

Your 2011/12 services

Tonbridge & Malling



How your council tax pays for
the services we provide



Kent & Medway
Fire & Rescue Authority

Your Council Tax 2011/12



Contact information

If you have any comments or questions about the information provided, please contact:

**Tonbridge & Malling
Borough Council**
Telephone: 01732 844522
Email: customer.services@tmbc.gov.uk

Write to:
**Tonbridge & Malling Borough
Council, Gibson Building, 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](http://www.kent.gov.uk/financialpublications)

**Kent and Medway
Fire and 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

If you have a question about paying your Council Tax bill or claiming Council Tax benefit, please contact Tonbridge & Malling Borough Council.



Contents

About your Council Tax	1
Joint Council Tax figures	2
Tonbridge & Malling Borough Council	3
Which authority does what?	13
Kent County Council	15
Kent Police Authority	21
Kent and Medway Fire and Rescue Authority	25

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



About your Council Tax

Tonbridge & Malling Borough Council, Kent County Council, Kent Police Authority and Kent and Medway Fire and Rescue Authority together deliver most of the local services in your area. If you live in an area with a parish council, it too provides some local services. This leaflet provides information from each of these authorities.



The Council Tax you pay is collected by Tonbridge & Malling Borough Council on behalf of all the above authorities. The total amount is then divided between these authorities (see table on page 2).

We have set our 2011/12 budgets in the most difficult circumstances that we have faced for a very long time. Following the General Election in May 2010, the Coalition Government pledged to remove the £149 billion national deficit over the next four years and it was inevitable that local government would have a significant part to play.

Despite these difficult circumstances, and in light of the continuing economic uncertainty facing many households, all of the four authorities have agreed that Council Tax should be frozen at the same level as 2010/11 for the forthcoming year.

Joint Council Tax breakdown



The table below shows how your council tax is divided between the different authorities. Some areas also pay council tax to support a parish council. The parish council tax varies from parish to parish. Parish charges are shown separately on page 8 of this leaflet.

House Band	Kent County Council £	Tonbridge & Malling Borough Council £	Kent Police Authority £	Kent and Medway Fire and Rescue Authority £	Total Council Tax (excluding parish precepts) £
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 and Medway Fire and Rescue Authority and parish councils where applicable.



Your Council Tax 2011/12



Borough Council's budget

The Council's Band D tax rate for 2011/12 has been held at its 2010/11 level of £171.91. The Borough Council is facing a reduction in funding from central government over the next two years of more than 28 per cent. Taking into account this significant cut in government funding and further cuts expected in future years a budget 'funding gap' of about £2m has been identified over the medium term. We do have a robust Medium Term Financial Strategy and this affords us the time to take a constructive and considered approach to addressing the 'funding gap'. Clearly, the financial difficulties faced by the Council are unprecedented but it is determined that the negative impact on service delivery and council tax increases are minimised, albeit some difficult choices will have to be made.

2010/11			Income & expenditure summary	2011/12		
Gross £000	Income £000	Net £000		Gross £000	Income £000	Net £000
9,139	-4,951	4,188	Cultural and related	9,345	-4,980	4,365
6,522	-1,646	4,876	Environmental and regulatory	6,544	-1,706	4,838
3,416	-1,092	2,324	Planning	3,547	-1,085	2,462
3,068	-2,560	508	Highways and transport	2,390	-2,330	60
32,827	-31,297	1,530	Housing	33,880	-32,160	1,720
10,016	-8,277	1,739	Central services to the public	10,621	-8,566	2,055
2,459	0	2,459	Corporate and democratic core	2,525	0	2,525
363	-106	257	Non-distributed costs	526	-241	285
67,810	-49,929	17,881	Total	69,378	-51,048	18,330
		396	Levies and payments to government bodies			398
		1,686	Pension accounting adjustments			254
		3,153	Expenditure funded from capital reserve			1,889
		-289	Trading undertakings			-291
		-612	Investment income			-349
		-3,465	Depreciation and other capital adjustments			-2,978
		0	Council Tax Freeze Grant			-212
		-3,754	Use of reserves			-3,726
		14,996	Budget requirement			13,315
			Met from			
		-6,522	Government grant			-4,890
		-115	Council tax collection adjustments			0
		8,359	Balance met from council tax			8,425
		£171.91	Council tax at Band D			£171.91

Why spending has changed	£000
Budget requirement 2010/11	14,996
Housing and council tax benefit payments and associated subsidy	61
Price inflation, service pressures, specific grant income and efficiencies (net)	78
Transfer of concessionary fares function to Kent County Council (net)	-585
Net contribution to / (from) reserves	-1,235
Budget requirement 2011/12	13,315



The Borough Council's finance is:

Raised from	2011/12	
	£000	%
Specific grants	40,235	55.9
Interest, fees and charges	11,699	16.3
Council tax	8,425	11.7
Government grant	4,890	6.8
Use of reserves	3,726	5.2
Depreciation and other capital adjustments	2,978	4.1
Total	71,953	100.0

Spent on	2011/12	
	£000	%
Community safety	247	0.3
Financial arrangements with parish councils	302	0.4
Local land charges	313	0.4
Sports grounds	466	0.6
Golf course	688	1.0
General leisure services	711	1.0
Pleasure grounds and open spaces	844	1.2
Council tax and business rates collection	965	1.3
Amenity cleansing	1,343	1.9
Environmental health	1,407	2.0
Housing	1,847	2.6
Car parking and transportation	2,165	3.0
Corporate management and democratic representation	2,331	3.2
Other services	2,600	3.6
Refuse collection and recycling	3,019	4.2
Planning and building control	3,229	4.5
Leisure centres	6,588	9.2
Council tax benefit and housing benefit	40,313	56.0
Gross expenditure on services	69,378	96.4
Trading undertakings	34	0.0
Pension accounting adjustments	254	0.4
Levies and payments to government bodies	398	0.6
Expenditure funded from capital reserve	1,889	2.6
Total	71,953	100.0

A copy of our detailed budget book is available at the council offices at Kings Hill or on the Council's website.

Your Council Tax 2011/12



Our key improvement priorities

Tonbridge & Malling Borough Council focused on the following six priorities during 2010/11. Against each one we give examples of what we have already achieved. We plan to make further progress against these in 2011/12.

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



- ✓ During 2010/11 we shared more services with other councils. This enabled us to reduce staffing levels where a downturn in workloads or prioritisation of services has allowed.

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



- ✓ During 2010/11 we:
 - Worked with the Environment Agency to design the Town Lock enhancement scheme.
 - Delivered a range of events to promote tourism in the town.
 - Improved access to council and other services via the Tonbridge Gateway.
 - Continued to bring forward major development schemes and plans in preparation for an improving economic climate.

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



- ✓ During 2010/11 we:
 - Completed 137 affordable housing units by 31 December 2010. We expect this to rise to 169 units by 31 March 2011.
 - Worked with a range of partners to prioritise development for west Kent (the "Local Investment Plan").
 - Improved awareness of benefit entitlements via the Kent Benefits Partnership and commenced implementation of our e-benefits system. This will enable residents to submit their claims via the internet and visiting officers to assess claims in residents' homes.



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



- ✓ During 2010/11 we:
- Helped Tonbridge and Malling's Youth Forum to organise a high profile event promoting positive images of young people.
 - Developed a parents' information pack that includes detailed information on child protection, equal opportunities, behaviour management, healthy eating and health and safety.
 - Started work to improve and update the children's play area at Tonbridge Racecourse Sportsground.

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



- ✓ During 2010/11 we:
- Enforced the law in environmental 'hot spots', working closely with the police and other agencies.
 - Introduced new dog control orders.
 - Tackled anti-social behaviour associated with environmental crime, including graffiti.
 - Refurbished Tonbridge Farm pavilion.



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



Tel: 01622 719345



Tel: 01732 359566



Your Council Tax 2011/12



Work with partners to:

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

✓ During 2010/11 we:

- Worked with the police to locate Council staff and police together in a new Community Safety Unit, based at our Kings Hill offices.
- Invested in new services such as a project to address under-age drinking in public places.
- Launched a Safer Towns Partnership to help reduce crime in our town and local shopping centres.



- Promote, encourage and provide opportunities for healthy living.

✓ During 2010/11 we:

- Expanded the programme of community based exercise classes, using funding from the health service.
- Participated in the National Food Safety Week campaign. We focused on preventing the most common types of food-borne illness by engaging with schools and children's clubs.



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

✓ During 2010/11 we:

- Implemented energy saving measures at the Council's main leisure facilities.
- Introduced an enhanced recycling scheme at our offices.



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

✓ During 2010/11 we:

- Helped communities within Trench ward (north Tonbridge), Snodland and East Malling to improve their local environment.
- Established a new Borough Community Development Partnership to secure continued funding for these more deprived communities.
- Helped launch a new Forum for Older People to give them a stronger voice on issues which affect them.





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.

2010/11		Parish	2011/12	
Precept £	Band D £		Precept £	Band D £
19,258.00	48.23	Addington	19,258.00	49.29
181,175.00	43.69	Aylesford	181,172.00	43.58
6,500.00	32.59	Birling	6,500.00	31.42
122,010.00	78.73	Borough Green	127,154.00	81.51
17,020.00	36.20	Burham	17,445.50	37.24
201,716.00	111.88	Ditton	208,634.00	114.00
226,993.00	43.15	East Malling & Larkfield	231,282.00	43.81
73,295.00	54.46	East Peckham	129,525.00	95.45
78,000.00	48.45	Hadlow	95,633.00	59.16
30,399.00	13.79	Hildenborough	30,499.00	13.73
51,502.00	46.46	Ightham	72,102.00	65.75
147,194.00	44.04	Kings Hill	151,381.00	44.04
80,000.00	62.48	Leybourne	84,000.00	64.32
10,000.00	21.21	Mereworth	12,500.00	26.56
15,922.00	40.94	Offham	15,791.00	40.55
37,000.00	43.59	Platt	48,600.00	57.66
19,007.00	32.64	Plaxtol	19,008.00	32.98
14,616.00	50.07	Ryarsh	16,310.00	56.69
9,000.00	34.63	Shipbourne	9,000.00	34.17
227,986.00	64.89	Snodland	234,271.00	64.84
14,610.00	60.37	Stansted	14,982.00	62.40
10,000.00	36.41	Trottisciffe	10,000.00	37.77
55,649.03	60.34	Wateringbury	58,523.23	63.34
72,120.00	61.56	West Malling	74,284.00	63.78
2,460.00	14.05	West Peckham	2,447.00	14.35
23,741.00	48.20	Wouldham	24,936.00	50.79
51,734.00	60.57	Wrotham	53,027.00	61.19
1,798,907.03		Total	1,948,264.73	

Your Council Tax 2011/12



Parish council precepts (over £140,000)

2010/11		Service	2011/12	
Gross £	Net £		Gross £	Net £
Aylesford Parish Council				
62,319	38,217	Recreation and amenities	48,319	24,321
15,334	0	Burial grounds	15,400	0
25,850	22,092	Footways and lighting	23,850	20,070
46,823	46,823	Halls and capital projects	23,500	23,500
148,850	127,350	Other running costs	194,523	171,023
299,176	234,482	Total	305,592	238,914
Ditton Parish Council				
114,205	101,267	Open spaces, recreation and amenities	107,479	92,009
285,446	-316	Community centre and bars	235,446	19,591
138,164	100,765	Other running costs	130,097	102,034
537,815	201,716	Total	473,022	213,634
East Malling & Larkfield Parish Council				
21,090	20,273	Amenities	20,190	19,368
34,900	32,658	Open spaces, churchyard and bonfire	33,350	27,852
3,590	1,740	Allotments	4,640	2,740
135,960	73,960	Village halls	133,192	69,192
162,690	121,362	Other running costs	163,012	122,030
358,230	249,993	Total	354,384	241,182
Kings Hill Parish Council				
20,510	-302	Amenities and planning	9,686	-2,014
166,680	41,780	Community centre	218,584	43,774
121,573	105,716	Other running costs	196,570	109,621
308,763	147,194	Total	424,840	151,381
Snodland Town Council				
79,500	79,500	Open spaces	80,800	80,800
66,100	66,100	Village halls	67,280	67,280
44,260	9,874	Cemeteries and churchyards	45,260	9,778
14,500	11,256	Street lighting	15,500	12,236
114,080	61,256	Administration	125,081	64,177
318,440	227,986	Total	333,921	234,271

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 2011

Valuation band + Part of the Council's area	A £	B £	C £	D £	E £	F £	G £	H £
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	983.74	1,147.69	1,311.65	1,475.61	1,803.53	2,131.44	2,459.35	2,951.22
Aylesford	979.93	1,143.25	1,306.58	1,469.90	1,796.55	2,123.19	2,449.83	2,939.80
Birling	971.82	1,133.80	1,295.77	1,457.74	1,781.68	2,105.63	2,429.56	2,915.48
Borough Green	1,005.22	1,172.75	1,340.29	1,507.83	1,842.91	2,177.96	2,513.05	3,015.66
Burham	975.70	1,138.32	1,300.94	1,463.56	1,788.80	2,114.04	2,439.26	2,927.12
Ditton	1,026.88	1,198.02	1,369.17	1,540.32	1,882.62	2,224.91	2,567.20	3,080.84
East Malling & Larkfield	960.08	1,143.43	1,306.76	1,470.13	1,796.83	2,123.53	2,450.21	2,940.26
East Peckham	1,014.51	1,183.60	1,352.68	1,521.77	1,859.94	2,198.12	2,536.28	3,043.54
Hadlow	990.32	1,155.37	1,320.43	1,485.48	1,815.59	2,145.70	2,475.80	2,970.96
Hildenborough	980.03	1,120.04	1,280.04	1,440.05	1,760.06	2,080.08	2,400.08	2,880.10
Ightham	994.71	1,160.50	1,326.28	1,492.07	1,823.64	2,155.22	2,486.78	2,984.14
Kings Hill	980.24	1,143.61	1,306.99	1,470.38	1,797.11	2,123.86	2,450.60	2,940.72
Leybourne	993.76	1,159.38	1,325.01	1,490.64	1,821.90	2,153.15	2,484.40	2,981.28
Mereworth	966.58	1,130.02	1,291.45	1,452.88	1,775.74	2,096.61	2,421.46	2,905.76
Offham	977.91	1,140.90	1,303.88	1,466.87	1,792.84	2,118.82	2,444.78	2,933.74
Platt	989.32	1,154.20	1,319.09	1,483.98	1,813.76	2,143.53	2,473.30	2,967.96
Plaxtol	972.86	1,135.01	1,297.15	1,459.30	1,783.59	2,107.88	2,432.18	2,918.60
Ryash	966.67	1,153.45	1,316.23	1,483.01	1,812.67	2,142.13	2,471.99	2,966.02
Shipbourne	973.86	1,135.93	1,298.21	1,460.49	1,785.05	2,109.60	2,434.15	2,920.98
Snodland	994.10	1,159.79	1,325.47	1,491.16	1,822.53	2,153.90	2,485.26	2,962.32
Stansted	992.48	1,157.89	1,323.31	1,488.72	1,819.55	2,150.38	2,481.20	2,977.44
Trottisciffe	976.06	1,138.73	1,301.41	1,464.09	1,789.45	2,114.80	2,440.15	2,928.18
Wateringbury	993.10	1,158.82	1,324.14	1,489.66	1,820.70	2,151.74	2,482.76	2,979.32
West Malling	983.40	1,158.96	1,324.53	1,490.10	1,821.24	2,152.37	2,483.50	2,980.20
West Peckham	960.44	1,120.52	1,280.59	1,440.67	1,760.82	2,080.97	2,401.11	2,881.34
Woudham	984.74	1,148.66	1,312.99	1,477.11	1,805.36	2,133.61	2,461.85	2,954.22
Wrotham	981.67	1,156.95	1,322.23	1,487.51	1,818.07	2,148.63	2,479.18	2,975.02

Your Council Tax 2011/12



Council tax information:

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

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

Appeals: If you think your property's band is too high, you might be able to appeal. To do this, you should contact the Valuation Office Agency, Forest Court, Forest Road, Tunbridge Wells, Kent, TN2 5FE. 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 the independent Valuation Tribunal. Information about the Valuation Tribunal can be found on its 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 two adults resident in a dwelling. If there is only one adult, we will grant a 25 per cent 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 per cent discount.

From 1 April 2004, second homes and long-term empty properties (empty for more than 6 months) qualify for a 10 per cent 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**.

Which authority does what?



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 crashes
- 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

Tax

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**

For more information

Budget and Council Tax 2011/12



In short:

- Council Tax will not increase in 2011/12
- We are required to save 10% on net expenditure

The Coalition Government aims to eliminate the national deficit over the lifetime of the current parliament, and we have a big part to play in this.

This was made clear when the Local Government Finance Settlement in December 2010 confirmed that KCC's overall loss of revenue grants for 2011/12 was £58million. This represents an overall loss of more than 10%.

To balance the Budget, we have:

- frozen Council Tax for 2011/12 at £1,047.78 for a band D property (for the KCC part of your bill)
- kept the cost of delivering bought-in services as low as possible
- made savings by being more effective in our commissioning and procurement
- removed duplication, stopped non-essential expenditure and are in the process of creating a leaner, more effective organisation
- identified areas where we can generate income through Kent Commercial Services and by charging for some of our services
- thoroughly reviewed our reserves and identified other one-off savings
- made some difficult decisions about some of our services.

We are also committed to maintaining an ambitious capital programme, which benefits Kent businesses. This will see investment of over £763million over the next three years.

Although the savings targets have been particularly challenging, we have made sure our resources reflect the priorities of Kent residents, as far as possible.



There are additional cost pressures of £45million in 2011/12 which we have to meet. These include:

- an additional £3.5million to respond to the Children's Social Care Improvement Plan, following the Ofsted inspection in October 2010
- £5.8million in response to the increasing demand to place children into care, including the cost of fostering
- fully funding our demographic pressures in Adult Services (£8.7million) resulting from the increasing number of older people and more adults with increasingly complex needs
- meeting legislative costs which are imposed on us such as Landfill Tax and the Carbon Reduction Levy (£3.2million)
- meeting our unavoidable contractual price increases of £6million in 2011/12
- the cost of the Concessionary Fare Scheme for older people (£1.5million)
- funding the higher than expected demand for the Freedom Pass for 11 to 16 year olds (£1.3million)
- setting aside £5million for a Big Society Fund to invest in engaging the local community and supporting enterprise
- the net cost of financing our capital programme (£5million).

In our 2011/12 Budget, we have protected the following services:

- Children's Social Services, particularly meeting the cost of children placed in foster care.
- Eligibility criteria for Adult Social Services (the point at which we intervene to provide help and support) at the moderate level – this is more generous than most other authorities, meaning we support more people at the earlier preventative stages of help and support.
- Entitlement to the Freedom Pass (although the cost will have to go up).
- Community Wardens.
- Community grants.
- Highway maintenance.
- The Gateway programme.

To balance the Budget we will deliver savings of £95million in 2011/12. This is equivalent to £174 per year for a band D property.



Image courtesy of Gary Roberts

Our goals

Bold Steps for Kent is our medium term plan to 2014/15. It sets out our ambitions and priorities for the next four years, our determination to transform how the authority works and engages with the communities we serve, and our partners in the public, private and voluntary sectors. This is set in the context of the significant reduction in funding for public services over this period.

Running throughout **Bold Steps for Kent** are three clear aims:

To help the Kent economy grow – we must support and facilitate the new growth in the Kent economy by delivering the priorities in our regeneration framework **Unlocking Kent's Potential**, by training young people to acquire skills to create an effective labour force, delivering new housing and new infrastructure and by working with key business sectors.

To put the citizen in control – power and influence must be in the hands of local people so they are able to take responsibility for their own community and service needs.

To tackle disadvantage – we will make Kent a county of opportunity where aspiration rather than dependency is supported, particularly for those who are disadvantaged or who struggle to help themselves and their family.

- **If you are on a low income** with less than £16,000 in savings (this 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, 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.



Why spending has changed

	£'m
Budget Requirement 2010/11	943.3
Changes in responsibilities from Central Government	5.4
Unavoidable pressures to cover inflation, demand/demographic changes and externally imposed factors	28.4
Revenue investments to support local policy priorities	16.6
Removal of one-off issues from 2010/11	-1.3
Additional income	-6.0
Savings	-88.8
Loss of other Central Government Grants	11.5
Budget requirement 2011/12	909.1

How the budget requirement is funded

Budget requirement	2010/11 £'m	2011/12 £'m
Government Grants	372.4	333.4
Council Tax	570.9	575.7
	943.3	909.1

The increase in council tax is due to more households, not an increase in the amount each household pays.



Where your money goes

The council tax you pay to KCC contributes towards paying for services that make a positive difference to the lives of all Kent residents. For example, it helps pay for:

- the maintenance of over 5,000 miles of roads in Kent, and 4,200 miles of paths and public rights of way
- the processing and disposal of 760,000 tonnes of waste every year. There are 18 KCC recycling centres in Kent providing recycling facilities for 4 million visitors per year
- 101 permanent libraries and 11 mobile libraries, issuing approximately 6.3million books and supporting 7million visits
- 28,520 clients who receive support to live independently in their homes, with the personalised care we provide
- 73,500 weeks of permanent nursing care for approximately 1,400 clients provided through the independent sector
- 562 schools and other services which support children and young people and their families
- transport to and from school for over 19,000 eligible children
- over 25,000 Freedom Passes for young people aged 11 to 16
- the support of approximately 1,200 looked after children including 46,000 weeks of care through registered foster carers and 3,600 weeks with independent foster carers
- 61 salting runs, salting approximately 2,485 miles of highway per run
- 101 Community Wardens.





Where your money goes

KCC Services 2011/12	Total Spending £'m	Net Spending £'m	Net Spending per day £'000
Adults and Older People	486.5	345.4	946
Community and Regulatory Services	72.8	39.5	108
Highway Services	50.5	41.9	115
Schools Budgets	999.1	0.0	-
Services for Schools	63.7	11.7	32
Support for Individual Children	234.1	119.2	327
Transport Services	74.4	68.6	188
Waste Management	69.9	67.9	186
Financing Items*	129.1	112.9	309
Management, Support Services and Corporate Overheads	150.8	89.1	244
Other	20.1	12.9	35
Total	2,351.0	909.1	2,490

* Includes estimated levies from the Environment Agency for flood defence (£344,000) and Kent & Essex Inshore Fisheries & Conservation Authority (£386,400)

How your services are funded

Budget	2010/11 £'m	2011/12 £'m
Total expenditure	2,413.2	2,351.0
Funded By:		
Service Income	323.9	430.9
Government Grants which must be spent on specific things	1,146.1	925.9
General Government Grants	372.3	418.5
Collection Fund Surplus	1.5	2.0
Council Tax	569.4	573.7



Overseeing your policing

Kent Police Authority is an independent body made up of 17 members – a mix of local people and councillors who hold Kent Police to account. We set the police council tax, appoint the Chief Constable, monitor police performance, and set policing targets for the Force.

“This budget setting round is different from any other since Police Authorities were established in 1995. This year has been the most difficult and challenging for a generation as we begin to feel the pain of public sector cuts.

“Police Authority members have agreed to freeze this year's Police Council Tax as part of a Government deal. We have to reduce our police budget by 20 per cent over the next four years following the Government's Comprehensive Spending Review, and have set a medium term financial plan that will enable us to find that money.

“Our budget has been set at £288million and we will focus on protecting the frontline, as well as restructuring the Force and changes to how the county is policed. We still pride ourselves on being one of the lowest precept Police Authorities in England and Wales.

“Authority members have also set stretching targets for the Force to meet. We have been working very closely with the Chief Constable during trying times. The Authority is confident that we can reduce the budget, and at the same time make sure taxpayers of Kent and Medway get the best possible policing.”

Ann Barnes, Chair of Kent Police Authority



Working smarter in tough times

Kent Police Authority has agreed in principle a new policing model for the county. The restructure will involve reducing the current six policing areas to just three, East Kent, West Kent, and North Kent and Medway.

The move follows a rethink in light of the comprehensive spending review resulting in a 20 per cent cut to the police budget over the next four years, the equivalent of £53million, as well as a drive to improve police performance. This means we will have to lose around 500 officers and 1,000 support staff over the next four years. However, this will take us back to the levels of officers we had back in 2000.

The public should not receive reduced services as a result of the new policing model. In fact the Authority is confident they will improve, as Kent Police adopts a new approach to responding to calls. A new borderless response will allow the nearest response officer to attend an emergency call, even if that call comes under a different policing area. It will also potentially allow for more resources to be moved into neighbourhood policing.

The Chief Constable has already successfully restructured the policing model in Norfolk using a similar approach, saving money and improving performance.

Our collaboration work with Essex Police continues to go from strength to strength. Kent and Essex Police Authorities and Forces have been at the forefront of collaborative working since 2007. Together they have had a number of joint working initiatives including setting up one of the largest Specialist Crime Directorates outside of the Metropolitan Police, one of the first joint IT departments and a joint procurement service. So far £11million has been identified as recurring annual savings.

Find out more about Kent Police Authority

You can contact us on twitter, or sign up to our Facebook group. Alternatively check out our videos on YouTube. We welcome your feedback so get in touch. Either write in to Kent Police Authority, First Floor, Gail House, Lower Stone Street, Maidstone, Kent ME15 6NB or visit our website to have your say at www.kentpoliceauthority.gov.uk



Your Council Tax 2011/12



How Kent Police are funded	£'000's	£/resident
Central Government grants	199,505	119.76
Extra council tax collected in 2010/11 compared with original estimate	263	0.16
Balance to be met by council taxpayers in 2011/12	88,032	52.84
Total	287,800	

Budget breakdown – what we are spending money on	2011/12 £'000's	2010/11 £'000's
Police Pay	161,166	162,462
Police Pensions	34,151	33,881
Support Staff Pay	88,491	88,914
Other expenditure e.g. premises, computers, transport	48,923	57,281
Gross revenue budget (total of above)	332,731	342,538
Income generated by external parties outside of Kent Police	-44,931	-44,438
Total	287,800	298,100

Useful 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 690690** for enquiries, non-urgent crime reporting and anti-social behaviour.



Budget breakdown – cost of service	2011/12 £'000's	2010/11 £'000's
Local Policing	153,259	158,744
Assisting and responding to the public	20,271	20,997
Criminal Justice Arrangements	22,653	23,464
Roads Policing	10,146	10,509
Specialist Operations	22,983	23,805
Intelligence	7,585	7,856
Specialist Investigations	27,426	28,407
Investigative Support	11,750	12,171
National Policing	7,232	7,491
Funds to run Kent Police Authority	1,200	1,243
Police pensions, cost of ill health and early retirements	2,547	2,638
Capital Financing	748	775
Total	287,800	298,100

Why spending has changed	£m
Revised 2010/11 to reflect changes to Grant payments	298.1
Pay and price changes (inflation)	4.2
Council Tax Freeze Grant	-2.2
Spend to Save – Force Development Unit	0.6
Commitments – Regional Intelligence Unit	0.2
Commitments – Police National Database	0.2
Savings	-13.3
Total Budget Requirement for 2011/12	287.8





There when you need us – Kent Fire and Rescue Service

For just over £1.30 a week (for a Band D property) – the price of a Sunday paper – Kent Fire and Rescue Service provides you and your family with a round-the-clock, 365 days a year service. We are there when you need us, not only fighting fires, but dealing with a huge range of other emergencies from road traffic collisions, floods and explosions to chemical accidents.

Last year we:

- Dealt with 32,000 emergency 999 calls – answering 97% of them within 20 seconds
- Responded to nearly 19,000 incidents including fires
- Reached 90% of fires in less than ten minutes
- Dealt with around 1,000 road traffic collisions
- Carried out 14,000 free home safety visits, fitting around 22,000 smoke alarms
- Educated over 75,000 children and young people on fire and road safety

The cost for our services is the same as last year. Our governing body, Kent and Medway Fire and Rescue Authority, works hard to ensure services are delivered to local people in the most efficient way possible. That is why they have consistently received top ratings from the Audit Commission for service delivery, overall performance, management and value for money.

The number of incidents we attend has dropped dramatically over recent years thanks to our hard work in promoting safety in homes and businesses:

Key indicator	2008/09 actual	2009/10 actual	2010/11* estimate	% change between 2009/10 and 2010/11
Total fires (per 10,000 people)	38.3	38.7	33.7	-12.9%
Accidental fires in the home (per 10,000 homes)	11.0	10.8	9.8	-9.3%
Deliberate fires (per 10,000 people)	21.9	18.3	15.1	-17.5%
Road accidents attended (per 10,000 people)	7.7	6.8	6.0	-11.8%

* Based on data collected at the end of January 2011



Plans for the future

A county-wide review is underway to provide better emergency cover and to ensure that fire stations and equipment are in the best locations to meet the needs of the county.

Over a quarter of all Kent Fire and Rescue Service calls are to automatic fire alarms – most false alarms. This takes firefighters away from genuine emergencies and is a waste of your money. We are encouraging alarm owners to manage their equipment more effectively. From April 2012 we will not go out to these alarms – except to high risk premises or people – unless we get a 999 call about an actual fire.

We want to focus more on making sure the most vulnerable people (such as older people and those with disabilities) are safe from fire in their homes.

How can you help?

Keep yourself and your family safe by checking our website at www.kent.fire-uk.org and following the safety advice.

Volunteer to help spread the word about safety in your local community. Details are on our website, or get more information by emailing volunteering@kent.fire-uk.org

If you know someone who may be vulnerable, our specialist team can help – contact them via email at vulnerable.people@kent.fire-uk.org



Keeping vulnerable people safe

Recently our specialist team visited a man in his 80s who was suffering hearing loss.

They fitted a special flashing smoke alarm and a device to automatically turn off his cooker as he was becoming forgetful.

They also gave him vital safety advice to keep him safe and help him escape if a fire breaks out.

Your Council Tax 2011/12



Where your money goes

Revenue budget	2010/11 £'000	2011/12 £'000
Employees	58,341	56,930
Firefighters' pensions	1,385	1,544
Premises	4,438	4,043
Vehicles and travel	3,219	3,151
Equipment and supplies	5,605	7,124
Fees, services and other costs	2,389	2,006
Contributions to capital	858	813
Debt financing costs	1,263	1,306
Gross revenue expenditure	77,498	76,917
Service income	-5,004	-4,783
Council tax freeze grant	0	-1,080
Transfers to reserves	110	879
Net budget requirement	72,604	71,733
Financed by:		
Formula grant	29,596	28,417
Collection fund surplus	154	129
Council tax	42,854	43,187
	72,604	71,733



Why spending has changed

Revenue budget	£'000
Revenue budget 2010/11	72,604
Pay, prices and commitments	1,201
Service developments and pressures	3,151
Savings	-4,004
Reduction in transfer to general reserve	-139
New council tax freeze grant	-1,080
Revenue budget 2011/12	71,733



Our budget for 2011/12

The revenue budget for 2011/12 is £871,000 less than the 2010/11 budget, as a result of the reduction in the formula grant provided by the Government. As this Authority is proposing to keep the council tax at the same level as last year, the Authority is able to claim a new grant of just over £1m in 2011/12.

Budget growth of just over £4.3m is required to meet commitments and pressures arising from inflation and new developments. In order to be able to pay for this, the Authority has identified that it can achieve £4m of savings and efficiencies, partly by reducing staffing numbers through natural wastage but also by reviewing divisional management structures and by ensuring that efficiencies are achieved when purchasing supplies and services.

The capital budget for 2011/12 is £4.5m, which supports the infrastructure development within the Authority. The table above shows a more detailed breakdown of the capital budget.

As a result, the Band D council tax remains the same as that in 2010/11, which is £67.95, equivalent to just under 19p per day.

Capital budget	2011/12 £'000
Vehicles and equipment	2,533
Investment in IS/IT	620
Premises projects	558
Fire station replacement	750
Total capital expenditure	4,461
Funded by:	
Borrowing	1,574
Capital grants	2,074
Revenue contributions	813
Total capital funding	4,461



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2011/12

Revenue and Capital Budgets



Index	Page
Budget Statement	1 - 16
Borough Council - General Fund Revenue Estimates Summary	17
Council Tax - Borough and Parish Council Requirements	18
Council Tax - Band "D" Equivalent	18
Draft Council Tax Resolution	19 - 23
Financial Arrangements with Parish Councils	24
Parish Councils - Precepts and Council Tax Band "D" Charges	25
General Fund Revenue Estimates:	
Corporate Services	CS 1 - 19
Environmental Health Services	EHS 1 - 8
Housing Services	HS 1 - 8
Leisure Services	LS 1 - 12
Planning & Transportation Services	PTS 1 - 8
Capital Plan	CP 1 - 32
2010/11 Corporate Aims and Priorities	CAP 1 - 5
General Fund Working Balance and Revenue Reserve	GF 1
Collection Fund 2010/11	CF 1
Estimated Comprehensive Income and Expenditure Account	CIE 1 - 2

BUDGET STATEMENT 2011/12

1. Introduction

- 1.1 The revenue and capital budgets for 2011/12 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 Throughout the budget setting process we have referred to the commitment we made to undertake a fundamental review of our overall finances when a clearer picture began to emerge about the extent of the decrease in general government grant and, as a consequence the financial challenge faced by the Council. This review was to include a detailed re-examination of the objectives set out in the Medium Term Financial Strategy.
- 1.3 We now know the extent of the decrease in general government grant, at least for the next two years, where the Council is to see its grant funding cut by more than 28% over this period with further cuts expected in future years. Based on the recent local government finance settlement covering the two-year period 2011/12 to 2012/13 and an assumption about further cuts in grant funding in future years, latest projections point to a 'funding gap' between expenditure and income of **circa £2.0m**.
- 1.4 The good news is that, for several years, we have had in place a 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 'funding gap' will influence the timescales we afford ourselves to address the problem.
- 1.5 Based on the above projection we could, for example, breakdown the savings target into three tranches – tranche one would be in the order of £750,000 as would tranche two to be achieved by 2012/13 and 2013/14 respectively. The final tranche would be in the order of £500,000 to be achieved by 2015/16.
- 1.6 There are, however, other government-led financial initiatives in the 'pipeline' that could impact on the timescales for delivery of the savings set out above. Perhaps most significantly, the Government consulted on a 'New Homes Bonus' scheme which would see Council's receiving financial rewards for the delivery of new homes in their areas. At the time of writing this Statement, the final details of the scheme have not been announced. If this is implemented, it will have a beneficial impact upon the Council's finances and the savings targets and will necessitate a major refresh of this Strategy.

- 1.7 Thus, our fundamental review remains ‘work in progress’, but we believe that our Strategy is resilient and the financial pressures likely to confront the Council can be addressed in a measured and controlled way.
- 1.8 We believe that, by taking a ten-year view of our finances, we have been able to minimise the financial burden for our residents whilst at the same time doing all we can to protect services. Our long term planning regime has helped us achieve a position whereby, for 2011/12, there will be no cuts to services or resources despite the challenges of the economic climate; **and** there will be no increase in this Council’s element of the council tax.
- 1.9 Clearly, the financial difficulties the entire public sector is facing are **unprecedented**, but looking into the future, although the Council is fully cognisant that some difficult choices may have to be made, Tonbridge & Malling is determined that any impact on service delivery and increases in council tax are minimised.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council’s Medium Term Financial Strategy covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. 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.
- 2.1.4 The commitment we made to undertake a fundamental review of our overall finances was to include a detailed re-examination of the objectives set out in the Medium Term Financial Strategy. Given the scale of the financial challenge faced by the Council we are to move to a Medium Term Financial Strategy spanning a ten-year period; to set the minimum general revenue reserve balance at £2.0m; and to achieve a balanced budget by the end of the strategy period. A full set of key objectives for the Medium Term Financial Strategy following that re-examination can be found at **[Annex 1]**.

2.2 Council Priorities

- 2.2.1 Our improvement priorities are commonly 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. The Council's Key Priorities are to be the subject of review by the new Council elected in May 2011.
- 2.2.2 Despite our budgetary problems, we continue to work hard at delivering our priorities. The District Auditor concluded following the 2010 audit that the Council continued to perform strongly, demonstrating excellent financial management, robust governance arrangements and good use of its resources.
- 2.2.3 The current Key Priorities (which will roll forward into 2011/12 pending their review by the newly elected Council in May 2011) are detailed below.

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

- 2.2.4 As mentioned earlier the fundamental review of our overall finances is a work in progress. We will, for example, over the coming year be examining our annual spend on capital renewals of around £1.1m to identify where there might be scope to reduce expenditure which, in turn, would have a direct impact on the savings target. We will also continue to take advantage of opportunities to work in partnership with neighbouring councils with the aim of not only delivering savings through joint working, but also to improve resilience and performance.



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 due for implementation in the next year for the Town Lock area to bring forward a new open space alongside the River Medway. A range of leisure and recreation projects are in the course of implementation at the Tonbridge Racecourse ground, mostly funded through developer contributions, in order to improve and widen the scope of facilities for local people and the new residents of housing schemes. A major refurbishment of the Memorial Gardens is also planned for the coming year.
- 2.2.8 Planning permission has been granted for a variety of significant housing developments in the town and the Council has adopted 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, which includes a proposed hotel development on the station car park site.
- 2.2.10 The Council are engaged with partners, including Tonbridge School and Kent College to facilitate the improvement of education, community and sports facilities.

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

- 2.2.11 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, housing associations and other registered providers on the Council's expectations and aspirations for new affordable housing schemes.
- 2.2.12 The Council maintains a rolling programme of house assistance to tackle disrepair and improve energy efficiency. It has also led the North and West Kent Private Sector Renewal Partnership, which comprised eight local authorities who have delivered a range of initiatives funded by the South East Housing and Regeneration Board between 2008 - 2011. It is anticipated that once the partnership comes to an end in March 2011 the Council will have benefited from approximately £2.1m towards improving people's homes.



- 2.2.13 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, but the economic downturn has ensured this has remained a considerable challenge. 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. In 2010, in partnership with Tunbridge Wells Borough Council and Sevenoaks District Council, the Council commissioned a review of homelessness across West Kent as part of the review of the West Kent Homelessness Strategy, which was adopted originally in 2007. The reviewed strategy will set out the priorities for the three authorities over a five-year period and it will be effective from July 2010.

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

- 2.2.14 The Council will continue with its programme of holiday activities for young people and will extend the Summer Playscheme to all four year olds. The children's play facility at Leybourne Lakes Country Park will be improved, and works to improve the existing play area Tonbridge Racecourse Sportsground will be completed. The Council will introduce an extended Swim School programme for young people at Larkfield Leisure Centre and Tonbridge Pool under the supervision of a Swimming Development Forum.
- 
- 2.2.15 Improvements to play facilities at Scotchers Field, Tonbridge will be progressed and the Council will continue to work closely with East Malling and Larkfield Parish Council in the provision of improved play facilities at Larkfield recreation ground. The Council will actively support the work of the Tonbridge and Malling Local Childrens Trust Board with a particular focus on safeguarding, mental health, healthy lifestyles and adolescent engagement.
- 2.2.16 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. This follows successful partnerships with Tonbridge School and The Hayesbrook School to provide all weather floodlit pitches in Tonbridge.

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

- 2.2.17 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.



- 2.2.18 Partnership initiatives with Kent Highway Services, the Environment Agency, Police and Russet's will seek to synergise and deliver real improvements to street scene in the borough.
- 2.2.19 The Council will participate in the "Love Where You Live" national initiative aimed at encouraging positive involvement by residents to improve our communities.
- 2.2.20 A Street Scene Action Plan for 2011/12 has been produced which lists a range of improvement actions and seeks to find opportunities to fund joint working initiatives.
- 2.2.21 The Council is working in partnership with the Tonbridge Memorial Garden Trust to improve this open space for public enjoyment, and to meet the needs of the annual Remembrance Sunday Service.

Work with partners to:

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

- 2.2.22 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**

- 2.2.23 The Council continues to extend and develop 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. A Community Exercise Officer has been appointed 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. Work is also underway with local businesses to promote healthy lifestyles amongst their workforces.



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

2.2.24 The Council's adopted 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 has been undertaken 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**

2.2.25 The Council's Local Strategic Partnership has 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 has invested performance reward grant monies earned from the first Kent Agreement to commission services where SCS actions require this.



2.2.26 The LSP is also leading work on a wide variety of issues including emerging government policies, local health action, inter-faith engagement, vocational training for young people and community safety work.

2.3 Financial Context

2.3.1 The Council's Band D tax rate for 2011/12 has been **held at its 2010/11 level of £171.91**. In setting this level of council tax, the Council is budgeting to support its expenditure by the contribution of **£1,586,600** from its General Revenue Reserve.

2.3.2 In respect of Government Grant (see paragraph 3 below) in 2011/12, the Council is to receive £4,889,857, a cash decrease of £943,744 or 16.2% on the 2010/11 adjusted grant base.

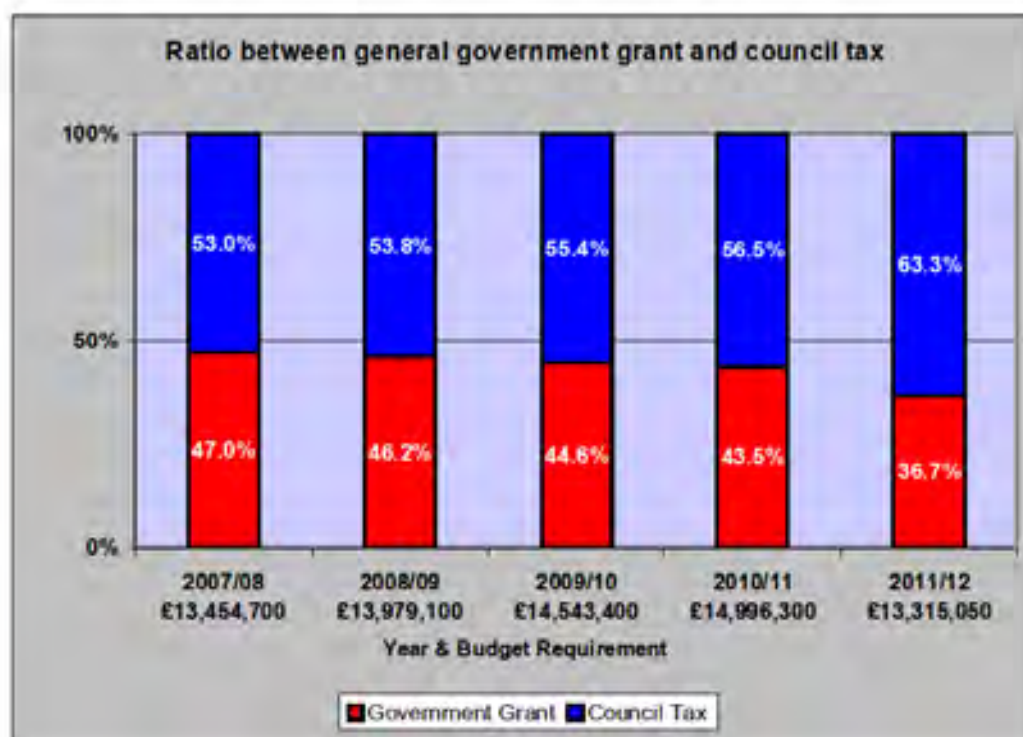
2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. It will be refreshed and updated at least annually to reflect current circumstances.

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.

The Council was notified of its final grant settlement for 2011/12 and an indicative grant settlement for the year 2012/13 on 31 January 2011. (The settlement for 2012/13 was subsequently revised on 7 February 2011).

- 3.2 The Council's **2010/11 grant settlement of £6,522,259** has been reduced by £688,658 in the main to take account of the transfer of responsibility of concessionary fares to the County Council giving an adjusted grant base of £5,833,601. The adjusted grant base has then been **reduced by 16.2%** or £943,744 in cash terms to give a **2011/12 grant settlement of £4,889,857**.
- 3.3 The 2011/12 grant settlement has been reduced by £43,183 giving an adjusted grant base of £4,846,674 for 2011/12. The adjusted grant base has then been reduced by 11.9% or £576,785 in cash terms to give a **2012/13 grant settlement of £4,269,889**.
- 3.4 Thus, against a national 'average' cut in funding of 28% in real terms over the four-year period 2011/12 to 2014/15 referred to in the Comprehensive Spending Review, Tonbridge & Malling Borough Council will see a cut, in cash terms, of more than 28% over the next two years on our adjusted grant base.
- 3.5 The latest Government grant settlement continues, and not unsurprisingly following the recent significant cut in general government grant, 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.



Formula Grant 2011/12

	2011/12	2010/11 Adjusted Grant	Variance
	£	£	£
Revenue Support Grant	1,154,584	Not	
National Non-Domestic Rates	3,735,273	Available	
Total	<u>4,889,857</u>	<u>5,833,601</u>	<u>-943,744</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. However, if the proposals set out in the consultation paper "Local referendums to veto excessive council tax increases" are adopted the existing capping regime will be repealed.
- 4.2 The Government also gave a commitment to freezing council tax in England for at least one year and is to provide funding over the period of the Comprehensive Spending Review to enable a freeze in 2011/12, but as the base against which future increases would be made will be lower, this means there are hidden future implications that add to the savings we will have to make. The Council has ensured that it has met the criteria to receive a council tax freeze grant in 2011/12.
- 4.3 The Council's Band D tax rate for 2011/12 has been held at its 2010/11 level of £171.91.

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2011/12 (prior to any contribution from the revenue reserve) amounts to £14,901,650. The Cabinet having regard to the Medium Term Financial Strategy proposes that £1,586,600 be charged to the Revenue Reserve Account leaving £13,315,050 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 / deficit on the collection fund at 31 March 2011 is **£Nil**.

7. Council Tax Base

7.1 The Council Tax base, as determined by the Director of Finance, under delegated authority, was set at **49,009.38** band D equivalents for 2011/12. This figure was reported to the Finance and Property Advisory Board meeting on 5 January 2011.

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 2011/12 is shown on page 24.

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 2011/12 is 43.3p compared to 41.4p for 2010/11. 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 CP32. This is the culmination of a review process, which began in January 2011. The progress on existing Capital Plan schemes has been noted and Cabinet on 1 February 2011 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 2010.

12. Cabinet

12.1 Cabinet comprises the following Councillors:

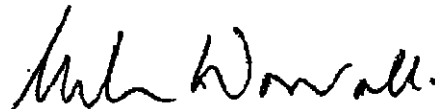
Councillor M Worrall	Leader of the Council
Councillor D Aikman	Finance and Innovation & Improvement
Councillor Mrs J Anderson	Housing
Councillor O Baldock	Environmental Services
Councillor M Balfour	Planning & Transportation
Councillor M Coffin	Leisure, Youth & Arts
Councillor M Dobson	Community Safety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

13. Acknowledgement

- 13.1 We are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring the Budget for 2011/12, 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.
- 13.2 We are also grateful to the Council's Chief Officers and their staff for their support, advice and assistance throughout the process.
- 13.3 Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



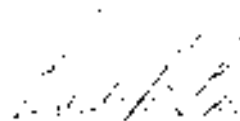
David Hughes
Chief Executive



Mark Worrall
Leader of the Council



Sharon Shelton
Director of Finance



David Aikman
Cabinet Member for Finance

MEDIUM TERM FINANCIAL STRATEGY 2011/12 – 2020/21

INTRODUCTION

The Comprehensive Spending Review 2010 and the overhaul of the public sector finances had led to many complex demands and financial challenges being placed on local authorities. Tonbridge and Malling Borough Council therefore need a clear direction for the coming years.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 18 February 2010. The update has been prepared given the circumstances prevailing in February 2011. It will be refreshed and updated further as circumstances change but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2011/12.

FINANCIAL CONTEXT

The level of Council Tax set by the Borough Council for the year 2011/12 is £171.91. In setting this level of Council Tax, the Council has budgeted to support its expenditure by a contribution of £1,586,600 from its General Revenue Reserve.

The Council received a grant settlement of £4,889,857 for 2011/12. This represented a reduction of £943,744 in cash terms or 16.2% on the 2010/11 adjusted grant base.

The Council is to see its grant funding cut by more than 28% over the two-year period 2011/12 to 2012/13 with further cuts expected in future years. Based on the recent funding announcement for the next two years and an assumption about further cuts in grant funding in future years, latest projections would suggest a 'funding gap' between income and expenditure of about £2.0m.

This Medium Term Financial Strategy affords us the time to take a constructive and considered approach to budgetary pressures. Clearly, the absolute size of the 'funding gap' will influence the timescales we afford ourselves to address the problem.

Based on the above projection we could, for example, breakdown the savings target into three tranches – tranche one would be in the order of £750,000 as would tranche two to be achieved by 2012/13 and 2013/14 respectively. The final tranche would be in the order of £500,000 to be achieved by 2015/16.

There are, however, other government-led financial initiatives in the 'pipeline' that could impact on the timescales for delivery of the savings set out above. Perhaps most significantly, the Government consulted on a 'New Homes Bonus' scheme which would see Council's receiving financial rewards for the

delivery of new homes in their areas. At the time of writing this Statement, the final details of the scheme have not been announced. If this is implemented, it will have a beneficial impact upon the Council's finances and the savings targets and will necessitate a major refresh of this Strategy.

Thus, our fundamental review remains 'work in progress', but we believe that our Strategy is resilient and the financial pressures likely to confront the Council 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. A few years ago a new approach with regard to the preparation of the Capital Plan was adopted where, other than funding for the replacement of our assets which deliver services as well as providing money for statutory services, there is now an annual capital allowance for all other capital expenditure. Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. In setting the budget for 2011/12 that allowance was set at £350,000 (maximum).

OBJECTIVES

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.
- To retain a minimum of £2.0m in the General Revenue Reserve by the end of the strategy period.
- For 2011/12, freeze the council tax at 2010/11 levels; and thereafter seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.
- Over the strategy period, continue to identify efficiency savings within the Council's budget to contribute towards the identified 'funding gap'; and, if necessary thereafter, seek appropriate reductions in service costs following consultation, as necessary, with taxpayers.
- Set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (for 2011/12 set at £350,000 from the council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2011/12 to 2020/21 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 2016/17.

The Strategy should be read in conjunction with:

- the updated Capital Strategy recommended to Council for adoption by Cabinet on 1 February 2011;
- the Treasury Management Strategy Statement and Annual Investment Strategy for 2011/12 recommended to Council for adoption by Cabinet on 1 February 2011;
- the Council's Improvement Priorities to be the subject of review by the new Council elected in May 2011;
- the report to Cabinet on 1 February 2011 entitled 'Setting the Budget for 2011/12;
- the report to Cabinet on 1 February 2011 entitled 'Setting the Council Tax 2011/12; and
- the Budget Statement 2011/12 to which this Strategy is annexed.

This Strategy will be reviewed and updated at least annually.

Director of Finance
February 2011

Document 1

Revenue Budget Plan and Projected Council Tax Levels
2011/12-2020/21

	Draft Estimate 2011/12 £000	Projection								
		2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
EXPENDITURE										
Employees	14,579	14,839	15,195	15,733	16,088	16,453	16,826	17,208	17,601	18,004
Transfer Payments	38,990	39,770	40,565	41,376	42,204	43,048	43,909	44,787	45,683	46,597
Other Expenditure	12,895	12,876	13,164	13,506	13,828	14,210	14,549	14,894	15,273	15,635
Capital Charges	2,978	3,038	3,099	3,161	3,224	3,288	3,354	3,421	3,489	3,559
Total Expenditure	69,442	70,523	72,023	73,776	75,344	76,999	78,638	80,310	82,046	83,795
INCOME										
Fees & Charges	(10,732)	(11,091)	(11,297)	(12,156)	(13,029)	(13,343)	(13,670)	(14,002)	(14,350)	(14,702)
Specific Grants & Misc	(40,235)	(41,002)	(41,788)	(42,591)	(43,226)	(44,091)	(44,973)	(45,873)	(46,791)	(47,727)
Investment Income	(345)	(422)	(617)	(629)	(698)	(710)	(670)	(643)	(642)	(645)
Total Income	(51,312)	(52,515)	(53,702)	(55,376)	(56,953)	(58,144)	(59,313)	(60,518)	(61,783)	(63,074)
Appropriations										
Capital Renewals	0	0	0	0	0	0	273	1,479	1,509	1,539
Provision for new Capital Schemes	350	350	350	350	350	350	350	0	0	0
Other Appropriations	(3,578)	(3,233)	(3,218)	(3,056)	(3,118)	(3,208)	(3,274)	(3,341)	(3,409)	(3,479)
SAVINGS TARGET	0	(750)	(765)	(780)	(796)	(812)	(828)	(845)	(862)	(879)
SAVINGS TARGET	0	0	(750)	(765)	(780)	(796)	(812)	(828)	(845)	(862)
SAVINGS TARGET	0	0	0	0	(500)	(510)	(520)	(530)	(541)	(552)
NET BUDGETED SPEND	14,902	14,375	13,938	14,149	13,547	13,879	14,514	15,727	16,115	16,488
Funding										
Revenue Reserves	1,587	1,340	588	669	(396)	(543)	(405)	293	146	(34)
Government Grant	4,890	4,270	4,232	3,995	4,075	4,157	4,240	4,325	4,412	4,500
Council Tax	8,425	8,765	9,118	9,485	9,868	10,265	10,679	11,109	11,557	12,022
Collection Fund Adjustment	0	0	0	0	0	0	0	0	0	0
TOTAL FUNDING	14,902	14,375	13,938	14,149	13,547	13,879	14,514	15,727	16,115	16,488
Council Tax Level at Band D	£171.91	£177.07	£182.38	£187.85	£193.49	£199.29	£205.27	£211.43	£217.77	£224.30
Increase on Previous Year	0.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVES BALANCE CARRIED FORWARD	4,979	3,639	3,051	2,382	2,778	3,321	3,726	3,433	3,287	3,321

Document 2 Capital Plan Review 2010/11: Funding of the Draft Capital Plan								
	2010/11 Estimate Including Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Scheme Total
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital renewals	1,486	868	979	1,105	824	798	748	6,808
Recurring Capital Items	490	467	446	449	449	449	449	3,199
One-Off Schemes	1,457	555	230	0	0	0	0	2,242
	3,433	1,890	1,655	1,554	1,273	1,247	1,197	12,249
Add back grants and contributions	1,304	400	303	301	301	301	301	3,211
Total to be funded	4,737	2,290	1,958	1,855	1,574	1,548	1,498	15,460
Funded from:								
Grants								
Disabled Facilities Grant	410	301	301	301	301	301	301	2,216
Regional Housing Board Grant (Housing Assistance)	651							651
DEFRA Drainage Improvement Prog	28							28
Town Wardens Tonbridge East Curtain Wall			2					2
OJ's LLC Kitchen Improvement	30							30
Crime & Disorder Ton Racecourse Improvement Works	17							17
PRG Local Strategic Partnership	82							82
Developer Contributions								
Ton Race Course Improvement Works	81							81
Leybourne Lakes CP - Childrens Play Facilities	5							5
Public Open Spaces - Site Improvements		99						99
Capital Receipts								
Repayment of Mortgages	1	1						2
Less PRG Applied in 2009/10 (excl. £5k creditor see RRCS)	(82)							(82)
Revenue Reserve for Capital Schemes	3,514	1,889	1,655	1,554	1,273	1,247	1,197	12,329
Total funding	4,737	2,290	1,958	1,855	1,574	1,548	1,498	15,460

Council 17 February 2011
General Fund Revenue Estimates 2011/12
SUMMARY

SERVICE	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	6,451,700	6,125,900	5,240,300
Environmental Health Services	4,144,250	4,005,450	4,156,450
Housing Services	1,630,000	1,755,100	1,831,850
Leisure Services	4,096,500	4,654,200	4,092,700
Planning and Transportation Services	1,744,250	1,958,500	1,894,950
Economic Downturn	1,025,000	625,000	1,125,000
Sub Total	19,091,700	19,124,150	18,341,250
Depreciation Account	(2,691,200)	(2,635,050)	(2,624,700)
Revenue Expenditure Charged to Capital (RECS)	(774,000)	(973,400)	(353,000)
Contributions To (From) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(424,900)	(529,350)	(450,350)
Contribution to Reserve	350,000	350,000	350,000
Contributions From Earmarked Reserves			
Borough Signage Reserve	-	(2,100)	-
Community Development Initiatives Reserve	(5,000)	(15,000)	-
Corporate Establishment Review Reserve	-	(80,000)	-
Corporate MTFS Reserve	(250,000)	(250,000)	(250,000)
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	(20,000)
Democratic Representation Reserve	-	(7,650)	-
Development Control Scanning Reserve	-	(14,000)	-
Election Expenses Reserve	(13,900)	(200)	(108,500)
Equalities Reserve	-	(9,350)	-
Hadlow Tower Restoration Reserve	-	(13,150)	-
Housing & Planning Delivery Grant Reserve	(153,100)	(214,600)	(63,600)
Housing Survey Reserve	(45,000)	-	(60,000)
LABGI Scheme Grant Reserve	-	(58,800)	-
LSBU Reserve	-	(24,400)	-
Local Development Framework Reserve	(56,500)	(15,000)	(30,000)
Local Strategic Partnership Reserve	-	(5,450)	-
Planning Inquiries Reserve	(30,000)	(30,000)	(30,000)
Repossessions Prevention Fund Reserve	-	(22,950)	(9,000)
Risk Management Support Reserve	-	(8,300)	-
Young Persons Initiatives Reserve	(12,500)	(12,500)	(8,550)
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	40,000	40,000	40,000
Capital Reserve			
Expenditure funded from Capital Reserve	3,153,000	3,514,000	1,889,000
Withdrawals to fund expenditure	(3,153,000)	(3,514,000)	(1,889,000)
Other contributions to (from) Capital Reserve	2,500	127,050	350,000
Financial Reporting Standard 17			
Retirement Benefit Costs	3,676,600	4,531,900	4,751,600
Employers Pension Contributions	(2,712,200)	(2,646,000)	(2,436,750)
Pensions Reserve	(964,400)	(1,885,900)	(2,314,850)
Council Tax Freeze Grant	-	-	(211,900)
Area Based Grant	(28,800)	(36,150)	-
Performance Reward Grant	-	10,900	-
Sub Total	15,019,300	14,714,700	14,901,650
Contributions To (From) Revenue Reserve	(23,000)	281,600	(1,586,600)
Budget Requirement	14,996,300	14,996,300	13,315,050

ESTIMATES FOR THE FINANCIAL YEAR 2011/12

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2010/11 Estimate £	DESCRIPTION	2011/12 Estimate £
14,996,300	BOROUGH COUNCIL REQUIREMENT	13,315,050
1,798,907	PARISH COUNCIL PRECEPTS	1,948,265
16,795,207	Sub-total	15,263,315
6,522,259	LESS: Aggregate External Finance	4,889,857
10,272,948	Sub-total	10,373,458
115,256	LESS: Collection Fund Adjustments - Council Taxes Surplus	-
10,157,692	NET REQUIREMENT	10,373,458

COUNCIL TAX - BAND "D" EQUIVALENT

2010/11 Estimate £	Band "D" Equivalent £	DESCRIPTION	2011/12 Estimate £	Band "D" Equivalent £
50,946,312	1,047.78	KENT COUNTY COUNCIL PRECEPT	51,351,048	1,047.78
6,743,052	138.68	KENT POLICE AUTHORITY	6,796,621	138.68
3,303,940	67.95	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,330,187	67.95
8,358,785	171.91	BOROUGH COUNCIL NET REQUIREMENT	8,425,193	171.91
69,352,089	1,426.32	BAND "D" COUNCIL TAX (excluding Parishes)	69,903,049	1,426.32
1,798,907	37.00 *	PARISH COUNCIL PRECEPTS #	1,948,265	39.75 *
71,150,996	1,463.32	AVERAGE BAND "D" COUNCIL TAX	71,851,314	1,466.07
		* Parish Average		

See page 25 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 17th February 2011, the Council calculated the following amounts for the year 2011/2012 in accordance with regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- (a) 49,009.38 , 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	390.70
Aylesford	4,156.78
Birling	206.87
Borough Green	1,559.99
Burham	468.47
Ditton	1,830.08
East Malling & Larkfield	5,279.77
East Peckham	1,356.93
Hadlow	1,616.53
Hildenborough	2,221.66
Ightham	1,096.65
Kings Hill	3,437.08
Leybourne	1,306.02
Mereworth	470.70
Offham	389.43
Platt	842.87
Plaxtol	576.32
Ryarsh	287.68
Shipbourne	263.37
Snodland	3,613.10
Stansted	240.08
Trottiscliffe	264.76
Wateringbury	924.02
West Malling	1,164.62
West Peckham	170.49
Wouldham	490.92
Wrotham	866.63

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 2011/2012 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- | | | |
|-----|-------------|--|
| (a) | £73,901,515 | 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) | £58,638,200 | being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act. |
| (c) | £15,263,315 | 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) | £4,889,857 | 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) | £211.66 | 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) | £1,948,265 | 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	221.20
Aylesford	215.49
Birling	203.33
Borough Green	253.42
Burham	209.15
Ditton	285.91
East Malling & Larkfield	215.72
East Peckham	267.36
Hadlow	231.07
Hildenborough	185.64
Ightham	237.66
Kings Hill	215.95
Leybourne	236.23
Mereworth	198.47
Offham	212.46
Platt	229.57
Plaxtol	204.89
Ryarsh	228.60
Shipbourne	206.08
Snodland	236.75
Stansted	234.31
Trottiscliffe	209.68
Wateringbury	235.25
West Malling	235.69
West Peckham	186.26
Wouldham	222.70
Wrotham	233.10

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	147.47	172.04	196.62	221.20	270.36	319.51	368.67	442.40
Aylesford	143.66	167.60	191.55	215.49	263.38	311.26	359.15	430.98
Birling	135.55	158.15	180.74	203.33	248.51	293.70	338.88	406.66
Borough Green	168.95	197.10	225.26	253.42	309.74	366.05	422.37	506.84
Burham	139.43	162.67	185.91	209.15	255.63	302.11	348.58	418.30
Ditton	190.61	222.37	254.14	285.91	349.45	412.98	476.52	571.82
East Malling & Larkfield	143.81	167.78	191.75	215.72	263.66	311.60	359.53	431.44
East Peckham	178.24	207.95	237.65	267.36	326.77	386.19	445.60	534.72
Hadlow	154.05	179.72	205.40	231.07	282.42	333.77	385.12	462.14
Hildenborough	123.76	144.39	165.01	185.64	226.89	268.15	309.40	371.28
Ightham	158.44	184.85	211.25	237.66	290.47	343.29	396.10	475.32
Kings Hill	143.97	167.96	191.96	215.95	263.94	311.93	359.92	431.90
Leybourne	157.49	183.73	209.98	236.23	288.73	341.22	393.72	472.46
Mereworth	132.31	154.37	176.42	198.47	242.57	286.68	330.78	396.94
Offham	141.64	165.25	188.85	212.46	259.67	306.89	354.10	424.92
Platt	153.05	178.55	204.06	229.57	280.59	331.60	382.62	459.14
Plaxtol	136.59	159.36	182.12	204.89	250.42	295.95	341.48	409.78
Ryarsh	152.40	177.80	203.20	228.60	279.40	330.20	381.00	457.20
Shipbourne	137.39	160.28	183.18	206.08	251.88	297.67	343.47	412.16
Snodland	157.83	184.14	210.44	236.75	289.36	341.97	394.58	473.50
Stansted	156.21	182.24	208.28	234.31	286.38	338.45	390.52	468.62
Trottiscliffe	139.79	163.08	186.38	209.68	256.28	302.87	349.47	419.36
Watlingbury	156.83	182.97	209.11	235.25	287.53	339.81	392.08	470.50
West Malling	157.13	183.31	209.50	235.69	288.07	340.44	392.82	471.38
West Peckham	124.17	144.87	165.56	186.26	227.65	269.04	310.43	372.52
Wouldham	148.47	173.21	197.96	222.70	272.19	321.68	371.17	445.40
Wrotham	155.40	181.30	207.20	233.10	284.90	336.70	388.50	466.20

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 2011/2012 the Kent Police Authority, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Kent Police Authority	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 2011/2012, for each of the categories of dwellings shown below:-

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	950.88	1,109.36	1,267.84	1,426.32	1,743.28	2,060.24	2,377.20	2,852.64
Addington	983.74	1,147.69	1,311.65	1,475.61	1,803.53	2,131.44	2,459.35	2,951.22
Aylesford	979.93	1,143.25	1,306.58	1,469.90	1,796.55	2,123.19	2,449.83	2,939.80
Birling	971.82	1,133.80	1,295.77	1,457.74	1,781.68	2,105.63	2,429.56	2,915.48
Borough Green	1,005.22	1,172.75	1,340.29	1,507.83	1,842.91	2,177.98	2,513.05	3,015.66
Burham	975.70	1,138.32	1,300.94	1,463.56	1,788.80	2,114.04	2,439.26	2,927.12
Ditton	1,026.88	1,198.02	1,369.17	1,540.32	1,882.62	2,224.91	2,567.20	3,080.64
East Malling & Larkfield	980.08	1,143.43	1,306.78	1,470.13	1,796.83	2,123.53	2,450.21	2,940.26
East Peckham	1,014.51	1,183.60	1,352.68	1,521.77	1,859.94	2,198.12	2,536.28	3,043.54
Hadlow	990.32	1,155.37	1,320.43	1,485.48	1,815.59	2,145.70	2,475.80	2,970.96
Hildenborough	960.03	1,120.04	1,280.04	1,440.05	1,760.06	2,080.08	2,400.08	2,880.10
Ightham	994.71	1,160.50	1,326.28	1,492.07	1,823.64	2,155.22	2,486.78	2,984.14
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	993.76	1,159.38	1,325.01	1,490.64	1,821.90	2,153.15	2,484.40	2,981.28
Mereworth	968.58	1,130.02	1,291.45	1,452.88	1,775.74	2,098.61	2,421.46	2,905.76
Offham	977.91	1,140.90	1,303.88	1,466.87	1,792.84	2,118.82	2,444.78	2,933.74
Platt	989.32	1,154.20	1,319.09	1,483.98	1,813.76	2,143.53	2,473.30	2,967.96
Plaxtol	972.86	1,135.01	1,297.15	1,459.30	1,783.59	2,107.88	2,432.16	2,918.60
Ryarsh	988.67	1,153.45	1,318.23	1,483.01	1,812.57	2,142.13	2,471.68	2,966.02
Shipbourne	973.66	1,135.93	1,298.21	1,460.49	1,785.05	2,109.60	2,434.15	2,920.98
Snodland	994.10	1,159.79	1,325.47	1,491.16	1,822.53	2,153.90	2,485.26	2,982.32
Stansted	992.48	1,157.89	1,323.31	1,488.72	1,819.55	2,150.38	2,481.20	2,977.44
Trottiscliffe	976.06	1,138.73	1,301.41	1,464.09	1,789.45	2,114.80	2,440.15	2,928.18
Watlingbury	993.10	1,158.62	1,324.14	1,489.66	1,820.70	2,151.74	2,482.76	2,979.32
West Malling	993.40	1,158.96	1,324.53	1,490.10	1,821.24	2,152.37	2,483.50	2,980.20
West Peckham	960.44	1,120.52	1,280.59	1,440.67	1,760.82	2,080.97	2,401.11	2,881.34
Wouldham	984.74	1,148.86	1,312.99	1,477.11	1,805.36	2,133.61	2,461.85	2,954.22
Wrotham	991.67	1,156.95	1,322.23	1,487.51	1,818.07	2,148.63	2,479.18	2,975.02

Financial arrangements with Parish councils 2011/12

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £
Addington	3,175	1,238	-	-	4,413
Aylesford	20,998	11,186	3,780	-	35,964
Birling	3,175	2,313	188	-	5,676
Borough Green	7,097	-	1,808	-	8,905
Burham	3,175	1,932	258	-	5,365
Ditton	9,251	1,431	-	2,683	13,365
East Malling & Larkfield	25,992	3,448	822	-	30,262
East Peckham	6,695	4,605	1,550	-	12,850
Hadlow	7,673	9,928	94	-	17,695
Hildenborough	9,596	2,955	141	-	12,692
Ightham	3,955	3,649	-	-	7,604
Kings Hill	11,085	-	-	-	11,085
Leybourne	6,132	1,029	446	-	7,607
Mereworth	3,175	2,898	-	-	6,073
Offham	3,175	1,036	-	-	4,211
Platt	3,223	2,826	493	-	6,542
Plaxtol	3,175	2,780	329	-	6,284
Ryarsh	3,175	1,126	564	-	4,865
Shipbourne	3,175	1,798	-	-	4,973
Snodland	18,209	16,182	3,264	-	37,655
Stansted	3,175	1,393	-	-	4,568
Trottiscliffe	3,175	605	-	-	3,780
Watlingbury	3,934	6,300	939	-	11,173
West Malling	5,131	4,930	2,207	233	12,501
West Peckham	3,175	1,474	-	-	4,649
Wouldham	3,175	894	211	-	4,280
Wrotham	3,487	5,758	1,268	-	10,513
Total	180,558	93,714	18,362	2,916	295,550

Please note that the figures for Ditton Parish Council and East Malling & Larkfield Parish Council differ to those reported to the Finance & Property Advisory Board on 29 September 2010 as they did not at that time take into account recent boundary changes. The figures notified to the Parish Councils and detailed above take into account the boundary changes.

Parish council precepts

Precept for 2010 / 11 £	Parish council	Precept for 2011 / 12 £	Tax base	Amount per band D property £	Per band D variation %	Precept variation %
19,258.00	Addington	19,258.00	390.70	49.29	2.2	0.0
181,175.00	Aylesford	181,172.00	4,156.78	43.58	(0.3)	(0.0)
6,500.00	Birling	6,500.00	206.87	31.42	(3.6)	0.0
122,010.00	Borough Green	127,154.00	1,559.99	81.51	3.5	4.2
17,020.00	Burham	17,445.50	468.47	37.24	2.9	2.5
201,716.00	Ditton	208,634.00	1,830.08	114.00	1.9	3.4
226,993.00	E. Malling & Larkfield	231,282.00	5,279.77	43.81	1.5	1.9
73,295.00	East Peckham	129,525.00	1,356.93	95.45	75.3	76.7
78,000.00	Hadlow	95,633.00	1,616.53	59.16	22.1	22.6
30,399.00	Hildenborough	30,499.00	2,221.66	13.73	(0.4)	0.3
51,502.00	Ightham	72,102.00	1,096.65	65.75	41.5	40.0
147,194.00	Kings Hill	151,381.00	3,437.08	44.04	0.0	2.8
80,000.00	Leybourne	84,000.00	1,306.02	64.32	2.9	5.0
10,000.00	Mereworth	12,500.00	470.70	26.56	25.2	25.0
15,922.00	Offham	15,791.00	389.43	40.55	(1.0)	(0.8)
37,000.00	Platt	48,600.00	842.87	57.66	32.3	31.4
19,007.00	Plaxtol	19,008.00	576.32	32.98	1.0	0.0
14,616.00	Ryarsh	16,310.00	287.68	56.69	13.2	11.6
9,000.00	Shipbourne	9,000.00	263.37	34.17	(1.3)	0.0
227,986.00	Snodland	234,271.00	3,613.10	64.84	(0.1)	2.8
14,610.00	Stansted	14,982.00	240.08	62.40	3.4	2.5
10,000.00	Trottiscliffe	10,000.00	264.76	37.77	3.7	0.0
55,649.03	Wateringbury	58,523.23	924.02	63.34	5.0	5.2
72,120.00	West Malling	74,284.00	1,164.62	63.78	3.6	3.0
2,460.00	West Peckham	2,447.00	170.49	14.35	2.1	(0.5)
23,741.00	Wouldham	24,936.00	490.92	50.79	5.4	5.0
51,734.00	Wrotham	53,027.00	866.63	61.19	1.0	2.5
1,798,907.03	Total	1,948,264.73	35,492.52			

CORPORATE SERVICES

SUMMARY

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
1-3 SALARIES & OVERHEADS	1,764,750	816,700	509,250
4 DEMOCRATIC REPRESENTATION	1,550,950	1,612,050	1,633,400
5 CORPORATE MANAGEMENT	687,300	671,650	697,100
6 COMMUNITY SAFETY	173,850	161,400	183,250
7 COMMUNITY DEVELOPMENT	92,700	104,700	108,350
8 ELECTIONS	306,650	320,300	429,900
9 INFORMATION & PUBLICITY	207,700	205,350	213,450
10 PUBLIC RIGHTS OF WAY	6,650	7,400	7,750
11 CIVIL CONTINGENCIES	111,750	121,450	120,650
12 LOCAL LAND CHARGES	(134,200)	(29,700)	(71,750)
13 CONCESSIONARY FARES	605,950	724,700	-
14 GRANTS & PAYMENTS	169,600	165,700	166,700
15 INDUSTRIAL ESTATE	(51,400)	(50,800)	(50,600)
16 COMMERCIAL PROPERTY	(237,500)	(240,350)	(240,700)
17 VALE RISE DEPOT	-	-	-
18 LAND REVIEW	54,250	48,000	48,200
19 LOCAL REVENUE & NNDR COLLECTION	491,800	580,600	562,100
20 COUNCIL TAX BENEFITS	(4,100)	98,100	100,650
21 INTEREST & TRANSFERS	(425,950)	(322,250)	(189,600)
22 DRAINAGE BOARDS SPECIAL LEVIES	396,250	390,550	398,350
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	389,000	416,950	301,700
24 GENERAL ADVICE TO PARISH COUNCILS	64,150	69,350	70,400
25 ITINERANTS	8,200	15,550	15,850
26 CLIMATE CHANGE	66,350	74,550	79,100
27 ECONOMIC DEVELOPMENT & REGENERATION	82,600	98,250	79,150
ANNUAL ESTIMATES	6,377,300	6,060,200	5,172,650
28 CAPITAL PROGRAMME REVENUE EXPENSES	74,400	60,700	62,650
29 CONTRIBUTIONS TO PROVISIONS	-	5,000	5,000
	6,451,700	6,125,900	5,240,300

CORPORATE SERVICES

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 19	11,575,950	11,446,550	10,408,250
Superannuation Backfunding	-	-	987,900
Staff Turnover Saving	(75,000)	(75,000)	(75,000)
Apprenticeship Scheme	13,700	11,400	16,500
Termination Payments	300,000	373,750	294,000
Recruitment & Training	128,000	103,500	128,900
	11,942,650	11,860,200	11,760,550
2. <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	147,900	156,400	161,300
Premises Related Expenses	542,850	502,300	505,650
Supplies & Services	23,800	22,800	22,800
	714,550	681,500	689,750
Less Income	(15,500)	(15,500)	(16,000)
<u>Sub-total</u>	699,050	666,000	673,750
Central, Departmental & Technical Support Services	69,000	67,350	67,600
Capital Financing Costs	154,550	150,400	152,650
	922,600	883,750	894,000

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & PHOTOCOPYING

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	88,950	97,050	97,850
Supplies & Services	77,800	76,850	76,850
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	166,750	173,900	174,700
Less Income	(29,700)	(32,800)	(32,800)
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<u>Sub-total</u>	137,050	141,100	141,900
Central, Departmental & Technical Support Services	59,000	57,300	57,500
Capital Financing Costs	21,600	21,000	27,700
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	217,650	219,400	227,100
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(c) CUSTOMER SERVICES

Employees	237,050	262,400	291,200
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	4,300	33,050	23,050
	<hr/>	<hr/>	<hr/>
	246,550	300,650	319,450
Less Income	-	(141,600)	(141,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	246,550	159,050	177,850
Central, Departmental & Technical Support Services	150,800	155,550	141,500
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	397,350	314,600	319,350
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CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	17,300	19,250	19,650
Supplies & Services	108,250	118,000	112,800
	<hr/>	<hr/>	<hr/>
	125,550	137,250	132,450
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	125,500	137,200	132,400
Central, Departmental & Technical Support Services	13,750	14,950	15,150
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	139,250	152,150	147,550
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(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	313,700	310,100	307,050
Supplies & Services	333,800	353,250	325,850
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	647,500	663,350	632,900
Less Income	(38,750)	(107,850)	(61,800)
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<u>Sub-total</u>	608,750	555,500	571,100
Capital Financing Costs	28,750	28,650	23,650
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	637,500	584,150	594,750
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CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Supplies & Services	6,400	6,800	6,800
Less Income	(10,500)	(10,500)	(10,500)
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<u>Sub-total</u>	(4,100)	(3,700)	(3,700)
Central, Departmental & Technical Support Services	3,850	4,000	4,050
Capital Financing Costs	2,650	3,000	2,550
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	2,400	3,300	2,900
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(g) INFORMATION TECHNOLOGY SERVICES

Employees	822,600	829,100	891,250
Transport Related Expenses	100	250	250
Supplies & Services	567,650	499,450	551,800
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	1,390,350	1,328,800	1,443,300
Less Income	(4,050)	(1,550)	(1,500)
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<u>Sub-total</u>	1,386,300	1,327,250	1,441,800
Central, Departmental & Technical Support Services	185,300	180,800	181,300
Capital Financing Costs	429,600	445,300	410,000
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	2,001,200	1,953,350	2,033,100
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CORPORATE SERVICES

3. SUMMARY

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,942,650	11,860,200	11,760,550
Overhead Expenses :			
(a) Council Offices	922,600	883,750	894,000
(b) Printing & Photocopying	217,650	219,400	227,100
(c) Customer Services	397,350	314,600	319,350
(d) General Administration	139,250	152,150	147,550
(e) Departmental Administration	637,500	584,150	594,750
(f) Snack Facilities	2,400	3,300	2,900
(g) Information Technology Services	2,001,200	1,953,350	2,033,100
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	16,260,600	15,970,900	15,979,300
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning & Transportation Services	(3,698,500)	(3,759,100)	(3,991,200)
Environmental Health Services	(1,601,050)	(1,664,300)	(1,645,850)
Housing Services	(1,687,300)	(1,830,400)	(1,809,400)
Leisure Services	(1,253,600)	(1,281,850)	(1,301,200)
Corporate Services	(4,263,950)	(4,575,800)	(4,595,450)
Other Services	(195,950)	(198,600)	(198,600)
Holding Accounts	(1,795,500)	(1,844,150)	(1,928,350)
	<hr/>	<hr/>	<hr/>
	(14,495,850)	(15,154,200)	(15,470,050)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<hr/> 1,764,750 <hr/>	<hr/> 816,700 <hr/>	<hr/> 509,250 <hr/>

CORPORATE SERVICES

4. DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

	2010/11 ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	341,000	376,000	382,300
Premises Related Expenses	8,000	6,900	7,500
Supplies & Services	12,800	12,600	12,600
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	361,800	395,500	402,400
Central, Departmental & Technical Support Services	510,300	521,800	541,800
	<hr/>	<hr/>	<hr/>
	872,100	917,300	944,200
	<hr/>	<hr/>	<hr/>

(b) PAYMENTS TO MEMBERS

Transport Related Expenses	15,450	15,450	15,450
Supplies & Services	428,900	428,900	428,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	444,350	444,350	444,350
Central, Departmental & Technical Support Services	25,500	23,550	23,250
	<hr/>	<hr/>	<hr/>
	469,850	467,900	467,600
	<hr/>	<hr/>	<hr/>

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

Employees	39,600	43,750	44,450
Transport Related Expenses	23,000	23,000	23,000
Supplies & Services	34,500	42,150	34,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	97,100	108,900	101,950
Central, Departmental & Technical Support Services	111,900	117,950	119,650
	<hr/>	<hr/>	<hr/>
	209,000	226,850	221,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,550,950	1,612,050	1,633,400
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

5. CORPORATE MANAGEMENT

(a) CORPORATE POLICY

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	78,300	80,450	82,100
Supplies & Services	17,000	10,000	17,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	95,300	90,450	99,100
Central, Departmental & Technical Support Services	420,050	415,850	427,000
	<hr/>	<hr/>	<hr/>
	515,350	506,300	526,100
	<hr style="border-top: 1px dashed;"/>	<hr style="border-top: 1px dashed;"/>	<hr style="border-top: 1px dashed;"/>

(b) PUBLIC ACCOUNTABILITY

Supplies & Services	114,800	103,000	105,000
Central, Departmental & Technical Support Services	57,150	62,350	66,000
	<hr/>	<hr/>	<hr/>
	171,950	165,350	171,000
	<hr style="border-top: 1px dashed;"/>	<hr style="border-top: 1px dashed;"/>	<hr style="border-top: 1px dashed;"/>
<u>TO SUMMARY</u>	687,300	671,650	697,100
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

6. COMMUNITY SAFETY

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	98,600	87,950	105,550
Supplies & Services	40,000	40,000	40,000
	<hr/>	<hr/>	<hr/>
	138,600	127,950	145,550
Less Income	(64,100)	(64,100)	(64,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	74,500	63,850	81,450
Central, Departmental & Technical Support Services	99,350	97,550	101,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	173,850	161,400	183,250
	<hr/>	<hr/>	<hr/>

7. COMMUNITY DEVELOPMENT

Employees	45,300	53,850	59,400
Supplies & Services	117,500	117,500	115,000
	<hr/>	<hr/>	<hr/>
	162,800	171,350	174,400
Less Income	(95,000)	(95,000)	(95,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	67,800	76,350	79,400
Central, Departmental & Technical Support Services	24,900	28,350	28,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	92,700	104,700	108,350
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

8. ELECTIONS

(a) ELECTORAL REGISTRATION

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	49,050	50,900	54,300
Supplies & Services	45,500	39,350	40,650
	<hr/>	<hr/>	<hr/>
	94,550	90,250	94,950
Less Income	(1,500)	(1,500)	(1,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	93,050	88,750	93,450
Central, Departmental & Technical Support Services	101,200	116,600	111,800
	<hr/>	<hr/>	<hr/>
	194,250	205,350	205,250
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	18,100	20,450	21,550
Premises Related Expenses	1,500	-	10,300
Supplies & Services	12,400	200	98,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	32,000	20,650	130,050
Central, Departmental & Technical Support Services	80,400	94,300	94,600
	<hr/>	<hr/>	<hr/>
	112,400	114,950	224,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	306,650	320,300	429,900
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
9. <u>INFORMATION & PUBLICITY</u>			
Employees	87,800	91,450	98,850
Supplies & Services	68,950	65,650	65,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	156,750	157,100	164,500
Central, Departmental & Technical Support Services	50,950	48,250	48,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	207,700	205,350	213,450
	<hr/>	<hr/>	<hr/>
10. <u>PUBLIC RIGHTS OF WAY</u>			
Employees	4,850	5,150	5,450
Less Income	(1,000)	(500)	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,850	4,650	4,950
Central, Departmental & Technical Support Services	2,800	2,750	2,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	6,650	7,400	7,750
	<hr/>	<hr/>	<hr/>
11. <u>CIVIL CONTINGENCIES</u>			
Employees	42,050	49,850	48,750
Premises Related Expenses	100	100	100
Supplies & Services	39,600	40,100	40,100
	<hr/>	<hr/>	<hr/>
	81,750	90,050	88,950
Less Income	(6,700)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	75,050	83,350	82,250
Central, Departmental & Technical Support Services	36,700	38,100	38,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	111,750	121,450	120,650
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

12. LOCAL LAND CHARGES

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	132,750	138,650	136,300
Supplies & Services	78,500	59,800	49,350
	<hr/>	<hr/>	<hr/>
	211,250	198,450	185,650
Less Income	(481,950)	(350,100)	(385,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(270,700)	(151,650)	(199,450)
Central, Departmental & Technical Support Services	136,500	121,950	127,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(134,200)	(29,700)	(71,750)
	<hr/>	<hr/>	<hr/>

13. CONCESSIONARY FARES

Supplies & Services	719,600	805,900	-
Less Income	(134,200)	(107,550)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	585,400	698,350	-
Central, Departmental & Technical Support Services	20,550	26,350	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	605,950	724,700	-
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2010/11		2011/12
		ORIGINAL £	REVISED £	ESTIMATE £
14. <u>GRANTS & PAYMENTS</u>				
Supplies & Services		156,250	153,000	153,000
Central, Departmental & Technical Support Services		13,350	12,700	13,700
	<u>TO SUMMARY</u>	169,600	165,700	166,700
15. <u>INDUSTRIAL ESTATE</u>				
Employees		1,300	1,550	1,550
Less Income		(59,100)	(59,100)	(59,100)
	<u>Sub-total</u>	(57,800)	(57,550)	(57,550)
Central, Departmental & Technical Support Services		6,400	6,750	6,950
	<u>TO SUMMARY</u>	(51,400)	(50,800)	(50,600)
16. <u>COMMERCIAL PROPERTY</u>				
Employees		4,100	4,750	4,800
Premises Related Expenses		7,700	8,600	8,650
		11,800	13,350	13,450
Less Income		(260,150)	(265,000)	(265,700)
	<u>Sub-total</u>	(248,350)	(251,650)	(252,250)
Central, Departmental & Technical Support Services		10,850	11,300	11,550
	<u>TO SUMMARY</u>	(237,500)	(240,350)	(240,700)

CORPORATE SERVICES

		2010/11		2011/12
		ORIGINAL £	REVISED £	ESTIMATE £
17. <u>VALE RISE DEPOT</u>				
Employees		2,750	2,800	2,800
Premises Related Expenses		14,300	14,350	14,850
		<hr/>	<hr/>	<hr/>
		17,050	17,150	17,650
Less Income		(28,750)	(28,100)	(28,650)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(11,700)	(10,950)	(11,000)
Central, Departmental & Technical Support Services		2,700	1,950	2,000
Capital Financing Costs		9,000	9,000	9,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	-	-
		<hr/>	<hr/>	<hr/>
18. <u>LAND REVIEW</u>				
Employees		28,800	33,750	34,050
Premises Related Expenses		31,750	16,150	20,300
Supplies & Services		6,000	6,000	6,000
		<hr/>	<hr/>	<hr/>
		66,550	55,900	60,350
Less Income		(30,800)	(27,000)	(31,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	35,750	28,900	28,850
Central, Departmental & Technical Support Services		18,500	19,100	19,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	54,250	48,000	48,200
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2010/11		2011/12
		ORIGINAL £	REVISED £	ESTIMATE £
19. <u>LOCAL REVENUE & NNDR COLLECTION</u>				
Employees		386,400	422,600	413,850
Supplies & Services		136,100	157,100	137,650
		<hr/>	<hr/>	<hr/>
		522,500	579,700	551,500
Less Income		(406,200)	(422,600)	(402,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	116,300	157,100	149,000
Central, Departmental & Technical Support Services		375,500	423,500	413,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	491,800	580,600	562,100
		<hr/>	<hr/>	<hr/>
20. <u>COUNCIL TAX BENEFITS</u>				
Employees		191,350	241,800	221,550
Supplies & Services		25,500	25,100	25,500
Transfer Payments		7,259,350	7,376,700	7,745,550
		<hr/>	<hr/>	<hr/>
		7,476,200	7,643,600	7,992,600
Less Income		(7,646,200)	(7,724,000)	(8,071,400)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(170,000)	(80,400)	(78,800)
Central, Departmental & Technical Support Services		165,900	178,500	179,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(4,100)	98,100	100,650
		<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2010/11		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>INTEREST & TRANSFERS</u>			
Employees	25,150	22,750	26,100
Supplies & Services	205,650	199,800	191,850
	<hr/>	<hr/>	<hr/>
	230,800	222,550	217,950
Less Income	(683,850)	(579,400)	(426,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(453,050)	(356,850)	(208,500)
Central, Departmental & Technical Support Services	27,100	34,600	18,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(425,950)	(322,250)	(189,600)
	<hr/>	<hr/>	<hr/>
22. <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	395,900	390,200	398,000
Central, Departmental & Technical Support Services	350	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	396,250	390,550	398,350
	<hr/>	<hr/>	<hr/>
23. <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
Supplies & Services	379,150	411,150	295,550
Central, Departmental & Technical Support Services	9,850	5,800	6,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	389,000	416,950	301,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2010/11		2011/12
		ORIGINAL £	REVISED £	ESTIMATE £
24. <u>GENERAL ADVICE TO PARISH COUNCILS</u>				
Employees		31,750	35,700	36,000
Central, Departmental & Technical Support Services		32,400	33,650	34,400
	<u>TO SUMMARY</u>	64,150	69,350	70,400
25. <u>ITINERANTS</u>				
Employees		2,000	2,150	2,250
Central, Departmental & Technical Support Services		6,200	13,400	13,600
	<u>TO SUMMARY</u>	8,200	15,550	15,850
26. <u>CLIMATE CHANGE</u>				
Employees		43,450	50,900	55,450
Supplies & Services		8,000	8,000	8,000
	<u>Sub-total</u>	51,450	58,900	63,450
Central, Departmental & Technical Support Services		14,900	15,650	15,650
	<u>TO SUMMARY</u>	66,350	74,550	79,100

CORPORATE SERVICES

		2010/11		2011/12
		ORIGINAL £	REVISED £	ESTIMATE £
27. <u>ECONOMIC DEVELOPMENT & REGENERATION</u>				
Employees		16,000	17,700	19,550
Supplies & Services		54,000	67,350	46,200
	<u>Sub-total</u>	70,000	85,050	65,750
Central, Departmental & Technical Support Services		10,500	9,000	9,200
Capital Financing Costs		2,100	4,200	4,200
	<u>TO SUMMARY</u>	82,600	98,250	79,150
28. <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>				
Employees		124,500	155,050	161,350
Less Income		(161,350)	(213,250)	(213,800)
	<u>Sub-total</u>	(36,850)	(58,200)	(52,450)
Central, Departmental & Technical Support Services		111,250	118,900	115,100
	<u>TO SUMMARY</u>	74,400	60,700	62,650
29. <u>CONTRIBUTIONS TO PROVISIONS</u>				
Supplies & Services		-	5,000	5,000
	<u>TO SUMMARY</u>	-	5,000	5,000

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2010/11 ESTIMATE</u>							
Original Estimate	8,239,200	61,250	263,100	8,563,550	636,450	2,375,950	11,575,950
Revised Estimate	8,043,650	56,650	401,650	8,501,950	633,950	2,310,650	11,446,550
<u>2011/12 ESTIMATE</u>							
Service							
Administration & Property	579,900	17,500	3,000	600,400	44,500	76,350	721,250
Environmental Health & Housing	1,445,850	5,900	11,050	1,462,800	108,300	196,600	1,767,700
Executive	559,400	5,350	-	564,750	46,550	76,300	687,600
Information Technology	613,150	2,550	85,650	701,350	52,950	74,500	828,800
Finance	1,495,150	3,250	101,500	1,599,900	111,000	204,200	1,915,100
Legal	329,050	2,600	3,400	335,050	25,050	46,950	407,050
Leisure	506,550	950	100,000	607,500	43,050	64,750	715,300
Personnel	569,400	1,500	20,700	591,600	38,000	74,550	704,150
Planning & Transportation	2,194,100	1,100	-	2,195,200	174,850	291,250	2,661,300
	8,292,550	40,700	325,300	8,658,550	644,250	1,105,450	10,408,250

ENVIRONMENTAL HEALTH SERVICES

SUMMARY

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,163,900	1,175,600	1,205,250
2. PUBLIC CONVENIENCES	326,150	267,150	253,900
3. STREET SCENE	1,202,300	1,217,700	1,273,050
4. ENVIRONMENTAL PROTECTION	326,850	323,950	312,750
5. FOOD & SAFETY	452,900	446,850	444,500
6. RECYCLING	576,450	475,600	563,000
7. PEST CONTROL	80,650	68,500	70,550
8. PUBLIC HEALTH ACT 1984	2,850	6,350	4,400
9. LICENCES	1,200	(2,200)	4,500
10. ENVIRONMENTAL PROTECTION ACT - PART 1	8,150	22,850	21,450
ANNUAL ESTIMATES	4,141,400	4,002,350	4,153,350
11. CAPITAL PROGRAMME - REVENUE EXPENSES	2,850	3,100	3,100
	4,144,250	4,005,450	4,156,450

ENVIRONMENTAL HEALTH SERVICES

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
1. <u>REFUSE COLLECTION</u>			
Employees	96,400	123,700	125,150
Premises Related Expenses	25,800	25,300	25,850
Supplies & Services	16,300	13,900	14,000
Third Party Payments	999,000	958,000	995,400
	<hr/>	<hr/>	<hr/>
	1,137,500	1,120,900	1,160,400
Less Income	(69,400)	(57,900)	(60,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,068,100	1,063,000	1,099,700
Central, Departmental & Technical Support Services	52,650	69,400	60,150
Depreciation & Impairment	43,150	43,200	45,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,163,900	1,175,600	1,205,250
	<hr/>	<hr/>	<hr/>
2. <u>PUBLIC CONVENIENCES</u>			
Employees	18,600	15,050	15,100
Premises Related Expenses	86,350	88,050	71,050
Third Party Payments	86,000	86,000	89,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	190,950	189,100	175,550
Central, Departmental & Technical Support Services	17,350	15,650	15,950
Depreciation & Impairment	117,850	62,400	62,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	326,150	267,150	253,900
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
3. <u>STREET SCENE</u>			
Employees	138,300	140,200	139,000
Supplies & Services	137,800	135,300	138,500
Third Party Payments	977,000	1,000,000	1,066,000
	<hr/>	<hr/>	<hr/>
	1,253,100	1,275,500	1,343,500
Less Income	(117,050)	(127,550)	(132,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,136,050	1,147,950	1,210,750
Central, Departmental & Technical Support Services	66,250	69,750	62,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,202,300	1,217,700	1,273,050
	<hr/>	<hr/>	<hr/>
4. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	199,450	209,300	201,350
Supplies & Services	9,150	8,500	8,600
Third Party Payments	31,250	25,750	25,600
	<hr/>	<hr/>	<hr/>
	239,850	243,550	235,550
Less Income	(4,750)	(3,750)	(4,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	235,100	239,800	230,800
Central, Departmental & Technical Support Services	87,200	79,500	79,100
Depreciation & Impairment	4,550	4,650	2,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	326,850	323,950	312,750
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

5. FOOD & SAFETY

(a) GENERAL

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	152,650	158,900	158,600
Supplies & Services	5,800	15,500	5,500
Third Party Payments	4,200	4,200	400
	<hr/>	<hr/>	<hr/>
	162,650	178,600	164,500
Less Income	(550)	(10,550)	(550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	162,100	168,050	163,950
Central, Departmental & Technical Support Services	80,400	76,700	78,150
Depreciation & Impairment	150	150	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	242,650	244,900	242,100
	<hr/>	<hr/>	<hr/>

(b) FOOD SAFETY

Employees	148,300	145,950	145,650
Supplies & Services	1,450	2,000	2,000
Third Party Payments	400	300	300
	<hr/>	<hr/>	<hr/>
	150,150	148,250	147,950
Less Income	(6,450)	(5,500)	(5,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	143,700	142,750	142,450
Central, Departmental & Technical Support Services	66,550	59,200	59,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	210,250	201,950	202,400
	<hr/>	<hr/>	<hr/>

FOOD & SAFETY

(a) GENERAL	242,650	244,900	242,100
(b) FOOD SAFETY	210,250	201,950	202,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	452,900	446,850	444,500
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

6. RECYCLING

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	99,250	121,900	123,150
Premises Related Expenses	3,800	3,800	3,850
Transport Related Expenses	133,600	133,700	136,500
Supplies & Services	24,250	18,250	18,250
Third Party Payments	1,272,050	1,251,450	1,303,050
	<hr/>	<hr/>	<hr/>
	1,532,950	1,529,100	1,584,800
Less Income	(1,116,000)	(1,220,000)	(1,190,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	416,950	309,100	394,800
Central, Departmental & Technical Support Services	51,350	58,250	55,300
Depreciation & Impairment	108,150	108,250	112,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	576,450	475,600	563,000
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

7. PEST CONTROL

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	31,450	25,500	25,750
Supplies & Services	500	500	500
Third Party Payments	40,350	38,000	39,500
Financial Hardship Subsidy	4,350	3,500	3,500
	<hr/>	<hr/>	<hr/>
	76,650	67,500	69,250
Less Income	(18,850)	(18,850)	(18,850)
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<u>Sub-total</u>	57,800	48,650	50,400
Central, Departmental & Technical Support Services	22,850	19,850	20,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	80,650	68,500	70,550
	<hr/>	<hr/>	<hr/>

8. PUBLIC HEALTH ACT 1984

Employees	850	900	900
Third Party Payments	1,000	4,500	2,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,850	5,400	3,400
Central, Departmental & Technical Support Services	1,000	950	1,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	2,850	6,350	4,400
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

9. LICENCES

(a) FEE PAYING

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	113,250	121,800	121,950
Premises Related Expenses	100	50	50
Supplies & Services	7,500	7,000	7,000
	<hr/>	<hr/>	<hr/>
	120,850	128,850	129,000
Less Income	(252,550)	(244,500)	(244,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(131,700)	(115,650)	(115,500)
Central, Departmental & Technical Support Services	101,150	86,500	91,850
	<hr/>	<hr/>	<hr/>
	(30,550)	(29,150)	(23,650)
	<hr/>	<hr/>	<hr/>

(b) NON FEE PAYING

Employees	16,300	13,600	14,450
Central, Departmental & Technical Support Services	15,450	13,350	13,700
	<hr/>	<hr/>	<hr/>
	31,750	26,950	28,150
	<hr/>	<hr/>	<hr/>

LICENCES

(a) FEE PAYING	(30,550)	(29,150)	(23,650)
(b) NON FEE PAYING	31,750	26,950	28,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,200	(2,200)	4,500
	<hr/>	<hr/>	<hr/>

ENVIRONMENTAL HEALTH SERVICES

		2010/11 ESTIMATE		2011/12
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. <u>ENVIRONMENTAL PROTECTION ACT</u>				
Employees		16,650	28,200	27,000
Less Income		(16,000)	(15,700)	(15,700)
	<u>Sub-total</u>	650	12,500	11,300
Central, Departmental & Technical Support Services		7,500	10,350	10,150
	<u>TO SUMMARY</u>	8,150	22,850	21,450
11. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		2,850	3,100	3,100
	<u>TO SUMMARY</u>	2,850	3,100	3,100

HOUSING SERVICES

SUMMARY

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	190,400	220,450	212,600
2. PRIVATE SECTOR HOUSING RENEWAL	525,200	557,400	565,500
3. HOUSING ADVANCES	13,550	14,300	14,700
4. HOUSING BENEFITS & COUNTER FRAUD	297,800	340,450	393,400
5. PRIVATE SECTOR HOUSING STANDARDS	129,700	91,350	143,200
6. HOME SAFETY	5,150	4,700	4,700
7. HOME IMPROVEMENT AGENCY	56,600	57,250	57,300
8. HOUSING STRATEGY & ENABLING ROLE	172,250	295,900	266,100
9. HOUSING ADVICE	239,350	173,300	174,350
	<hr/>	<hr/>	<hr/>
	1,630,000	1,755,100	1,831,850
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

1. HOMELESSNESS

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	117,450	127,300	127,950
Supplies & Services	105,050	137,550	123,350
Third Party Payments	1,500	4,000	4,000
	<hr/>	<hr/>	<hr/>
	224,000	268,850	255,300
Less Income	(100,500)	(116,050)	(111,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	123,500	152,800	144,250
Central, Departmental & Technical Support Services	66,900	67,650	68,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	190,400	220,450	212,600
	<hr/>	<hr/>	<hr/>

2. PRIVATE SECTOR HOUSING RENEWAL

Employees	147,500	159,300	159,700
Supplies & Services	1,185,000	1,392,000	639,000
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	1,332,500	1,551,300	798,700
Less Income	(884,000)	(1,061,000)	(301,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	448,500	490,300	497,700
Central, Departmental & Technical Support Services	76,700	67,100	67,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	525,200	557,400	565,500
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

3. HOUSING ADVANCES

Premises Related Expenses

Supplies & Services

Less Income

Sub-total

Central, Departmental & Technical
Support Services

TO SUMMARY

2010/11 ESTIMATE		2011/12
ORIGINAL	REVISED	ESTIMATE
£	£	£
350	350	350
2,550	2,550	2,550
<hr/>	<hr/>	<hr/>
2,900	2,900	2,900
(1,450)	(1,300)	(1,250)
<hr/>	<hr/>	<hr/>
1,450	1,600	1,650
12,100	12,700	13,050
<hr/>	<hr/>	<hr/>
13,550	14,300	14,700
<hr/>	<hr/>	<hr/>

HOUSING SERVICES

4. HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	256,800	324,200	297,300
Supplies & Services	37,450	38,850	39,350
Housing Benefits	29,791,350	28,457,700	31,244,900
	<hr/>	<hr/>	<hr/>
	30,085,600	28,820,750	31,581,550
Less Income	(30,205,600)	(28,934,000)	(31,648,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(120,000)	(113,250)	(67,050)
Central, Departmental & Technical Support Services	340,150	364,650	363,100
	<hr/>	<hr/>	<hr/>
	220,150	251,400	296,050
	<hr/>	<hr/>	<hr/>

(b) FRAUD PREVENTION

Employees	81,150	86,100	88,050
Supplies & Services	4,500	4,500	4,500
	<hr/>	<hr/>	<hr/>
	85,650	90,600	92,550
Less Income	(104,800)	(105,200)	(98,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(19,150)	(14,600)	(5,950)
Central, Departmental & Technical Support Services	96,800	103,650	103,300
	<hr/>	<hr/>	<hr/>
	77,650	89,050	97,350
	<hr/>	<hr/>	<hr/>

HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS	220,150	251,400	296,050
(b) FRAUD PREVENTION	77,650	89,050	97,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	297,800	340,450	393,400
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

5. PRIVATE SECTOR HOUSING STANDARDS

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	56,600	61,300	61,100
Supplies & Services	45,000	8,300	60,000
	<hr/>	<hr/>	<hr/>
	101,600	69,600	121,100
Less Income	(300)	(300)	(300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,300	69,300	120,800
Central, Departmental & Technical Support Services	28,400	22,050	22,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	129,700	91,350	143,200
	<hr/>	<hr/>	<hr/>

6. HOME SAFETY

Employees	2,250	2,450	2,450
Supplies & Services	1,200	700	700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,450	3,150	3,150
Central, Departmental & Technical Support Services	1,700	1,550	1,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,150	4,700	4,700
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

7. HOME IMPROVEMENT AGENCY

Employees

6,400

7,000

6,950

Supplies & Services

1,500

1,000

1,000

Third Party Payments

45,000

45,000

45,000

52,900

53,000

52,950

Less Income

(1,000)

-

-

Sub-total

51,900

53,000

52,950

Central, Departmental & Technical
Support Services

4,700

4,250

4,350

TO SUMMARY

56,600

57,250

57,300

HOUSING SERVICES

8. HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY

Employees	59,150	63,000	62,300
Supplies & Services	12,550	43,050	11,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	71,700	106,050	73,650
Central, Departmental & Technical Support Services	42,600	40,200	41,450
	<hr/>	<hr/>	<hr/>
	114,300	146,250	115,100
	<hr/>	<hr/>	<hr/>

(b) HOUSING REGISTER

Employees	35,950	108,150	108,700
Third Party Payments	7,000	7,000	7,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	42,950	115,150	115,700
Central, Departmental & Technical Support Services	15,000	34,500	35,300
	<hr/>	<hr/>	<hr/>
	57,950	149,650	151,000
	<hr/>	<hr/>	<hr/>

HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY	114,300	146,250	115,100
(b) HOUSING REGISTER	57,950	149,650	151,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	172,250	295,900	266,100
	<hr/>	<hr/>	<hr/>

HOUSING SERVICES

9. HOUSING ADVICE

Employees

Supplies & Services

Sub-total

Central, Departmental & Technical
Support Services

TO SUMMARY

2010/11 ESTIMATE		2011/12
ORIGINAL	REVISED	ESTIMATE
£	£	£
161,150	124,700	124,300
500	-	-
<hr/>	<hr/>	<hr/>
161,650	124,700	124,300
77,700	48,600	50,050
<hr/>	<hr/>	<hr/>
239,350	173,300	174,350
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LEISURE SERVICES

SUMMARY

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. ANGEL CENTRE	664,750	783,050	661,600
2. LARKFIELD LEISURE CENTRE	964,800	1,066,350	959,450
3. TONBRIDGE SWIMMING POOL	555,500	748,500	623,500
4. SPORTS GROUNDS	458,150	462,400	456,750
5. POULT WOOD GOLF CENTRE	(70,450)	(85,650)	(63,850)
6. PLEASURE GROUNDS & OPEN SPACES	692,850	688,900	710,450
7. ALLOTMENTS	9,700	9,300	10,150
8. CHURCHYARDS	11,650	11,750	11,900
9. CEMETERY	97,950	105,850	100,500
10. YOUTH & PLAY DEVELOPMENT	166,650	189,600	188,050
11. GRANTS	130,800	151,950	1,900
12. SPORTS DEVELOPMENT	66,650	67,350	70,100
13. ARTS PROGRAMME	71,550	86,150	75,100
14. LEISURE STRATEGY / MANAGEMENT	207,250	279,200	217,650
15. TONBRIDGE CASTLE GATEHOUSE	30,500	34,200	31,800
ANNUAL ESTIMATES	4,058,300	4,598,900	4,055,050
16. CAPITAL PROGRAMME - REVENUE EXPENSES	38,200	55,300	37,650
	4,096,500	4,654,200	4,092,700

LEISURE SERVICES

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
1. <u>ANGEL CENTRE</u>			
Employees			
Salaries - Operational (see page LS 12)	641,150	619,000	601,750
Employee Costs - Other	20,200	19,450	45,550
Premises Related Expenses	253,250	243,500	244,650
Transport Related Expenses	1,900	1,400	1,400
Supplies & Services	99,200	96,250	101,650
	<hr/>	<hr/>	<hr/>
	1,015,700	979,600	995,000
Less Income	(840,350)	(685,850)	(829,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	175,350	293,750	165,700
Central, Departmental & Technical Support Services	170,950	171,550	174,550
Depreciation & Impairment	318,450	317,750	321,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	664,750	783,050	661,600
	<hr/>	<hr/>	<hr/>
2. <u>LARKFIELD LEISURE CENTRE</u>			
Employees			
Salaries - Operational (see page LS 12)	1,660,200	1,607,700	1,584,250
Employee Costs - Other	38,650	43,700	126,250
Premises Related Expenses	643,750	696,600	687,300
Transport Related Expenses	12,950	11,450	10,650
Supplies & Services	234,000	228,000	228,800
	<hr/>	<hr/>	<hr/>
	2,589,550	2,587,450	2,637,250
Less Income	(2,251,150)	(2,135,650)	(2,288,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	338,400	451,800	348,450
Central, Departmental & Technical Support Services	67,600	63,200	67,000
Depreciation & Impairment	558,800	551,350	544,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	964,800	1,066,350	959,450
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

3. TONBRIDGE SWIMMING POOL

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries - Operational (see page LS 12)	753,650	768,400	749,500
Employee Costs - Other	19,750	20,300	58,500
Premises Related Expenses	388,600	405,800	419,250
Transport Related Expenses	600	1,000	1,000
Supplies & Services	209,300	216,650	206,600
	<hr/>	<hr/>	<hr/>
	1,371,900	1,412,150	1,434,850
Less Income	(1,213,600)	(1,079,800)	(1,225,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	158,300	332,350	209,050
Central, Departmental & Technical Support Services	142,200	144,950	146,500
Depreciation & Impairment	255,000	271,200	267,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	555,500	748,500	623,500
	<hr/>	<hr/>	<hr/>

4. SPORTS GROUNDS

(a) LEISURE MANAGEMENT

Employees	3,350	3,700	3,750
Premises Related Expenses	12,850	23,550	11,500
Transport Related Expenses	100	150	150
Supplies & Services	1,250	1,250	1,300
	<hr/>	<hr/>	<hr/>
	17,550	28,650	16,700
Less Income	(7,000)	(7,000)	(7,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	10,550	21,650	9,700
Central, Departmental & Technical Support Services	8,600	8,950	9,300
Depreciation & Impairment	19,250	22,500	19,600
	<hr/>	<hr/>	<hr/>
	38,400	53,100	38,600
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

4. SPORTS GROUNDS

(b) GROUND MAINTENANCE

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	34,200	38,050	38,200
Premises Related Expenses	29,650	33,250	31,650
Supplies & Services	4,050	3,800	3,800
Third Party Payments	217,000	216,500	224,100
	<hr/>	<hr/>	<hr/>
	284,900	291,600	297,750
Less Income	(4,000)	(6,300)	(2,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	280,900	285,300	295,250
Central, Departmental & Technical Support Services	22,500	22,450	22,900
Depreciation & Impairment	116,350	101,550	100,000
	<hr/>	<hr/>	<hr/>
	419,750	409,300	418,150
	<hr/>	<hr/>	<hr/>

SPORTS GROUNDS

- (a) LEISURE MANAGEMENT
(b) GROUND MAINTENANCE

TO SUMMARY

38,400	53,100	38,600
419,750	409,300	418,150
<hr/>	<hr/>	<hr/>
458,150	462,400	456,750
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LEISURE SERVICES

5. POULT WOOD GOLF CENTRE

(a) LEISURE MANAGEMENT

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	48,050	51,500	51,800
Premises Related Expenses	69,200	74,300	91,350
Supplies & Services	36,100	36,400	36,400
Third Party Payments	38,200	39,100	40,400
	<hr/>	<hr/>	<hr/>
	191,550	201,300	219,950
Less Income	(747,800)	(749,700)	(751,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(556,250)	(548,400)	(531,550)
Central, Departmental & Technical Support Services	59,750	59,400	60,300
Depreciation & Impairment	96,900	103,700	106,200
	<hr/>	<hr/>	<hr/>
	(399,600)	(385,300)	(365,050)
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5. <u>POULT WOOD GOLF CENTRE</u>			
(b) <u>GROUND MAINTENANCE</u>			
Employees			
Salaries - Operational (see page LS 12)	181,300	159,300	143,200
Employee Costs - Other	12,700	12,150	25,450
Premises Related Expenses	14,050	16,000	15,800
Transport Related Expenses	16,300	14,200	14,300
Supplies & Services	34,600	34,300	34,300
<u>Sub-total</u>	258,950	235,950	233,050
Central, Departmental & Technical Support Services	32,800	31,650	33,300
Depreciation & Impairment	37,400	32,050	34,850
	329,150	299,650	301,200
<u>POULT WOOD GOLF CENTRE</u>			
(a) LEISURE MANAGEMENT	(399,600)	(385,300)	(365,050)
(b) GROUND MAINTENANCE	329,150	299,650	301,200
<u>TO SUMMARY</u>	(70,450)	(85,650)	(63,850)

LEISURE SERVICES

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
6. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	190,950	207,800	210,650
Premises Related Expenses	134,650	131,500	136,850
Transport Related Expenses	1,300	850	850
Supplies & Services	47,650	48,850	51,050
Third Party Payments	248,500	245,800	253,800
	<hr/>	<hr/>	<hr/>
	623,050	634,800	653,200
Less Income	(131,500)	(135,850)	(136,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	491,550	498,950	516,700
Central, Departmental & Technical Support Services	101,350	94,900	98,100
Depreciation & Impairment	99,950	95,050	95,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	692,850	688,900	710,450
	<hr/>	<hr/>	<hr/>
7. <u>ALLOTMENTS</u>			
Employees	300	500	550
Premises Related Expenses	100	100	100
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,500	5,700	5,750
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,450	5,650	5,700
Central, Departmental & Technical Support Services	200	250	250
Depreciation & Impairment	4,050	3,400	4,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	9,700	9,300	10,150
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

8. CHURCHYARDS

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	2,750	2,750	2,750
Premises Related Expenses	6,700	6,850	6,950
	<hr/>	<hr/>	<hr/>
	9,450	9,600	9,700
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,400	9,550	9,650
Central, Departmental & Technical Support Services	2,250	2,200	2,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	11,650	11,750	11,900
	<hr/>	<hr/>	<hr/>

9. CEMETERY

Employees	25,150	27,850	28,150
Premises Related Expenses	24,050	29,550	25,150
Supplies & Services	2,400	2,400	2,400
Third Party Payments	54,300	55,000	55,100
	<hr/>	<hr/>	<hr/>
	105,900	114,800	110,800
Less Income	(46,200)	(46,200)	(48,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	59,700	68,600	62,500
Central, Departmental & Technical Support Services	20,450	19,750	20,000
Depreciation & Impairment	17,800	17,500	18,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	97,950	105,850	100,500
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

10. YOUTH & PLAY DEVELOPMENT

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	107,500	100,300	101,250
Premises Related Expenses	10,100	10,150	10,150
Transport Related Expenses	5,300	4,500	4,500
Supplies & Services	74,650	115,350	102,500
	<hr/>	<hr/>	<hr/>
	197,550	230,300	218,400
Less Income	(74,950)	(96,950)	(81,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	122,600	133,350	136,650
Central, Departmental & Technical Support Services	44,050	56,250	51,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	166,650	189,600	188,050
	<hr/>	<hr/>	<hr/>

11. GRANTS

Employees	1,150	1,300	1,300
Supplies & Services	129,000	158,000	-
	<hr/>	<hr/>	<hr/>
	130,150	159,300	1,300
Less Income	-	(8,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	130,150	151,300	1,300
Central, Departmental & Technical Support Services	650	650	600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	130,800	151,950	1,900
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES

		2010/11 ESTIMATE		2011/12
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
12. <u>SPORTS DEVELOPMENT</u>				
Employees		53,200	48,350	44,700
Supplies & Services		5,000	12,600	5,000
		<hr/>	<hr/>	<hr/>
		58,200	60,950	49,700
Less Income		(11,500)	(14,400)	(500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	46,700	46,550	49,200
Central, Departmental & Technical Support Services		19,950	20,800	20,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	66,650	67,350	70,100
		<hr/>	<hr/>	<hr/>
13. <u>ARTS PROGRAMME</u>				
Employees		26,950	29,450	30,200
Supplies & Services		22,100	22,100	22,100
Third Party Payments		5,000	17,000	5,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	54,050	68,550	57,300
Central, Departmental & Technical Support Services		17,500	17,600	17,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	71,550	86,150	75,100
		<hr/>	<hr/>	<hr/>

LEISURE SERVICES

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL £	REVISED £	£
14. <u>LEISURE STRATEGY / MANAGEMENT</u>			
Employees	77,550	83,400	83,950
Supplies & Services	50,900	116,850	50,850
<u>Sub-total</u>	128,450	200,250	134,800
Central, Departmental & Technical Support Services	73,150	73,300	77,250
Depreciation & Impairment	5,650	5,650	5,600
<u>TO SUMMARY</u>	207,250	279,200	217,650
15. <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	17,750	19,300	21,300
Premises Related Expenses	6,600	9,850	8,800
Supplies & Services	15,200	13,600	13,600
	39,550	42,750	43,700
Less Income	(35,500)	(32,500)	(35,500)
<u>Sub-total</u>	4,050	10,250	8,200
Central, Departmental & Technical Support Services	19,700	17,200	17,400
Depreciation & Impairment	6,750	6,750	6,200
<u>TO SUMMARY</u>	30,500	34,200	31,800
16. <u>CAPITAL PROGRAMME</u>			
<u>- REVENUE EXPENSES</u>			
Direct Salaries, Central, Departmental & Technical Support Services	38,200	55,300	37,650
<u>TO SUMMARY</u>	38,200	55,300	37,650

LEISURE SERVICES

EMPLOYEES - SALARIES - OPERATIONAL

	Basic Salaries £	Overtime General £	Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Supern. £	Salaries & Oncosts £
<u>2010/11 ESTIMATE</u>								
Original Estimate								
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
Revised Estimate								
Larkfield Leisure Centre	890,000	28,200	10,000	410,000	1,338,200	75,000	194,500	1,607,700
Angel Centre	371,000	21,000	-	135,000	527,000	31,000	61,000	619,000
Tonbridge Swimming Pool	395,000	33,500	21,800	216,000	666,300	39,000	63,100	768,400
Poult Wood Golf Centre	120,000	-	-	-	120,000	8,800	30,500	159,300
	1,776,000	82,700	31,800	761,000	2,651,500	153,800	349,100	3,154,400
<u>2011/12 ESTIMATE</u>								
Larkfield Leisure Centre	949,950	25,200	8,800	435,900	1,419,850	66,250	98,150	1,584,250
Angel Centre	376,500	22,100	-	149,000	547,600	25,000	29,150	601,750
Tonbridge Swimming Pool	451,800	25,500	5,000	196,000	678,300	27,900	40,300	746,500
Poult Wood Golf Centre	120,350	-	-	3,000	123,350	8,750	14,100	146,200
	1,898,600	72,800	13,800	783,900	2,769,100	127,900	181,700	3,078,700

PLANNING AND TRANSPORTATION SERVICES

SUMMARY

	2010/11 ESTIMATE		2011/12 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. PLANNING & BUILDING CONTROL	1,846,200	1,931,450	1,953,400
2. TRANSPORTATION	256,650	236,400	138,400
3. SECURITY SERVICES MANAGEMENT (CCTV)	117,750	116,900	123,750
4. PARKING SERVICES	(741,650)	(600,150)	(554,750)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	145,000	119,050	61,050
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	1,623,950	1,803,650	1,721,850
6. CAPITAL PROGRAMME - REVENUE EXPENSES	120,300	154,850	173,100
	<hr/>	<hr/>	<hr/>
	1,744,250	1,958,500	1,894,950
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL

**(a) PREPARATION OF LOCAL
DEVELOPMENT FRAMEWORK**

Employees	288,450	276,650	197,950
Supplies & Services	56,500	15,000	30,000
	<hr/>	<hr/>	<hr/>
	344,950	291,650	227,950
Less Income	(200)	(150)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	344,750	291,500	227,850
Central, Departmental & Technical Support Services	115,200	103,950	62,300
	<hr/>	<hr/>	<hr/>

459,950 395,450 290,150

(b) PLANNING POLICY

Employees	20,450	19,600	185,700
Supplies & Services	42,400	43,050	12,150
	<hr/>	<hr/>	<hr/>
	62,850	62,650	197,850
Less Income	(100)	(16,950)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	62,750	45,700	197,750
Central, Departmental & Technical Support Services	17,750	14,700	67,700
	<hr/>	<hr/>	<hr/>

80,500 60,400 265,450

PLANNING AND TRANSPORTATION SERVICES

1. PLANNING & BUILDING CONTROL
(continued)

(c) CONSERVATION

Employees	42,700	45,050	46,450
Supplies & Services	8,000	35,000	8,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,700	80,050	54,450
Central, Departmental & Technical Support Services	26,150	24,750	25,200
	<hr/>	<hr/>	<hr/>
	76,850	104,800	79,650
	<hr/>	<hr/>	<hr/>

(d) DEVELOPMENT CONTROL

Employees	984,750	1,073,800	1,116,750
Supplies & Services	69,700	79,700	55,700
	<hr/>	<hr/>	<hr/>
	1,054,450	1,153,500	1,172,450
Less Income	(661,250)	(659,250)	(659,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	393,200	494,250	513,100
Central, Departmental & Technical Support Services	705,900	702,500	736,350
	<hr/>	<hr/>	<hr/>
	1,099,100	1,196,750	1,249,450
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

		2010/11 ESTIMATE		2011/12
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1. <u>PLANNING & BUILDING CONTROL</u>				
	<u>(continued)</u>			
	(e) <u>BUILDING CONTROL</u>			
Employees		335,650	329,000	371,750
Supplies & Services		20,600	16,900	17,400
		<hr/>	<hr/>	<hr/>
		356,250	345,900	389,150
Less Income		(537,300)	(537,300)	(537,300)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(181,050)	(191,400)	(148,150)
Central, Departmental & Technical Support Services		157,750	150,850	153,250
		<hr/>	<hr/>	<hr/>
		(23,300)	(40,550)	5,100
		<hr/>	<hr/>	<hr/>
(f) <u>HOUSING & PLANNING DELIVERY GRANT</u>				
Employees		98,800	113,600	63,600
Supplies & Services		54,300	101,000	-
		<hr/>	<hr/>	<hr/>
		153,100	214,600	63,600
		<hr/>	<hr/>	<hr/>
<u>PLANNING & BUILDING CONTROL</u>				
(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK		459,950	395,450	290,150
(b) PLANNING POLICY		80,500	60,400	265,450
(c) CONSERVATION		76,850	104,800	79,650
(d) DEVELOPMENT CONTROL		1,099,100	1,196,750	1,249,450
(e) BUILDING CONTROL		(23,300)	(40,550)	5,100
(f) HOUSING & PLANNING DELIVERY GRANT		153,100	214,600	63,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	1,846,200	1,931,450	1,953,400
		<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

2. TRANSPORTATION

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	81,700	60,300	63,800
Premises Related Expenses	16,750	16,700	16,700
Supplies & Services	111,850	124,600	16,600
	<hr/>	<hr/>	<hr/>
	210,300	201,600	97,100
Less Income	(10,000)	(10,000)	(10,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	200,300	191,600	87,100
Central, Departmental & Technical Support Services	44,500	33,050	34,550
Depreciation & Impairment	11,850	11,750	16,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	256,650	236,400	138,400
	<hr/>	<hr/>	<hr/>

3. SECURITY SERVICES MANAGEMENT

Employees	70,500	86,850	83,450
Premises Related Expenses	750	750	750
Supplies & Services	27,400	26,850	27,000
Third Party Payments	195,000	195,000	206,000
	<hr/>	<hr/>	<hr/>
	293,650	309,450	317,200
Less Income	(318,400)	(316,050)	(334,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(24,750)	(6,600)	(17,300)
Central, Departmental & Technical Support Services	36,300	37,400	38,000
Depreciation & Impairment	106,200	86,100	103,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	117,750	116,900	123,750
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

4. PARKING SERVICES

(a) OFF-STREET

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	172,900	177,500	177,150
Premises Related Expenses	228,950	257,950	278,300
Transport Related Expenses	3,750	3,450	3,500
Supplies & Services	763,600	785,150	806,800
	<hr/>	<hr/>	<hr/>
	1,169,200	1,224,050	1,265,750
Less Income	(2,384,500)	(2,370,000)	(2,340,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,215,300)	(1,145,950)	(1,074,250)
Central, Departmental & Technical Support Services	126,600	123,150	123,500
Depreciation & Impairment	99,150	109,450	111,200
	<hr/>	<hr/>	<hr/>
	(989,550)	(913,350)	(839,550)
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

4. PARKING SERVICES (continued)

(b) ON-STREET

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Employees	273,600	309,150	311,350
Premises Related Expenses	10,000	10,000	10,000
Transport Related Expenses	3,600	3,250	3,300
Supplies & Services	64,350	58,650	35,150
	<hr/>	<hr/>	<hr/>
	351,550	381,050	359,800
Less Income	(255,000)	(227,000)	(232,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	96,550	154,050	127,800
Central, Departmental & Technical Support Services	135,700	140,050	140,200
Depreciation & Impairment	15,650	19,100	16,800
	<hr/>	<hr/>	<hr/>
	247,900	313,200	284,800
	<hr/>	<hr/>	<hr/>

PARKING SERVICES

(a) OFF-STREET	(989,550)	(913,350)	(839,550)
(b) ON-STREET	247,900	313,200	284,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(741,650)	(600,150)	(554,750)
	<hr/>	<hr/>	<hr/>

PLANNING AND TRANSPORTATION SERVICES

		2010/11 ESTIMATE		2011/12
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		39,500	33,250	38,050
Supplies & Services		80,100	93,150	2,150
Third Party Payments		3,000	3,000	3,000
		<hr/>	<hr/>	<hr/>
		122,600	129,400	43,200
Less Income		-	(28,000)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	122,600	101,400	43,200
Central, Departmental & Technical Support Services		22,400	17,650	17,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	145,000	119,050	61,050
		<hr/>	<hr/>	<hr/>
6. <u>CAPITAL PROGRAMME</u>				
<u>- REVENUE EXPENSES</u>				
Direct Salaries, Central, Departmental & Technical Support Services		120,300	154,850	173,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	120,300	154,850	173,100
		<hr/>	<hr/>	<hr/>

CAPITAL PLAN: LIST A
ALL SERVICES

	Expenditure To 31/03/10	2010/11 Est Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
Excluding Capital Renewals	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Service									
Planning and Transportation Services	390	172	245	184	0	0	0	0	991
Environmental Health Services	0	98	91	101	104	104	104	104	706
Housing Services	74	367	338	307	307	307	307	307	2,314
Leisure Services	931	881	174	33	8	8	8	8	2,051
Corporate Services	956	429	174	51	30	30	30	30	1,730
Total Excluding Capital Renewals	2,351	1,947	1,022	676	449	449	449	449	7,792
Capital Renewals									
Service									
Planning and Transportation Services	n/a	40	90	190	194	40	40	40	634
Environmental Health Services	n/a	37	38	49	29	26	83	101	363
Leisure Services	n/a	839	387	451	566	397	285	313	3,238
Corporate Services	n/a	570	353	289	316	361	390	294	2,573
Total Capital Renewals	n/a	1,486	868	979	1,105	824	798	748	6,808
Grand Total	2,351	3,433	1,890	1,655	1,554	1,273	1,247	1,197	14,600

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	61	81	174	20	0	0	0	0	336
Transportation	186	0	40	0	0	0	0	0	226
Environmental Improvements	0	0	25	75	0	0	0	0	100
Land Drainage / Flood Defence	69	52	0	39	0	0	0	0	160
Historic Buildings Grants	7	8	0	0	0	0	0	0	15
Other Schemes	67	31	6	50	0	0	0	0	154
Total Planning & Transportation (excluding capital renewals)	390	172	245	184	0	0	0	0	991
Capital Renewals									
CCTV	n/a	40	90	190	40	40	40	40	480
Parking	n/a	0	0	0	154	0	0	0	154
Total Planning & Transportation Capital Renewals	n/a	40	90	190	194	40	40	40	634
Total Planning & Transportation	390	212	335	374	194	40	40	40	1,625

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
<u>Car Parking</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Improvement Programme for Existing Car Parks										
(i) Phase 2 - 4	P01AZ/S/O	60		149						209
(b) Car Parking Action Plan										
(i) Phase 6 (East Malling Local Parking Plan and the Phased Programme)	P01MA	1	37							38
(ii) Phase 7 (Aylesford, West Malling Local Parking Plans and the Phased Programme)	P01MB			25						25
(iii) Phase 8 (inc Hadlow Local Parking Plan)	P01AV				20					20
(c) Winter Emergency Response Provision	P01MC		44							44
Carried Forward		61	81	174	20	0	0	0	0	336

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Car Parking</u>		
(a) Improvement Programme for Existing Car parks	3b(key),4a, 4c,8a(key), 14a	A phased programme of improvements in existing car parks to improve access for customers and to enhance the value and the quality of the car park stock. Includes enhanced surfaces, remodelled layouts, improved drainage, better information, improved lighting and new boundary fencing.
(i) Phase 2 - 4		Provision subsumes the balance of funding from earlier stages and it provides for a programme of work to enhance and improve a number of car parks with particular attention on surfacing and bay markings. These include Western Road in Borough Green, Upper Castle Field, Ryarsh Lane, West Malling High Street, West Street, Bradford Street, Angel (East) and Aylesford.
(b) Car Parking Action Plan	4a,4c, 8a(key),14a	A series of parking measures to give effect to the Cabinet's adopted Parking Action Plan.
(i) Phase 6 (East Malling Local Parking Plan and the Phased Programme)		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.
(ii) Phase 7 (Aylesford, West Malling Local Parking Plans and the Phased Programme)		Refer to note for Phase 6.
(iii) Phase 8 (inc Hadlow Local Parking Plan)		Scheme in abeyance at Hadlow PC request. Reprogrammed to 2012/13. List C Assessment for Phase 8 has been subsumed within this provision.
(c) Winter Emergency Response Provision	4c,12a(key) 14a	Equipment and materials to enable an improved response to severe adverse conditions during the winter months. Prompted by experiences during the winter emergency period in December and January 2009/10. Includes a 4x4 vehicle capable of towing a gritter to deal with snow and ice in car parks.

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
<u>Transportation</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Local Transport Plan Partnership Programme	P01ED	186		40						226
Total Transportation to Summary		186	0	40	0	0	0	0	0	226
<u>Environmental Improvements</u>										
(a) Tonbridge Town Centre Enhancements - Phase 1	P01FH			25	75					100
Total Environmental Improvements to Summary		0	0	25	75	0	0	0	0	100
<u>Land Drainage / Flood Defence</u>										
(a) Drainage	P01HR									
(i) Drainage Improvement Programme Less DEFRA Grant		20	80 (28)	0	0	0	0	0	0	100 (28)
		20	52	0	0	0	0	0	0	72
(b) Flood defence										
(i) East Peckham Flood Alleviation	P01HP	49			39					88
Total Land Drainage / Flood Defence to Summary		69	52	0	39	0	0	0	0	160

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Transportation</u>		
(a) Local Transport Plan Partnership Programme	4c	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions. The overall budget provision was reduced in recent Capital Plan Reviews and the remaining commitment is a contribution to a footway scheme in West Malling High Street that secured a better quality of surfacing material than would otherwise have been the case. Budget provision reviewed and reduced by £10,000 during the 2010/11 Capital Plan Review.
<u>Environmental Improvements</u>		
(a) Tonbridge Town Centre Enhancements - Phase 1	3b(key), 8a(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 rescheduled to 2012/13 in the light of current economic conditions.
<u>Land Drainage / Flood Defence</u>		
(a) Drainage		
(i) Drainage Improvement Programme	4b, 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 where a joint Borough Council and County Council scheme is being promoted to resolve local land drainage and highway drainage problems in an integrated and comprehensive way. The scheme is supported by a £28,000 Grant from DEFRA secured in 2010/11. The grant together with matched contribution from KCC will fund the design of the scheme. KCC will also be contributing to the capital costs of the scheme related to the improvements to the highway drainage.
(b) Flood Defence		
(i) 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 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Historic Buildings Grants</u>										
(a) 2008/09 Grant award programme	P01KK	7	2							9
(b) 2009/10 Grant award programme	P01KL		6							6
Total Historic Building Grants to Summary		7	8	0	0	0	0	0	0	15
<u>Other Schemes</u>										
(a) Hadlow Tower	P01JJ					----- Uncosted -----				
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	P01LA	17	6	6						29
(c) Medway Gap Countryside Partnership Initiative	P01LB	50	25							75
(d) Tonbridge Castle East Curtain Wall Less Town Wardens Grant	P01LC				52 (2)					52 (2)
		0	0	0	50	0	0	0	0	50
Total Other Schemes to Summary		67	31	6	50	0	0	0	0	154
<u>Capital Renewals</u>										
(a) CCTV Capital Renewals	P01BA	n/a	40	90	190	40	40	40	40	480
(b) Car Parking	P01JF	n/a				154				154
Total Capital Renewals to Summary		n/a	40	90	190	194	40	40	40	634

CAPITAL PLAN: LIST A
PLANNING AND TRANSPORTATION SERVICES

	Corporate Aims and Priorities	Notes
<u>Historic Buildings Grants</u>		
(a) 2008/09 Grant award programme	8b	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.
(b) 2009/10 Grant award programme		
<u>Other Schemes</u>		
(a) Hadlow Tower		Uncosted scheme to cover any possible cost of acquisition and compensation.
(b) Countryside Management Grants in Areas of Outstanding Natural Beauty.	8a(key), 8b	This is a grant scheme administered by the Medway Valley Countryside Partnership on behalf of the Borough Council. The Scope of the grant scheme includes biodiversity enhancement. It provides 50% grants, up to a maximum of £1,500, towards landscape and biodiversity improvement projects in the Kent Downs AONB. Council funding is matched by INTERREG funding. The scheme was due for review in 2010/11. After several years of under-performance, there is now considerable potential demand for projects which support the aims of the Council's Green Infrastructure Strategy now included in the recently adopted MDEDPD. INTERREG funding is guaranteed until 2012 and it would seem appropriate to optimise this opportunity for partnership funding by extending the scheme on the same basis for another year adding £6,000 to the overall budget.
(c) Medway Gap Countryside Partnership Initiative (Valley of Visions)	8a(key), 8b	Valley of Visions partnership scheme which is taking forward projects in the Medway Valley Landscape and Access Enhancement Study in conjunction with Heritage Lottery Funding and contributions from other authorities. The project has a three year life commencing in 2008/09. This is therefore the final year of the project. Progress is reported to the Rural Affairs Advisory Board.
(d) Tonbridge Castle East Curtain Wall	3b(key), 8b	Scheme to maintain the structural integrity of the Scheduled Ancient Monument by removing a path which runs alongside the East curtain wall. (monitoring regime in place).
<u>Capital Renewals</u>		
(a) CCTV Capital Renewals	4a, 11a(key)	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 2011/12 and 2012/13 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	Provisions have been consolidated to allow complete replacement of ticket machines in 2013/14.

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Strategy	0	46	39	49	52	52	52	52	342
Refuse Collection	n/a	52	52	52	52	52	52	52	364
Total Environmental Health (excluding capital renewals)	0	98	91	101	104	104	104	104	706
Capital Renewals									
Environmental Protection	n/a	5	12	23	3	0	2	12	57
Recycling Initiatives	n/a	26	26	26	26	26	81	89	300
Food & Safety	n/a	0	0	0	0	0	0	0	0
Public Conveniences	n/a	6	0	0	0	0	0	0	6
Total Environmental Health Capital Renewals	n/a	37	38	49	29	26	83	101	363
Total Environmental Health	0	135	129	150	133	130	187	205	1,069

CAPITAL PLAN: LIST A
ENVIRONMENTAL HEALTH SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
<u>Environmental Strategy</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Purchase of second recycling vehicle Less waste performance & efficiency grant	P02BB	50 (50)								50 (50)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Green Waste Bins Growth / Replacement	P02BC	n/a	46	39	49	52	52	52	52	342
Total Environmental Strategy to summary		0	46	39	49	52	52	52	52	342
<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
<u>Capital Renewals</u>										
(a) Environmental Protection	CR01	n/a	5	12	23	3		2	12	57
(b) Recycling Initiatives	CR02	n/a	26	26	26	26	26	81	89	300
(c) Food & Safety	CR03	n/a								0
(d) Public Conveniences	CR04	n/a	6							6
Total Capital Renewals to Summary		n/a	37	38	49	29	26	83	101	363

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. Budget provision reduced by £7,000 during the 2010/11 Capital Plan Review.
(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.
<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 and 16/17 provisions includes replacement of recycling vehicles.
(c) Food & Safety	10a (key)	Previous provisions included replacement of the mobile exhibition trailer. Replacement of the trailer is no longer considered necessary.
(d) Public Conveniences	2f	Renewal of signs and handrails to comply with Disability Discrimination Act.

CAPITAL PLAN: LIST A
HOUSING SERVICES

	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
Housing Investment Programme	£'000 74	£'000 367	£'000 338	£'000 307	£'000 307	£'000 307	£'000 307	£'000 307	£'000 2,314
Total Housing Services	74	367	338	307	307	307	307	307	2,314

CAPITAL PLAN: LIST A HOUSING SERVICES										
	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 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	611 (410)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	502 (301)	3,623 (2,216)
Sub-total		n/a	201	201	201	201	201	201	201	1,407
(ii) Housing Assistance	P03AD	n/a	781	137	106	106	106	106	106	1,448
(iii) Regional Housing Board Grant	P03ZZ	n/a	(651)							(651)
		n/a	331	338	307	307	307	307	307	2,204
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	36							110
Total Housing Investment Programme to Summary		74	367	338	307	307	307	307	307	2,314

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 2010/11 provision of £611,000 comprises the original budget allocation approved by Council (February 2010) of £502,000 plus £109,000 following an additional 2010/11 grant award (SHAB 17/5/10).
(ii) Housing Assistance		The 2010/11 provision of £781,000 comprises: £ 683,000 Original budget provision approved by Council February 2010 68,000 Additional Regional Housing Board grant award SHAB 17/5/10 48,000 2009/10 Underspend (18,000) Grant repayments received in 2009/10 transferred to 2011/12 ----- 781,000
(iii) Regional Housing Board Grant		2010/11 provision of £651,000 reflects the original allocation of £583,000 augmented by £68,000 enhanced grant award (SHAB 17/5/10).
(b) Sustainable Communities Programme		
(i) Renewable energy schemes.	5c	2010/11 budget provision relates primarily to the photovoltaic renewable energy initiative with Russet Homes.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Larkfield Leisure Centre	93	86	41	0	0	0	0	0	220
Angel Centre	0	75	0	0	0	0	0	0	75
Tonbridge Swimming Pool	24	181	90	0	0	0	0	0	295
Poult Wood Golf Centre	107	6	0	0	0	0	0	0	113
Sports Grounds	146	255	5	0	0	0	0	0	406
Open Space	12	53	0	0	0	0	0	0	65
Capital Grants	429	150	0	0	0	0	0	0	579
Other Schemes	120	75	38	33	8	8	8	8	298
Total Leisure Services excluding capital renewals	931	881	174	33	8	8	8	8	2,051
Capital Renewals									
Angel Centre	n/a	175	84	66	145	135	54	99	758
Larkfield Leisure Centre	n/a	209	43	123	211	100	85	63	834
Tonbridge Swimming Pool	n/a	132	26	40	64	39	51	49	401
Sports Grounds & Open Spaces	n/a	192	138	136	63	83	45	73	730
Poult Wood Golf Couse	n/a	131	96	86	83	40	50	29	515
Total Leisure Services Capital Renewals	n/a	839	387	451	566	397	285	313	3,238
Total Leisure Services	931	1,720	561	484	574	405	293	321	5,289

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Larkfield Leisure Centre</u>										
(a) Energy Saving Measures: Phase 1	P05LD	93	32	40						125
Phase 2	P05LG									40
(b) Larkabout Toilets	P05LE		39	1						40
(c) Improvements to Kitchen Less contribution from Catering Contractor	P05LF		45 (30)							45 (30)
Total Larkfield Leisure Centre to Summary		93	86	41	0	0	0	0	0	220
<u>Angel Centre</u>										
(a) Changing / Toilets / Meeting Rooms	P05BE		75							75
Total Angel Centre to Summary		0	75	0	0	0	0	0	0	75
<u>Tonbridge Swimming Pool</u>										
(a) Pumping Station Refurbishment	P05CG	24	9							33
(b) Outdoor Pool Remedial Treatment	P05CJ		172							172
(c) Pool Water Disinfection System	P05CK			90						90
Total Tonbridge Swimming Pool to Summary		24	181	90	0	0	0	0	0	295

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Larkfield Leisure Centre</u>		
(a) 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. Phase1 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. Phase2 allows for the replacement of the single automated entry doors with a new arrangement that provides a draft lobby.
(b) Larkabout Toilets	2f, 7b, 7c, 7d 7g(key), 11a(key),18a	Provision of toilet / changing facilities in the lobby adjoining the main seating / café area serving the Larkabout indoor soft play zone. Works completed. Budget increased by £7,000 following receipt of quotations, and funded from a virement from the underspend on Poult Wood Golf Centre Maintenance Building.
(c) Improvements to Kitchen	7b, 7, 7e	Improvements to kitchen facilities approved at September 2010 meeting of F&PAB. Funded from Catering Contractor £30,000, LSBU Reserve £10,000 and LLC Capital Renewals £5,000.
<u>Angel Centre</u>		
(a) Changing / Toilets / Meeting Rooms	2f, 7b, 7c, 7d 7g(key), 11a(key),18a	Refurbishment of Medway Hall toilets, sports hall changing rooms and meeting rooms.
<u>Tonbridge Swimming Pool</u>		
(a) Pumping Station Refurbishment	7c	Refurbishment of the foul water pumping station to ensure continuity of operation of the swimming pool facility. Scheme completed. £6,000 of underspend on scheme vired under delegated powers to fund overspend on replacement of winter tee mats at Poult Wood Golf Centre
(b) Outdoor Pool Remedial Treatment	7a, 7g(key), 11a(key) 18a	Repairs to pipework serving outdoor pool. Works commenced on site. Budget increased by £26,000 at September 2010 meeting of F&PAB following receipt of tenders.
(c) Pool Water Disinfection System	7b, 7c, 12a(key), 18a	Replacement of the existing ozone water treatment plant with a disinfection system using ultra violet dosing. This newer, cleaner technology will reduce ongoing maintenance costs and address concerns about the efficiency of ozone dosing to protect against the incidence of pathogenic organisms such as cryptosporidium.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Poult Wood Golf Centre</u>										
(a) Refurbishment of Maintenance Building	P05EJ	107	6							113
Total Poult Wood Golf Centre to Summary		107	6	0	0	0	0	0	0	113
<u>Sports Grounds</u>										
(a) Tonbridge Racecourse Sportsground										
(i) Bridge Renewal / Repair	P05DT		95							95
(ii) Improvement Works	P05DX		98							98
Less contribution from developers			(81)							(81)
Less grants from Local Strategic Partnership/Crime Reduction Partnership		0	(17)	0	0	0	0	0	0	(17)
(b) Tonbridge Farm Sportsground										
(i) Improvements for young people	P05DN	173	17	5						195
Less contributions from developers		(27)								(27)
		146	17	5	0	0	0	0	0	168
(ii) Pavilion Refurbishment	P05DV		77							77
(c) Wrotham School All Weather Pitch	P05DW		46							46
(d) Hayesbrook School, Tonbridge All Weather Pitch	P05DY		20							20
Total Sports Grounds to Summary		146	255	5	0	0	0	0	0	406

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Poult Wood Golf Centre</u>		
(a) Refurbishment of Maintenance Building	7c,7d,18a	Scheme addresses concerns raised by the Council's Health & Safety Officer in his audit of the building. Following approval of budget provision at £173,000, design changes have been made lowering the total estimated cost to £154,000. An underspend on revised budget of £41,000 is now predicted. The underspend has been vired as follows: £10,000 vired in 2009/10 to progress urgent fire safety works in the Clubhouse; £7,000 vired to LLC Larkabout toilets; £4,000 vired to the Pavilion Refurbishment scheme and the remaining £20,000 to the Racecourse Bridge Renewal / Repair scheme.
<u>Sports Grounds</u>		
(a) Tonbridge Racecourse Sportsground		
(i) Bridge Renewal / Repair	7a,7d,7e 8a(key), 8b	Replacement of existing steel bridge serving the Sportsground from Avebury Avenue with a timber bridge. Original budget increased by £20,000 by way of a virement from the underspend on the PWGC Maintenance Building Refurbishment scheme. Additional costs relate to structural works to the bridge abutments.
(ii) Improvement Works	7a, 7b, 7c, 10a (key) 11a(key),18a	Programme of improvements approved at May 2010 meeting of L&AAB as part of the site Masterplan. Works include new skatepark, paths and teen shelter. Cost of works met in full by developer contributions and a £17,000 grant from Local Strategic Partnership to fund an outdoor gym.
(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 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). Scheme is being progressed on a phased basis. £10,000 vired to assist with funding of replacement aerial runway at Haysden Country Park.
(ii) Pavilion Refurbishment	7b, 7c, 7d, 11a(key),18a	Refurbishment of the building exterior and improvements to shower facilities and kitchen area. Budget increased by £4,000 by way of a virement from PWGC Maintenance Building Refurbishment scheme to meet unforeseen cost of retiling shower areas.
(c) Wrotham School All Weather Pitch	7a, 7b, 7e, 7g (key) 11a (key)	Contribution towards total estimated project cost of £560,000 which will deliver an all weather pitch for shared school and community use.
(d) Hayesbrook School, Tonbridge All Weather Pitch	7a,7b 7e,7g (key),11a(key)	Contribution to new all weather floodlit pitch at the School, with community use secured outside school hours.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
<u>Open Space</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Purchase of Quarry Hill Wood	P05FJ	12	8							20
(b) Leybourne Lakes CP Childrens Play Facilities Less contributions from Developers/Lottery	P05FP	95 (95)	5 (5)							100 (100)
		0	0	0	0	0	0	0	0	0
(c) Hill Top / Priory Wood Childrens Play Equipment	P05FQ		20							20
(d) Larkfield Recreation Ground Play Improvements	P05FR		25							25
(e) Public Open Spaces Site Improvements Less Developer Contributions	P05FT			99 (99)						99 (99)
		0	0	0	0	0	0	0	0	0
Total Open Space to Summary		12	53	0	0	0	0	0	0	65
<u>Capital Grants</u>										
(a) Capital Grants to Organisations: 2003/04 to 2008/09 schemes Plaques Total: Capital Grants to Organisations	P05HF P05HZ	390 3	152 3							542 6
		393	155	0	0	0	0	0	0	548
(b) Capital Grants to Village / Community Halls: Aylesford Village Hall Birling Village Hall St James Centre, East Malling Total: Capital Grants to Village/Community Halls	P05JA		1 2 (8)							1 5 25
		36	(5)	0	0	0	0	0	0	31
Total Capital Grants to Summary		429	150	0	0	0	0	0	0	579

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<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) Leybourne Lakes CP Childrens Play Facilities	3e, 7a, 7c,7g(key), 10a(key), 11a(key)	Project to improve facilities for young people at Country Park including children's play area, interactive play sculptures and picnic benches / seating. Scheme completed and funded from Lottery / developer contributions.
(c) 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.
(d) Larkfield Recreation Ground Play Improvements	3e, 7a, 7c, 7f, 10a(key), 11a(key)	Contribution to East Malling & Larkfield Parish Council for improved play facilities including provision of new skatepark for teenagers. Approved at October 2010 meeting of Cabinet.
(e) Public Open Spaces Site Improvements	7g(key), 8a(key), 13b(key)	Improvements to Scotchers Field, Tonbridge and Laybourne Lakes to address anti-social behaviour, health and safety, access and issues raised by local residents.
<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.
(b) Capital Grants to Village / Community Halls Aylesford Village Hall Birling Village Hall St James Centre, East Malling	7a, 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. Grant awarded for village hall roof replacement. Grant awarded for replacement of village hall floor & central heating. Grant awarded for conversion of former school for community use.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
<u>Other Schemes</u>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	53	10	5	25					93
(ii) Registrar Accomodation	P05KY		23							23
(iii) Memorial Graden Improvements	P05KA			25						25
(b) Recreation Provision Local Plans										
(i) Walderslade / Blue Bell Hill / Taddington Valley	P05KH	40	8							48
(c) Haysden Country Park Improvements	P05KM	13	9							22
(d) Community Group Funding	P05KS	n/a	11	8	8	8	8	8	8	59
(e) Disability Discrimination Act Improvements Phase 3	P05KT	14	14							28
Total Other Schemes to Summary		120	75	38	33	8	8	8	8	298

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Corporate Aims and Priorities	Notes
<u>Other Schemes</u>		
(a) 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) added as part of the 2009/10 Capital Plan Review to meet these costs. Provision in 2012/13 based on Local Government Ombudsman's recommendation to inspect every five years.
(ii) Registrar Accomodation	2a, 7a	Works to create office accommodation for Cemetery Registrar following sale of the Cemetery Lodge. Scheme approved at F&PAB on 26 May 2010, with works funded from capital receipt relating to sale.
(iii) Memorial Graden Improvements	3b(key), 8a(key), 10a(key)	The scheme to enable safe access for users of the Gardens, ensure the area meets an appropriate standard for the annual Remembrance Sunday Service and make this important public open space a more pleasant and higher quality environment
(b) 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.
(c) Haysden Country Park Improvements	7b,7e, 11a(key)	Improvements to date include works to cycle route and car parks. £20,000 vired from budget at July 2010 meeting of F&PAB to fund capital contribution to new all weather pitch at The Hayesbrook School.
(d) 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. £4,000 vired under delegated powers to fund overspend on replacement of winter tee mats at Poult Wood Golf Centre.
(e) Disability Discrimination Act Improvements Phase 3	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 in 2009/10.

CAPITAL PLAN: LIST A
LEISURE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Capital Renewals</u>	P05KG									
(i) Angel Centre	BC01	n/a	175	84	66	145	135	54	99	758
(ii) Larkfield Leisure Centre	BC02	n/a	209	43	123	211	100	85	63	834
(iii) Tonbridge Swimming Pool	BC04	n/a	132	26	40	64	39	51	49	401
(iv) Sports Grounds & Open Spaces	BC05	n/a	192	138	136	63	83	45	73	730
(v) Poult Wood Golf Course:										
Clubhouse	BC03	n/a	27	46	28	18	6	30	16	171
Grounds Maintenance	BC06	n/a	53	50	53	59	34	17	13	279
Course	BC07	n/a	51		5	6	0	3		65
			131	96	86	83	40	50	29	515
Total Capital Renewals to Summary		n/a	839	387	451	566	397	285	313	3,238

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 used at leisure facilities. Subject to annual review.</p> <p>}</p> <p>}</p> <p>}</p>

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	465	13	60	0	0	0	0	0	538
Information Technology Initiatives	(27)	92	97	30	30	30	30	30	312
Capital Grants	344	94	0	0	0	0	0	0	438
Other	174	230	17	21	0	0	0	0	442
Total Corporate Services (excluding capital renewals)	956	429	174	51	30	30	30	30	1,730
Capital Renewals									
Departmental Admin	n/a	14	11	39	0	20	14	0	98
Council Offices	n/a	4	41	0	0	0	0	13	58
Print Unit	n/a	59	9	0	64	1	51	0	184
Photocopiers	n/a	54	0	0	0	0	54	0	108
Telephones	n/a	18	0	0	0	90	0	0	108
Snack Facilities	n/a	0	13	0	2	0	0	2	17
Interest & Transfers	n/a	0	29	0	0	0	0	29	58
Tonbridge Christmas Lighting	n/a	21	0	0	0	0	21	0	42
Information Technology	n/a	400	250	250	250	250	250	250	1,900
Total Corporate Services Capital Renewals	n/a	570	353	289	316	361	390	294	2,573
Total Corporate Services	956	999	527	340	346	391	420	324	4,303

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 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 Less contribution from KCC Less Planning Delivery Grant	P06AH	743 (250) (38)	13							756 (250) (38)
		455	13	0	0	0	0	0	0	468
Total Land and Property to Summary		465	13	60	0	0	0	0	0	538
<u>Information Technology Initiatives</u>										
(a) General IT Developments	P06DA	n/a	53	30	30	30	30	30	30	233
(b) Development of E-Government - Phase 4 Less Government Grant (IEG)	P06DP	124 (151) (27)	26							150 (151) (1)
(c) GIS Less Housing & Planning Delivery Grant	P06DD	50 (50) 0	11							61 (50) 11
(d) Homeless Management System	P06DC		2	7						9
(e) Document Management System Expansion	P06DE			60						60
Total Information Technology Initiatives to Summary		(27)	92	97	30	30	30	30	30	312

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. Spend to 31/3/10 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.
(ii) Gibson East/Tonbridge Castle Reception	2f	Scheme to refurbish the Gibson and Tonbridge Castle reception areas now complete. Tonbridge Castle reception refurbishment part funded by KCC as part of KCC's Gateway initiative.
<u>Information Technology Initiatives</u>		
(a) General IT Developments	17a,17b,2c	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(b) Development of E-Government Phase 4	17a,17b,2c	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,2c	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.
(d) Homeless Management System	5a(key)	The new module, provided by Locata, to introduce a single integrated system for the step-by-step management of homeless applicants.
(e) Document Management System Expansion	2a, 2c,15a, 17a	To expand the availability and use of the existing IDOX Document Management System to all Services/Sections of the Council. This will enable procedures/workflow to be streamlined; improve staff and public access to documents; improve the ability for home/remote working and business continuity; improve the security of documents; and reduce the need for manual filing space.

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 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	344	94							438
Total Capital Grants to Summary		344	94	0	0	0	0	0	0	438
<u>Other</u>										
(a) Community Partnership Initiatives	P06FE	170	7	17	21					215
(b) Corporate provision for "fast-track" schemes	P06FF		203							203
(c) Christmas Displays Capital Grant	P06FG	14	10							24
(d) Local Strategic Partnership Less Performance Reward Grant	P06FJ	57 (67)	92 (82)							149 (149)
		(10)	10	0	0	0	0	0	0	0
Total Other to Summary		174	230	17	21	0	0	0	0	442

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	7c, 8a(key), 8b,10a(key),	Grants to assist parish councils with capital schemes for which there are concurrent functions.																								
Other																										
(a) Community Partnership Initiatives	8a(key, 8b 13c	<p>Provision to enable a swift response to partnership initiatives in conjunction with external bodies. Individual project commitments have been reviewed. Budget provision reduced by £13,000 during 2010/11 Capital Plan Review. Funding allocated as follows:</p> <table><tr><td></td><td></td><td>£,000</td></tr><tr><td>2010/11</td><td>Reactive minor Improvements</td><td>5</td></tr><tr><td></td><td>Tonbridge Town Lands Charity</td><td>2</td></tr><tr><td>2011/12</td><td>Speed watch</td><td>5</td></tr><tr><td></td><td>Reactive minor Improvements</td><td>10</td></tr><tr><td></td><td>Tonbridge Town Lands Charity</td><td>2</td></tr><tr><td>2012/13</td><td>East Malling footway lighting Bone Alley</td><td>21</td></tr><tr><td></td><td></td><td><hr/>45</td></tr></table>			£,000	2010/11	Reactive minor Improvements	5		Tonbridge Town Lands Charity	2	2011/12	Speed watch	5		Reactive minor Improvements	10		Tonbridge Town Lands Charity	2	2012/13	East Malling footway lighting Bone Alley	21			<hr/> 45
		£,000																								
2010/11	Reactive minor Improvements	5																								
	Tonbridge Town Lands Charity	2																								
2011/12	Speed watch	5																								
	Reactive minor Improvements	10																								
	Tonbridge Town Lands Charity	2																								
2012/13	East Malling footway lighting Bone Alley	21																								
		<hr/> 45																								
(b) Corporate provision for "fast-track" schemes		<p>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 an unallocated balance of £3,000. The Town Lock scheme is currently on List B and progress onto List A is dependent on securing a funding commitment from our project partner, the Environment Agency (EA) and this, in turn, depends on the results of the current budget setting exercise at that organisation. Funding is built up roughly based on matched thirds from the Borough Council where there is an additional £100,000 in an earmarked reserve, from developer contributions expected to yield £260,000 and from the EA. Promotion to List A will be sought when the results of the current budget setting exercise are known at the EA and here at the Borough Council with a recommendation that the scheme be promoted as a Design and Build Contract using one of the EA panel contractors.</p>																								
(c) Christmas Displays Capital Grant	14a, 14b	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 and 2009/10.																								

CAPITAL PLAN: LIST A
CORPORATE SERVICES

	Code	Expenditure To 31/03/10	2010/11 Estimate Inc Prior Yr Slippage	2011/12 Estimate	2012/13 Estimate	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 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	14	11	39		20	14		98
Council Offices	GR02	n/a	4	41					13	58
Print Unit	GR03	n/a	59	9		64	1	51		184
Photocopiers	GR04	n/a	54					54		108
Telephones	GR05	n/a	18				90			108
Snack Facilities	GR06	n/a		13		2			2	17
Interest & Transfers	GR08	n/a		29					29	58
Tonbridge Christmas Lighting	GR09	n/a	21					21		42
		n/a	170	103	39	66	111	140	44	673
(ii) Information Technology	P06FB	n/a	400	250	250	250	250	250	250	1,900
Total Capital Renewals to Summary		n/a	570	353	289	316	361	390	294	2,573

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.
Photocopiers		Provision for the replacement of the photocopiers on a 5 year cycle.
Telephones		Provision in 2010/11 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 on 5 year cycle.
Tonbridge Christmas Lighting		Provision for replacement lighting on 5 year cycle.
(ii) Information Technology	2c,17a,17b	The server virtualisation project estimated at £250,000 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 in late 2010/11 or early 2011/12.

Corporate Aims and Priorities 2010/11

	Overall aim(s)		Ref	Improvement Priority	Period
1	Corporate affairs and planning				
	To continuously improve our services in terms of value for money.	Improving efficiency	1a	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	1b	Achieve best value through robust procurement.	2009/11
		Meeting the challenges of the recession	1c (Key)	Manage the Council's financial resources and performance to meet the challenges of the recession and its impact on public finances.	2010/11
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.	2006/11
		Responding to complaints from the public	2b	Respond better to complaints from the public.	2003/11
		Electronic service delivery (www.tmbc.gov.uk)	2c	Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.	2000/11
		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.	2005/11
		Diversity	2e	Ensure the Council meets its obligations fully in respect of its diverse communities.	2003/11
			2f	Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements.	2004/11
3	Planning and development				
	To protect and enhance the built and natural environment.	Local Development Framework	3a	Progress preparation of the Local Development Framework.	2003/11
		Tonbridge town centre	3b (Key)	Promote and support the sustainable regeneration and economic development of Tonbridge town centre.	2004/11
		Development control	3c	Improve the speed of determining planning applications.	2003/11
		Public access to the planning process	3d	Improve public access to the planning process.	2003/11
		Community and leisure facilities	3e	Encourage developer contributions in support of community leisure facilities.	2003/11

Corporate Aims and Priorities 2010/11

	Overall aim(s)		Ref	Improvement Priority	Period
4	Transport and land drainage				
	To provide good parking management.	Parking	4a	Improve local parking to meet the needs of drivers such as residents, businesses, shoppers and visitors.	2004/11
	To achieve better management of local land drainage.	Land drainage	4b	Reduce the risk of flooding of residential and commercial premises.	2008/11
	To promote improvements in transportation.	Traffic and transportation	4c	Improve the efficiency and sustainability of transportation at key locations.	2005/11
			4d	Improve access to and parking at West Malling station.	2003/11
5	Housing				
	To improve the availability and quality of housing for those most in need.	Providing affordable housing and tackling homelessness	5a (Key)	Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness.	2004/11
		Private sector renewal and energy efficiency	5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/11
		Assisting vulnerable households	5c	Improve support and assistance to vulnerable, elderly and disabled households to enable independent living.	2003/11
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.	2003/11
7	Leisure, arts and young people				
	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.	2001/11
		Involving the community	7b	Increase community involvement in the delivery and design of leisure services.	2004/11
	To involve, safeguard and meet the needs of children and young people.	Cost effective operation	7c	Improve the quality and sustainability of the Council's leisure facilities and services.	2004/11
		Safety and security at our leisure facilities	7d	Improve security/health and safety at leisure facilities.	2003/11
		Outdoor leisure	7e	Improve public access to the countryside and public open spaces across the borough.	2004/11
			7f	Enhance the landscape of, and improve public access to, the Medway valley countryside.	2006/11
		Young people	7g (Key)	Involve, safeguard and meet the needs of children and young people.	2003/11

Corporate Aims and Priorities 2010/11

	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.	2003/11
		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.	1999/2011
10	Community safety				
	To deliver, with others, benefits beyond those possible from the Council's resources. To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Tackling crime and anti-social behaviour	10a (Key)	Work with partners to increase community safety by tackling:	2009/10
				► Acquisitive crime	
				► Anti-social behaviour	
				► Perception of crime	
				► Substance misuse	
				► Violent crime.	
		Fear of crime	10b	Reduce the fear of crime.	2003/10
		Young people	10c	Increase activity programmes for young people in areas of highest social deprivation.	2004/10
		Moving forward	10d (Key)	Work with partners to reduce crime, anti-social behaviour and the fear of crime.	2005/11
11	Public and environmental health				
	To deliver, with others, benefits beyond those possible from the Council's resources.	Our overall approach	11a (Key)	Work with partners to promote, encourage and provide opportunities for healthy living.	2004/11
		Reducing health inequalities	11b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
	To protect and improve public health.	Health and safety in businesses	11c	Work with other agencies to ensure businesses comply with food and safety legislation.	2007/10
		Local air quality	11d	Improve air quality:	2002/10
				► In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	
				► From 2005, at Tonbridge High Street, Watlingbury crossroads and London Road/Station Road, Ditton.	
				► From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	

Corporate Aims and Priorities 2010/11

	Overall aim(s)		Ref	Improvement Priority	Period
12	Climate Change				
	To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	Making a difference	12a (Key)	Work with partners to make a positive local contribution to tackling the causes and effects of climate change.	2007/11
13	Community leadership				
	To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	Community planning	13a (Key)	Achieve with our partners the priorities set out:	2009/10
				► in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)	
				► in the Local Area Agreement	
				► arising from work of the borough's Local Strategic Partnership.	
			13b (Key)	Work with partners to:	2010/11
				► reduce crime, anti-social behaviour and 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 residents' quality of life in Tonbridge and Malling.	
		Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/10
14	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	14a	Contribute to improving the West Kent economy.	2003/11
		Tourism	14b	Increase tourism within the borough.	2000/11

Corporate Aims and Priorities 2010/11

	Overall aim(s)		Ref	Improvement Priority	Period
15	Resources – Personnel and Organisational Development				
	<p>To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves.</p> <p>To improve the Council's ability to achieve its strategic and operational objectives through its:</p> <ul style="list-style-type: none"> ▶ Organisational structure. ▶ Performance Management System. <p>To improve health and safety in Council premises and activities.</p>	Personnel	15a	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/11
		Health and safety	15b	Improve our corporate Health and Safety Management System and practices.	2009/11
16	Resources – Finance				
	<p>To manage the Council's financial affairs to support its service delivery objectives.</p> <p>To maintain the Council's high standards of financial management and probity.</p> <p>To identify and exploit cost-effective opportunities for external funding.</p>	Revenue	16a	Further improve on the prompt collection of monies due to the Council.	2003/11
17	Resources – Information technology				
	To improve management of information within the Council.	Information technology	17a	Improve the Council's own use and cost effectiveness of technology.	2001/11
		Kent Connects	17b	Improve the management and cost effectiveness of technology via shared use of resources within Kent.	2003/11
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.	2004/11

GENERAL FUND WORKING BALANCE

Balance at 1.4.2010	£1,250,000
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Balance at 1.4.2011	£1,250,000
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REVENUE RESERVE

	£	£
Balance 1.4.2010		6,284,111

Less:-

Budgeted to be met from Reserves	23,000	
Decrease on Original Estimate	(304,600)	
		(281,600)

Estimated Balance at 1.4.2011	6,565,711
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Budgeted to be met from Revenue Reserves 2011/12	1,586,600
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Estimated Balance at 31.3.2012	4,979,111
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TONBRIDGE AND MALLING BOROUGH COUNCIL
ESTIMATE OF COLLECTION FUND SURPLUS/(DEFICIT) 2010/11 AS AT 15TH JANUARY 2011

	Estimate	
	£	£
<u>INCOME</u>		
Surplus / (Deficit) Brought Forward		588,767
Council Tax		
Income from Council Tax	64,167,728	
Council Tax Benefits	7,206,809	71,374,537
Income in respect of Non-Domestic Rates (Net Rate Yield)		48,675,638
Total Income for the Year		120,638,942
<u>EXPENDITURE</u>		
Precepts and Demands 2010/11		
Kent County Council	50,946,312	
Kent Police Authority	6,743,052	
Kent & Medway Towns Fire Authority	3,303,940	
Parishes	1,798,907	
Tonbridge and Malling Borough Council	8,358,785	71,150,996
Non-Domestic Rate		
Payment to the National Pool	48,219,082	
Losses in Collection Allowance	292,054	
Cost of Collection Allowance	164,502	48,675,638
Provision for Council Tax Non-Collection		(888)
Payments / (receipts) in respect of estimated surplus / (deficit) for 2009/10		
Kent County Council	583,770	
Kent Police Authority	76,593	
Kent & Medway Towns Fire Authority	37,577	
Tonbridge and Malling Borough Council	115,256	813,196
Total Expenditure for the Year		120,638,942
Estimated Surplus/(Deficit) for 2010/11		0

ALLOCATION OF ESTIMATED SURPLUS / (DEFICIT) 2010/11

	Precepts 2010/11		Surplus / (Deficit)
	£	%	£
Kent County Council	50,946,312	71.6031	0
Kent Police Authority	6,743,052	9.4771	0
Kent & Medway Towns Fire Authority	3,303,940	4.6436	0
Tonbridge & Malling Borough Council	10,157,692	14.2762	0
Total	71,150,996	100.000	0

Estimated Comprehensive Income and Expenditure Statement 2010-12

	2010/11		2011/12
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Cultural & Related Services	4,187,700	4,566,750	4,364,950
Environmental & Regulatory Services	4,812,100	4,600,850	4,776,550
Planning Services	2,324,450	2,420,200	2,482,550
Highways & Transport Services	508,050	761,550	60,200
Housing Services	1,529,750	1,693,300	1,719,500
Central Services to the Public	1,738,900	2,043,750	2,054,550
Corporate & Democratic Core	2,458,700	2,575,050	2,524,950
Non-Distributed Costs	286,450	309,600	278,450
Net Cost of Services	17,846,100	18,971,050	18,261,700
Other Operating Expenditure			
Parish Council Precepts	1,798,907	1,798,907	1,948,265
Drainage Board Levies	396,250	390,550	398,350
Corporate Provisions for Bad Debts	0	5,000	5,000
Payments to Housing Capital Receipts Pool	4,500	4,500	4,500
Financing & Investing Income & Expenditure			
Trading Undertakings	(288,900)	(291,150)	(291,300)
Interest Payable & Similar Charges - Leases	63,800	63,800	61,850
Interest & Investment Income	(611,750)	(579,400)	(348,500)
Pensions Interest Cost	5,239,600	5,997,000	6,287,700
Expected Return on Pension Assets	(2,589,000)	(3,546,800)	(3,718,700)
Taxation & Non-Specific Grant Income			
Council Tax Income	(10,272,948)	(10,272,948)	(10,373,458)
National Non-Domestic Rate Distribution	(5,695,255)	(5,695,255)	(3,735,273)
General Government Grants	(855,804)	(852,254)	(1,366,484)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	5,035,500	5,993,000	7,133,650

Estimated Movement in Reserves Statement 2010-12

	2010/11				2011/12	
	Original Estimate		Revised Estimate		Original Estimate	
	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £
BALANCE AT 1 APRIL	1,250,000	22,420,801	1,250,000	22,420,801	1,250,000	18,412,651
Comprehensive Income & Expenditure						
Surplus / (Deficit) on Provision of Services	(5,035,500)	0	(5,993,000)	0	(7,133,650)	
Total Comprehensive Income & Expenditure	(5,035,500)	0	(5,993,000)	0	(7,133,650)	0
Adjustments Between Accounting Basis & Funding Basis Under Regulations						
Depreciation of Non-Current Assets	2,995,500	0	2,939,350	0	2,919,750	
Net Charges made for Retirement Benefits	964,400	0	1,885,900	0	2,314,850	
Minimum Revenue Provision	(304,300)	0	(304,300)	0	(295,050)	
Capital Exp. Charged to the General Fund	(2,379,000)	0	(2,540,600)	0	(1,536,000)	
Capital Receipts	4,500	0	4,500	0	4,500	
Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves	(3,754,400)	0	(4,008,150)	0	(3,725,600)	0
Transfers to / from Earmarked Reserves						
Building Repairs Reserve	74,900	(74,900)	179,350	(179,350)	100,350	(100,350)
Earmarked Reserves	506,000	(506,000)	723,450	(723,450)	499,650	(499,650)
Revenue Reserve for Capital Schemes	3,150,500	(3,150,500)	3,386,950	(3,386,950)	1,539,000	(1,539,000)
General Revenue Reserve	23,000	(23,000)	(281,600)	281,600	1,586,600	(1,586,600)
Increase / (Decrease) in Year	0	(3,754,400)	0	(4,008,150)	0	(3,725,600)
BALANCE AT 31 MARCH	1,250,000	18,666,401	1,250,000	18,412,651	1,250,000	14,687,051

2011/12

TONBRIDGE AND MALLING BOROUGH COUNCIL

CAPITAL STRATEGY

1. Introduction

- 1.1 The purpose of the Capital Strategy is to document the principles and framework that underpin the Council's 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 2010 2011.pdf](http://www.tmbc.gov.uk/assets/finance/Detailed%20Budget%202010%202011.pdf)
- 1.3 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:

	£
Net Budget Requirement 2010/11	15.00 million
Government Grant / Business rates 2010/11	6.52 million
Borough Council Band D Charge 2010/11	171.91
Capital Plan 2010/11 to 2015/16 (Gross expenditure)	12.22 million
Fixed Assets at 31 March 2010	51.99 million
Debt Outstanding at 31 March 2010	Nil
Revenue Reserve for Capital Schemes at 31 March 2010	13.04 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 2015/16.
- 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 in recent years and will continue to be a major influence on the 2010/11 and subsequent Capital Plan reviews. The MTFS is updated at least once a year and the latest version is published on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=3001>.
- 2.4 The Council's revenue budget is currently underpinned by the receipt of investment interest. In 2010/11 the Council received 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.

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 accessing resources for new development and other initiatives. Details of the Council's housing investment priorities can be found in its Housing Strategy 2009-2012 which is part of the Sustainable Community Strategy and is published on the Council's website: <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=461>.

- 2.6 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 instead receive a DFG allocation without a specified requirement to match this funding. For 2010/11 the DFG allocation is £410,000.

- 2.7 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, were 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
- 2.8 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.
- 2.9 The demographic and economic features of the Borough give rise to a realistic assessment of very limited opportunities to attract funds from national and regional sources. In respect of European funding opportunities, the Borough does not have any specific objective areas status, thus these are seen as limited. Nevertheless, the Council will continue to investigate and exploit external funding initiatives where projects are identified which deliver the Council's key priorities and do not generate unsustainable revenue budget commitments. European Union funding has been obtained for Tonbridge Castle Gatehouse and the Tonbridge to Penshurst Cycleway through the Interreg initiative.
- 2.10 The Council considers the scope for achieving its investment priorities through the Private Finance Initiative is limited but will continue to monitor the situation.
- 2.11 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.
- 2.12 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.

2.13 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.

2.14 The RRCS balance at 31 March 2010 was £13.04m. 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 approved Capital Plan ending in 2015/16.

2.15 The annual limit on new additions to the Capital Plan and the annual RRCS contribution figures will be reviewed as part of each year's revenue and capital budget setting process. In setting the budget for 2010/11 Members agreed to reduce the annual limit for new schemes to £350,000. This limit together with a review of our Capital Plan processes will form part of a fundamental review of the Council's finances reflecting the outcome of the Governments Spending Review (October 2010) and provisional local government finance settlement (December 2010). A significant cut in Government financial support is anticipated.

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. The Code of Practice adopted by Council on 30 September 2003 was revised during 2009. The revised Code of Practice underpins the Council's Treasury Management Strategy Statement and Annual Investment Strategy for 2010/11 adopted by Council on 18 February 2010.
- 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 2010/11. All government support for the Council's capital expenditure in 2010/11 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 2010/11 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.
- 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 were set but a national target of 3% per annum established for local government as a whole. Delivery is assessed via a national performance indicator (NPI 179) which is 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, community safety, local economy, climate change, and community leadership. Spotlight is prepared annually for publication by 31 July. The latest 2010/11 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 1,300+ members to provide feedback on Council priorities, services and performance. The first panel was established in 2000. The panel 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 2010/11. These are:
- 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 residents' quality of life in Tonbridge and Malling.
- 4.4 As well as the key priorities there is also 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, the installation of a new children's play area at Leybourne Lakes Country Park 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. This demonstrates 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 consultations were undertaken in 2009 or 2010.

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 Community Strategy

A third sustainable community strategy for Tonbridge and Malling entitled 'Serving You Better' was adopted in November 2009 covering the three year period to 2012. Based on extensive community consultation, in liaison with the Local Strategic 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, capital funding will be brought forward as appropriate to fulfil such obligations. The Community Strategy is published on the Council's website:
http://www.tmbc.gov.uk/assets/businesslinks/Community_Strategy/Final_SCS_09_12.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 establish its importance to the council and the contribution it can make to improved service delivery. The strategy is based on the results of a study of the council's procurement procedures carried out by a neighbouring district authority and is published on the council's website:
http://www.tmbc.gov.uk/assets/publications/StrategicProcurement_final.pdf . The principles enshrined in the Procurement Strategy underpin the implementation of the Capital Strategy.

5.8 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. Following success in achieving a major capital project to provide flood mitigation in East Peckham, the Council has 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 several flooding events that threatened residential properties over the past two years.

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. Recent examples 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 Private 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 Area Assessment (CAA)

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. Although the new coalition government has now abolished the process of Comprehensive Area Assessments that enabled the Commission to fulfil that duty, the results achieved by the Council in the 2009 assessment were:

- With respect to managing performance, the AC reviewed progress against each of our key priorities for 2008/09 and recognised that the Council was “making good progress against almost all its priorities and excellent progress against some”. The AC scored the Council 3 out of a maximum of 4 for managing performance. That is “exceeds minimum requirements, performs well”.
- With respect to the 2008/09 Use of Resources assessment, the Commission recognised that the Council “manages its finances well and delivers good services at low cost compared to its neighbours” and that “the Council provides excellent services for local people and they have improved further over the past year”. The AC scored the Council 3 out of 4 a maximum of 4 for each of the three Use of Resources themes, giving another overall score of 3.

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, safeguard and meet the needs of children 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/cgi-bin/buildpage.pl?mysql=3006> . 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 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 is now well established 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 performance 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 partners including 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, the FE Education Sector, Registered Social Landlords and other Social Housing Providers, Kent Association of Parish Councils, transport providers 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 and has recently adopted 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. Work is underway with KCC to coordinate the complex series of planning obligations and funding 'trigger points' arising from the various S106 agreements.

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 is now operational and will act as a hub for the provision of services to the most deprived community in the Borough.

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 is to commence in 2008/09 and must be completed by the end of 2010/11. The Council has made provisions totalling £75,000 over the three years of the scheme. <http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=1263>

Linked to the 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. These documents provide the context for partnership projects to attract private sector investment in the town centre and / or secure transport and environmental improvements. Negotiations with J Sainsbury Plc have taken place to design and deliver the redevelopment of the Botany Area with a comprehensive mixed use scheme. This is expected to attract a significant number of new retailers and add to the economic vitality of the town, improve public spaces and make a major contribution to the overall regeneration of Tonbridge. Inevitably the project has not advanced over the past year due to general market conditions but the Council remains committed to pursuing a scheme when economic conditions improve.

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 £228,000. 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 and impact on capital renewals provisions.
 - 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 Sustainable 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. 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 seven-year period (current financial year + six).
- 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_2010_2011.pdf
The Medium Term Financial Strategy:	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=3001
Housing Strategy 2009-2012 (part of the Sustainable Community Strategy):	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=461
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/cgi-bin/buildpage.pl?mysql=461
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
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
Local Strategic Partnership	http://www.tmbc.gov.uk/cgi-bin/buildpage.pl?mysql=3416
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 2011/12

1 Introduction

1.1 Background

1.1.1 Treasury management is defined as:

“The management of the local 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.”

1.2 Statutory requirements

1.2.1 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.

1.2.2 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 subsequent to the Act and included at Section 7 of this report); this sets out the Council’s policies for managing its investments and for giving priority to the security and liquidity of those investments.

1.2.3 The Department of Communities and Local Government has issued revised investment guidance which came into effect from 1 April 2010. There were no major changes required over and above the changes already required by the revised CIPFA Treasury Management Code of Practice 2009.

1.3 CIPFA requirements

1.3.1 The Chartered Institute of Public Finance and Accountancy’s (CIPFA) Code of Practice on Treasury Management (revised November 2009) was adopted by this Council on 18 February 2010.

1.3.2 The primary requirements of the Code are as follows:

- 1 Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
- 2 Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- 3 Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report) covering activities during the previous year.
- 4 Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
- 5 Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Audit Committee.

1.3.3 The scheme of delegation and role of the Section 151 officer that give effect to these requirements are set out at **[Appendix 1]** and **[Appendix 2]** respectively.

1.4 Treasury Management Strategy for 2011/12

1.4.1 The suggested strategy for 2011/12 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.

1.4.2 The strategy covers:

- treasury limits in force which will limit the treasury risk and activities of the Council
- the current treasury position
- the borrowing requirement
- Prudential and Treasury Indicators
- prospects for interest rates
- creditworthiness policy
- the investment strategy
- policy on use of external service providers

1.5 Balanced Budget Requirement

1.5.1 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:

- increases in interest charges caused by increased borrowing to finance additional capital expenditure, and
- 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 2011/12 to 2013/14

- 2.1 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.
- 2.2 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’.
- 2.3 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 the Authorised Limit can be found in **[Appendix 3]** of this report.

3 Current Portfolio Position

- 3.1 The Council is debt free and as such the overall treasury position at 31/12/10 comprised only investments, which totalled £41.9m and were generating an average return of 1.35%

4 Borrowing Requirement

- 4.1 Other than for cash flow purposes and then within the limits set out at **[Appendix 3]** borrowing will not be necessary.

5 Prudential and Treasury Indicators for 2011/12 – 2013/14

- 5.1 Prudential and Treasury Indicators as set out in **[Appendix 3]** are relevant for the purposes of setting an integrated treasury management strategy.
- 5.2 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 and the revised 2009 Code was adopted by the full Council on 18 February 2010.

6 Prospects for Interest Rates

- 6.1 The Council has appointed Sector 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/ 2011	0.50%
2011/ 2012	1.00%
2012/ 2013	2.25%
2013/ 2014	3.25%

- 6.2 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

- 7.1.1 The Council will have regard to the CLG's Guidance on Local Government Investments ("the Guidance") 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:

- the security of capital and
- the liquidity of its investments.

7.1.2 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.

7.1.3 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.

7.1.4 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 out at paragraph 7.3.2.

7.2 Creditworthiness policy

7.2.1 This Council uses the creditworthiness service provided by Sector. 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, Moody and Standard and Poor 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; and
- sovereign ratings to select counterparties from only the most creditworthy countries.

7.2.2 This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads 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 determine 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.

7.2.3 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. Subject to an appropriate sovereign and counterparty rating the Council will therefore use counterparties within the following durational bands:

Yellow	5 years
Purple	2 years
Blue	1 year (nationalised or part nationalised UK Banks)
Orange	1 year
Red	6 months
Green	3 months

- 7.2.3 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 Moody tend to be 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 does though, use ratings from all three agencies, but by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.
- 7.2.4 All credit ratings will be reviewed weekly 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.
- 7.2.5 Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on government support for banks and the credit ratings of that government support.

7.3 Country, Group and Counterparty Limits

- 7.3.1 The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA as determined by at least two of the three rating agencies (Fitch, Moody or Standard and Poor). 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.

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

Country, Group and Counterparty	Maximum Proportion of Core and Cash Flow Funds
UK Sovereign	100%
Each non-UK AAA Sovereign	25%
Group limit	25%
Each counterparty rated Fitch F1+ , AA- , C , 1 or better	25%
Each nationalised or part nationalised UK bank excluding Ulster Bank (part of RBS)	25%
Each multilateral / supranational bank and as a group	25%
Each bond / gilt / enhanced cash / government liquidity fund rated AAA	25%
Each money market fund rated Moody AAAmr1+ , Fitch AAAmmf , Standard & Poor AAAm	25%
Non-specified investments over 1 year duration	60%

- 7.3.3 Cash flow balances vary depending on the timing of receipts and payments during the month and from month to month. For cash flow investments the limits identified in paragraph 7.3.2 will be based on an estimate of the expected average daily cash flow balances at the start of the financial year.

7.4 Investment Strategy

In-house funds

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

Core investment

- 7.4.2 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 counterparty risk, through access to the highest quality names. At 31 December 2010 one internally managed core investment of £2.5m with the Nationwide Building Society was held. This investment, generating interest at 6.25% per annum, is due to mature on 27 May 2011.

Cash flow investments

- 7.4.3 The average cash flow balance expected to be managed internally during the coming year will be in the region of £6m. That balance excludes surpluses available for longer than 3 months, which under the Investment Strategy for 2010/11 are placed with the external fund manager. For 2011/12 this is to remain the default action unless the Treasury Management Team determines in concert that a better rate of return can be achieved without undue added risk from managing those funds internally.
- 7.4.4 Investments in respect of cash flow will accordingly be made with reference to the core balance, cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).
- 7.4.5 The Bank Rate has been unchanged at 0.50% since March 2009. The Bank Rate is forecast to commence rising in quarter 3 of 2011 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows:
- 2010/ 2011 0.50%
 - 2011/ 2012 1.00%
 - 2012/ 2013 2.25%
 - 2013/ 2014 3.25%

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

- 7.4.6 The Council will avoid locking into longer term deals while investment rates are down at historically low levels unless attractive rates are available with counterparties of particularly high creditworthiness which make longer term deals worthwhile and within the risk parameters set by this Council.
- 7.4.7 An investment return of 0.7% is currently considered achievable on cash flow generated balances. The Council will seek to utilise its business reserve accounts, notice accounts, money market funds and short-dated deposits (overnight to three months) in order to benefit from the compounding of interest.

External fund managers

- 7.4.8 During 2011/12 some £18m of the Council's funds will be externally managed on a discretionary basis by Investec Asset Management Ltd who are obliged to comply with the Annual Investment Strategy including the parameters established at paragraphs 7.3.1 and 7.3.2 and the schedule of specified and non-specified investments detailed at **[Appendix 6]**.
- 7.4.9 Investec's view on interest rates and opportunities for gilts/bonds is as follows:

"The global economy appears in better shape than it did in spring as fears of a double-dip recession fade. The surprise has come from a much stronger upturn in world trade, with business surveys in western markets at new highs, and in some cases making multi decade highs. However, this didn't stop the US from initiating a further \$600bn of quantitative easing in early November. The lack of any significant improvement in the level of unemployment and benign inflation were the principal reasons for the Federal Reserve's action. Interestingly, the bond market's reaction has been counter intuitive with a sharp rise in yields, as market participants sense a policy error in the making as the economic data continues to improve and commodity prices continue to soar, raising inflationary concerns.

In the UK there is an increasing perception the MPC will be forced to raise interest rates to contain the persistent inflationary pressures evident in the economy, especially when you combine the upbeat business community. So far the MPC have resisted, implying there is ample spare capacity in the economy that will persist and bear down on inflation in the medium term. Clearly the UK has many challenges to overcome, firstly, employment has not picked up materially and there must be a risk that private sector demand is not sufficiently strong enough to offset the fiscal consolidation which has yet to fully impact.

Secondly, wages are not keeping up with the rise in the cost of living, leaving less disposable income for discretionary spending. Thirdly, the continued financial distress in some of the peripheral euro-area countries could depress activity. Finally, raising interest rates too early could undermine an already fragile recovery.

It's easy to see why interest rates should rise from emergency levels of 0.5%, but equally why they shouldn't. This makes the timing of the next move all the more difficult to predict with certainty. This is likely to mean a cautious approach to the new Financial Year until we have greater conviction for the future path of interest rates. As Certificates of Deposit mature we are likely to reinvest across a range of maturities from 3 to 9 months to cover both eventualities and as the outlook becomes clearer adapt strategy accordingly. Longer dated government bond yields still don't represent good value despite rising over 0.7% from their lowest levels in October".

- 7.4.10 For 2011/12 the fund manager predicts returns of between 1.0% and 2.0% with a central case forecast of investment return of 1.5%. Based on Sector's expected Bank Rate forecast for 2011/12 the Council's budgeted return on externally managed core fund investments is broadly in line with Investec's central case prediction at 1.3%.

7.5 End of year investment report

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

7.6 Policy on the use of external service providers

- 7.6.1 The Council uses Sector as its external treasury management advisers.
- 7.6.2 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.
- 7.6.3 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.

Appendices

1. Treasury management scheme of delegation
2. Treasury management role of the section 151 officer
3. Prudential and Treasury indicators
4. Interest rate forecasts
5. Economic background
6. Specified and Non-specified Investments
7. Approved countries for investments

Appendix 1 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 Annual 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.
- approval of the treasury management outturn report as part of the closure of accounts process.
- acting on recommendations in connection with monitoring reports.

(iii) Audit Committee

- reviewing the annual Treasury Management Strategy Statement and Annual Investment Strategy and making recommendations to Cabinet and Council
- receive reports on treasury activity at regular intervals during the year and make recommendations to Cabinet.
- reviewing treasury management policy, practices and procedures and making recommendations to Cabinet and Council.

(iv) Finance and Property Advisory Board

- receiving budgetary control reports at regular intervals that include treasury management performance.

Appendix 2 Treasury management role of the section 151 officer

The S151 (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.

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 for 2011/12 report that is to be submitted to Cabinet on 1 February 2011.

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

TREASURY MANAGEMENT INDICATORS	2009/10	2010/11	2011/12	2012/13	2013/14
	Actual	Revised Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Authorised Limit for external debt :					
borrowing	£305	£5,000	£5,000	£5,000	£5,000
other long term liabilities	£Nil	£Nil	£Nil	£Nil	£Nil
TOTAL	£305	£5,000	£5,000	£5,000	£5,000
Operational Boundary for external debt:-					
borrowing	£305	£2,000	£2,000	£2,000	£2,000
other long term liabilities	£Nil	£Nil	£Nil	£Nil	£Nil
TOTAL	£305	£2,000	£2,000	£2,000	£2,000
Actual external debt	£Nil	£Nil	£Nil	£Nil	£Nil
Upper limit for fixed interest rate exposure > 1 year at year end	£2,500	10%	It is anticipated that net exposure will range between 0% to 60%		
Upper limit for variable rate exposure < 1 year at year end	£22,700	90%	It is anticipated that net exposure will range between 40% to 100%		
Upper limit for total principal sums invested for over 364 days at year end	£2,500	£2,500	60% of core funds		

Maturity structure of fixed rate borrowing during 2011/12	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 – 05.01.11

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14
Bank rate	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.25%	2.75%	3.00%	3.25%	3.25%
5yr PWLB rate	3.30%	3.30%	3.40%	3.50%	3.60%	3.80%	3.90%	4.10%	4.30%	4.60%	4.80%	4.90%	5.00%
10yr PWLB rate	4.40%	4.40%	4.40%	4.50%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.30%	5.40%	5.40%
25yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%
50yr PWLB rate	5.20%	5.20%	5.20%	5.30%	5.30%	5.40%	5.40%	5.40%	5.50%	5.50%	5.60%	5.70%	5.70%

Capital Economics

Interest rate forecast – 8.11.10

	Mar-11	Jun-11	Sep-11	Dec-11	Mar-12	Jun-12	Sep-12
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
5yr PWLB rate	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%	2.75%
10yr PWLB rate	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%
25yr PWLB rate	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%	4.80%
50yr PWLB rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%

UBS

Interest rate forecast (for quarter ends) – 20.10.10

	Mar-11	Jun-11	Sep-11	Dec-11
Bank rate	0.50%	0.50%	0.75%	1.00%
10yr PWLB rate	4.10%	4.30%	4.50%	4.60%
25yr PWLB rate	5.10%	5.10%	5.20%	5.30%
50yr PWLB rate	5.20%	5.20%	5.30%	5.40%

2. Survey of Economic Forecasts

Appendix 5 Economic Background

1 Global economy

The sovereign debt crisis peaked in May 2010 prompted, in the first place, by major concerns over the size of the Greek government's total debt and annual deficit. However, any default or write down of Greek debt would have substantial impact on other countries, in particular, Portugal, Spain and Ireland. This crisis culminated in the EU and IMF putting together a €750bn support package in mid May. A second crisis, this time over Ireland, is currently in progress as at November 2011.

The unexpectedly high rate of growth in quarters 2 and 3 of 2010 in the UK and the Eurozone in Q2 were driven by strong growth in the construction sector catching up from inclement weather earlier in the year and by other short term factors not expected to be enduring; general expectations are for anaemic (but not negative) growth in 2011 in the western world.

2 UK economy

Following the general election in May 2010, the coalition government has put in place an austerity plan to carry out correction of the public sector deficit over the next five years. The inevitable result of fiscal contraction will be major job losses during this period, in particular in public sector services. This will have a knock on effect on consumer and business confidence and appears to have also hit the housing market as house prices started on a negative trend during the summer and autumn of 2010. Mortgage approvals are also at very weak levels and declining, all of which indicates that the housing market is likely to be very weak next year.

Economic Growth – GDP growth is likely to have peaked in the current period of recovery at 1.2% in quarter 2 of 2010. The first estimate of +0.8% for quarter 3 was also unexpectedly high. However, the outlook is for anaemic growth in 2011/12 although the Bank of England and the Office for Budget Responsibility are forecasting near trend growth (2.5%) i.e. above what most forecasters are currently expecting.

Unemployment – the trend of falling unemployment (on the benefit claimant count) has now been replaced since July 2010 with small increases which are likely to be the start of a new trend for some years ahead of rising unemployment.

Inflation and Bank Rate – CPI has remained high during 2010. It peaked at 3.7% in April and has gradually declined to 3.1% in September (RPI 4.6%). Although inflation has remained stubbornly above the MPC's 2% target, the MPC is confident that inflation will fall back under the target over the next two years after another rise back up to about 3.5% by the end of 2010.

The Bank of England finished its programme of quantitative easing (QE) with a total of £200bn in November 2009. However, major expectation that there

could be a second round of quantitative easing in late 2010 or early 2011, to help support economic growth, have evaporated after the surprises of the Q3 GDP figure of +0.8% and the November Inflation Report revising the forecast for short term inflation sharply upwards.

Sector's view is that there is unlikely to be any increase in Bank Rate until the end of 2011.

AAA rating – prior to the general election, credit rating agencies had been issuing repeated warnings that unless there was a major fiscal contraction, then the AAA sovereign rating was at significant risk of being downgraded. Sterling was also under major pressure during the first half of the year. However, after the Chancellor's budget on 22 June, Sterling strengthened against the US dollar and confidence has returned that the UK will retain its AAA rating. In addition, international investors now view UK government gilts as being a safe haven from EU government debt. The consequent increase in demand for gilts helped to add downward pressure on gilt yields and PWLB rates.

3 Sector's forward view

It is currently difficult to have confidence as to exactly how strong the UK economic recovery is likely to be, and there are a range of views in the market. Sector has adopted a moderate view. There are huge uncertainties in all forecasts due to the major difficulties of forecasting the following areas:

- the speed of economic recovery in our major trading partners - the US and EU
- the danger of currency war and resort to protectionism and tariff barriers if China does not address the issue of its huge trade surplus due to its undervalued currency
- the degree to which government austerity programmes will dampen economic growth and undermine consumer confidence
- changes in the consumer savings ratio
- the speed of rebalancing of the UK economy towards exporting and substituting imports
- the potential for more quantitative easing, and the timing of this in both the UK and US, and its subsequent reversal
- the speed of recovery of banks' profitability and balance sheet imbalances and the consequent implications for the availability of credit to borrowers
- the potential for a major EU sovereign debt crisis which could have a significant impact on financial markets and the global and UK economy

The overall balance of risks is weighted to the downside and there is some risk of a double dip recession and deleveraging, creating a downward spiral of

falling demand, falling jobs and falling prices, although this is currently viewed as being a small risk.

Sector believes that the longer run trend is for gilt yields and PWLB rates to rise due to the high volume of gilt issuance in the UK, and the high volume of debt issuance in other major western countries.

Appendix 6 Specified and Non-specified Investments

All specified and non-specified Investments will be:

subject to the sovereign, group and counterparty exposure limits identified in the Annual Investment Strategy.

subject to the duration limit recommended by Sector (or as assessed by the external fund manager) at the time each investment is placed

subject to a maximum of 60% of core funds, in aggregate, being held in non-specified investments at any one time.

Specified Investments (sterling denominated with maturities up to maximum of 1 year):

Investment	Minimum Credit Criteria	Use
UK Debt Management Agency Deposit Facility	UK Sovereign rating	In-house
Term deposits – local authorities	UK Sovereign rating	In-house
Term deposits – UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign rating	In-house & Fund Manager
Term deposits – banks and building societies	F1+, AA-, C, 1	In-house & Fund Manager
Certificates of deposit – UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign rating	In-house & Fund Manager
Certificates of deposit – banks and building societies	F1+, AA-, C, 1	In-house & Fund Manager
UK Treasury Bills	UK Sovereign rating	In house and Fund Manager
UK Government Gilts	UK Sovereign rating	In-house and Fund Manager
Bonds issued by multi-lateral development banks	AAA	In-house and Fund Manager
Sovereign bond issues (other than the UK govt)	AAA	In-house and Fund Manager

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):		
1. Government Liquidity Funds	AAA	In-house and Fund Manager
2. Money Market Funds	Moody AAAMr+, Fitch AAAMmf, Standard and Poor AAAm	In-house and Fund Manager
3. Enhanced Cash Funds	AAA	In-house and Fund Manager
4. Bond Funds excluding corporate bonds	AAA	In-house and Fund Manager
5. Gilt Funds	AAA	In-house and Fund Manager

Non-specified Investments (any maturity and maturities in excess of 1 year):

Investment	Minimum Credit Criteria	Use	Max duration to maturity
Fixed term deposits with variable rate and variable maturities (structured deposits) – UK nationalised and part nationalised banks	UK Sovereign rating	In-house	2 years
Fixed term deposits with variable rate and variable maturities (structured deposits) – banks and building societies	F1+, AA-, C, 1	In-house	2 years
Term deposits – local authorities	UK Sovereign rating	In-house	2 years
Term deposits – UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign rating	In-house	2 years
Term deposits – banks and building societies	F1+, AA-, C, 1	In-house	2 years
Certificates of deposit – UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign rating	In-house and Fund Manager	2 years
Certificates of deposit – banks and building societies	F1+, AA-, C, 1	In-house and Fund Manager	2 years

Commercial paper – UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign rating	In-house and Fund Manager	2 years
Commercial paper – banks and building societies	F1+, AA-, C, 1	In-house and Fund Manager	2 years
Floating rate notes issued by multilateral development banks	AAA	Fund Manager	5 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Manager	5 years
Sovereign bond issues (other than the UK Government)	AAA	In-house and Fund Manager	5 years
UK Government Gilts	UK Sovereign rating	In-house and Fund Manager	Max of 25% 5 years
UK Government Gilts	UK Sovereign rating	In-house and Fund Manager	Max of 25% 10 years

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

Appendix 7 Approved countries for investments

All counterparties in addition to meeting the minimum credit criteria specified in the Annual Investment Strategy must be regulated by a AAA sovereign rated as such by at least two of the three rating agencies (Fitch, Moody and Standard and Poor).

This list will be reviewed and amended if appropriate on a weekly basis by the Director of Finance.

As of 12 January 2011 sovereigns meeting the above requirement were:

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