU and the rest of the world.
- Sterling has depreciated by 25% since the peak in 2007 and is likely to stay weak.
- Consumer spending – only a mediocre recovery is expected due to a steady increase in the savings ratio from +5.6% in 2009 to about 8% in 2011 as consumers pay down debt or build cash balances. Consumer incomes will be held down by wage freezes and increases in taxation.
- House price recovery is expected to persist helped by a low Bank Rate for a prolonged period; the peak to trough fall in house prices is now expected to be no more than 20%. House prices to rise by about 6% in 2010, and 3% in 2011; mortgage approvals will rise back to the level of 75 - 80,000 per month needed to ensure a continuation of a trend of rising house prices.
- CPI inflation to peak @ 2.5% in early 2010 after the rise in VAT in January but then to fall to a trough near 1.5% in early 2011 and to stay below 2% for the rest of 2011.
- The current MPC attitude is one of hang on as long as possible before increasing Bank Rate. The aim of this would be to try to ensure that growth gets going at a decent rate and that Bank Rate gets back to 4 – 5% before the next recession and that all assets purchased through QE have been sold off by then. The first Bank Rate increase is expected in Q3 2009.
- If there is a change of Government in 2010 with a more aggressive fiscal approach then this could delay the timing of Bank Rate starting to go up.
- The fiscal deficit is 6.4% of GDP, about £90bn, which is expected to fall at £11bn p.a. over eight years at currently planned rates. This is similar to the peak deficit of 7% in 1990s which was remedied to a surplus of 1.6% in the space of 6 years helped by strong, steady economic growth of 3% p.a. supported by loose monetary policy that compensated for the fiscal squeeze.
- Gilt yields, especially longer term ones, are currently artificially low due to the Bank of England's Quantitative Easing operations. £200bn of gilts, commercial bonds and paper are being purchased under this scheme which has inflated prices and depressed yields. Once this campaign ends, yields will inevitably rise but will also rise due to the huge level of issuance of new gilts to finance the fiscal deficit. Long gilt yields are therefore forecast to reach 6% during 2011.
- Gilt yields could rise higher if there was a hung Parliament in 2010 or if the fiscal situation deteriorates further.
- The major risk to this scenario would be a lack of supply of bank credit. However, it is felt that the Bank of England is on alert to ensure that this does not happen and would continue various measures to assist the expansion of credit.

4.2.2 Weak recovery

- The current economic cycle is not a normal business cycle but a balance sheet driven cycle. Over borrowed banks, corporates and consumers are focused on

- Fiscal contraction will further dampen economic recovery driven by a strong political agenda to accelerate cuts in expenditure and increases in taxation after the general election in 2010.
- The consumer savings ratio will rise so as to eliminate over borrowing and to insure against people losing their jobs during this downturn. This will depress consumer expenditure, the main driver of the UK economy.
- Growth will also be hampered by a reduced supply of credit from weakened banks compounded by weak demand for credit.
- The eventual reversal of Quantitative Easing will take cash out of the economy and reduce demand in the economy.
- Unemployment is likely to rise to near 3m in 2010 and take years to subside due to weak growth. High unemployment will reduce tax income and increase expenditure on benefits and the costs of local authority services.
- Inflation will not be a threat for several years as the current 6% output gap will take until 2014 to be eliminated.
- However, deflation is a major danger for some years: the major falls in manufacturing prices over the last 12 -18 months have still to feed through to the economy and then to impact wage deflation.
- CPI inflation will blip up over 2% in early 2010 but will then be on a strong downward trend to about -1% in 2011.
- There is no need for the MPC to change Bank Rate from 0.5% in 2010 or 2011 and possibly for 5 years as they will need to counter the fiscal contraction which will dampen demand in the economy.
- Long PWLB rates will FALL from current levels to near 4% in 2010 due to weak economic recovery and minimal inflation so that the real rate of return (net of inflation) on long gilts is healthy at these low levels

4.2.3 Sector view

- Sector recognises that at the current time it is difficult to have confidence as to exactly how strong the UK economic recovery will prove to be. Both the above scenarios are founded on major assumptions and research which could or could not turn out to be correct.
- Sector has adopted a more moderate view between these two scenarios outlined above i.e. a moderate return to growth.
- We do, however, feel that the risks that long term gilt yields and PWLB rates will rise markedly are high.
- There are huge uncertainties in all forecasts due to the major difficulties of forecasting the following areas: -
 - degree of speed and severity of fiscal contraction after the general election

- timing and amounts of the reversal of Quantitative Easing,
 - speed of recovery of banks' profitability and balance sheet imbalances
 - changes in the consumer savings ratio
 - rebalancing of the UK economy towards exporting and substituting imports
- The overall balance of risks is weighted to the downside i.e. the pace of economic growth disappoints and Bank Rate increases are delayed and / or lower
- There is an identifiable risk of a double dip recession and deleveraging creating a downward spiral of falling demand, falling jobs and falling prices and wages leading to deflation but this is considered to be a small risk and an extreme view at the current time on the basis of current evidence.

APPENDIX 6

Specified and Non-Specified Investments

Specified Investments: (All such investments must be sterling denominated, with maturities of up to maximum of 1 year, meeting the minimum ‘high’ rating criteria where applicable)

Investment type	Minimum ‘High’ Credit Criteria	Use
Debt Management Agency Deposit Facility	--	In-house
Term deposits – local authorities	--	In-house
Term deposits – banks and building societies	F1+,AA-,B, 2 Sovereign rating AAA	In-house and Fund Managers
Term deposits with nationalised UK banks and the 8 institutions named by the Govt and subject to an implicit guarantee: <ul style="list-style-type: none"> • Santander • Barclays • HBOS • Lloyds TSB • HSBC • Nationwide Building Society • RBS • Standard Chartered 	F1,A+,B/C,1 Sovereign rating AAA	In-house and Fund Manager
Certificates of deposits issued by banks and building societies	F1+,AA-,B,2 Sovereign rating AAA	In-house and Fund Manager
UK Govt Gilts	--	Fund Manager
Commercial paper	F1+,AA-,B,2 Sovereign rating AAA	Fund Manager
Treasury Bills	--	Fund Manager
Bonds issued by a financial institution guaranteed by HMG	F1+,AA-,B, 2	Fund Manager
Bonds issued by multilateral development banks	Long Term and Sovereign AAA	Fund Manager
Sovereign bonds issues by other than UK Govt	Long Term and Sovereign AAA	Fund Manager
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):		
1. UK Government Liquidity Funds	--	In-house and Fund Manager
2. Money Market Funds	AAAMR1+	In-house and Fund Manager
3. Enhanced cash funds	AAA	In-house and Fund Manager

Non-Specified Investments A maximum of 60% of core funds will be held in aggregate in non-specified investment

Investment type	Minimum Credit Criteria	Use	Max % of core investments	Max. maturity period
Fixed term deposits with variable rate and variable maturities: - Structured deposits	Short-term F1+, Long-term AA-, Individual B, Support 2	In-house	10%	2 years
Commercial paper issuance by UK banks covered by UK Government guarantee	UK Government explicit guarantee	In-house and Fund Manager	10%	2 years
Commercial paper other	Short-term F1+, Long-term AA-, Individual B, Support 2	In-house	10%	2 years
Other debt issuance by UK banks covered by UK Government guarantee	UK Government explicit guarantee	In-house and Fund Manager	20%	2 years
Term deposits – local authorities	--	In-house	20%	2 years
Term deposits – banks and building societies	Short-term F1+, Long-term AA-, Individual B, Support 2	In-house	20%	2 years
Certificates of deposits issued by banks and building societies	Short-term F1+, Long-term AA-, Individual B, Support 2	In house and Fund Manager	20%	2 years
UK Government Gilts	Sovereign AAA	In-house and Fund Manager	50%	5 years
Bonds issued by multilateral development banks	AAA	Fund Manager	25%	5 years
Bonds issued by a financial institution which is guaranteed by the UK government	--	Fund Manager	15%	5 years
Sovereign bond issues (i.e. other than the UK govt)	AAA	Fund Manager	15%	5 years

Appendix 7**Approved countries for investments**

Sovereign rating of AAA

- Canada
- Denmark
- Finland
- France
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland
- U.K.
- U.S.A.

Appendix 8**Treasury management scheme of delegation****(i) Full council**

- budget approval
- approval of treasury management policy.
- approval of the annual Treasury Management Strategy Statement and Annual Investment Strategy.
- approval of amendments to the council's adopted clauses, treasury management policy statement and the annual Treasury Management Strategy Statement and Investment Strategy.

(ii) Cabinet

- budget consideration
- approval of Treasury Management Practices
- approval of the division of responsibilities
- approval of the selection of external service providers and agreeing terms of appointment.
- acting on recommendations in connection with monitoring reports.

(iii) Audit Committee scrutiny

- reviewing the annual Treasury Management Strategy Statement and Investment Strategy and making recommendations to Cabinet and Council
- reviewing treasury management policy, performance, practices and procedures and making recommendations to Cabinet and Council.

(iv) Finance and Property Advisory Board

- receiving and reviewing regular monitoring reports and making recommendations there on to Cabinet.

Appendix 9**The treasury management role of the section 151 (responsible) officer:**

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance
- submitting regular treasury management policy reports
- submitting budgets and budget variations
- receiving and reviewing management information reports
- reviewing the performance of the treasury management function
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensuring the adequacy of internal audit, and liaising with external audit
- recommending the appointment of external service providers.