

2013/14

# Revenue and Capital Budgets



<b>Index</b>	<b>Page</b>
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 - 22
Financial Arrangements with Parish Councils	23
Parish Councils - Precepts and Council Tax Band "D" Charges	24
General Fund Revenue Estimates:	
Corporate Services	CS 1 - 19
Environmental Health Services	EHS 1 - 8
Housing Services	HS 1 - 6
Leisure Services	LS 1 - 12
Planning & Transportation Services	PTS 1 - 8
Capital Plan	CP 1 - 32
2012/2015 Key Priorities & Improvement Actions	KPIT 1 - 4
2011/12 Corporate Aims and Priorities	CAP 1 - 5
General Fund Working Balance and Revenue Reserve	GF 1
Collection Fund 2012/13	CF 1
Estimated Comprehensive Income and Expenditure Statement	CIE 1 - 2

## **BUDGET STATEMENT 2013/14**

### **1. Introduction**

- 1.1 The revenue and capital budgets for 2013/14 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 Given the scale of the financial challenge faced by the Council as part of the 2011/12 budget setting process we moved to a Medium Term Financial Strategy spanning a ten-year period; and set the following two fundamental objectives: to achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period and to retain a minimum of £2.0m in the general revenue reserve by the end of the strategy period.
- 1.3 The Council has seen its government grant funding by way of Formula Grant funding or from April 2013 its replacement, the Business Rates Retention scheme, fall by around £2.0m or 34% over the three-year period 2011/12 to 2013/14 with further cuts expected in future years. Based on the above and an assumption about further cuts in grant funding in future years, amongst other things, latest projections point to a 'funding gap' between expenditure and income of **circa £2.8m**.
- 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 four tranches (a first tranche of £900,000 followed by two equal tranches of £700,000 and a final tranche of £500,000 to be achieved by 2014/15, 2016/17, 2017/18 and 2019/20).
- 1.6 Some Government-led initiatives in the 'pipeline' that will impact on the Council's finances and, in turn, the Medium Term Financial Strategy over the medium to longer term are: Welfare Reform and cessation of the administration of housing benefits over a transitional period ending in 2017/18; and proposals to devolve the setting of planning fees.
- 1.7 The financial difficulties the entire public sector is facing are **unprecedented**. The Council continues to face a significant financial challenge, but remains determined that the negative impact on service delivery and council tax increases are minimised, albeit some difficult choices will have to be made.

## **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 Given the scale of the financial challenge faced by the Council a few years ago we moved to a Medium Term Financial Strategy spanning a ten-year period; and set the following two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £2.0m in the general revenue reserve by the end of the strategy period. All of the key objectives currently set out in the Medium Term Financial Strategy can be found at **[Annex 1]**.

### **2.2 Council Priorities**

- 2.2.1 Our improvement priorities are reviewed regularly to ensure that they remain relevant to changed circumstances and can continue to set an overall framework for our work across the Council each year. These priorities are broadly based and span all areas of Council activity.
- 2.2.2 Despite our budgetary problems, we continue to work hard at delivering our priorities. The District Auditor following the 2012 audit concluded that the Council continues to have a strong focus on maintaining a sustainable financial position based on a ten-year Medium Term Financial Strategy.
- 2.2.3 On 17 April 2012, the Council adopted seven key priorities as follows. "During 2012/15 we will work with a range of partners and our local communities towards achieving the following key priorities:
- A clean, smart, well maintained and sustainable Borough.
  - Healthy living opportunities and community well-being.
  - Children and young people who are safe, involved and able to access positive activities.

- Low levels of crime, anti-social behaviour and fear of crime.
- A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.
- Continued delivery of priority services and a financially viable Council.
- Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough."

### **A clean, smart, well maintained and sustainable Borough**

2.2.4 Funding has been made available to achieve an attractive and well-maintained street and public open space environment.



2.2.5 The Council works with our residents, communities and partners to improve local environments under the banner of the national initiative known as "Love Where You Live". A "Zero Tolerance" approach to those seen littering or fly-tipping has been adopted.

2.2.6 A Street Scene Action Plan for 2013/14 has been produced which lists a range of improvement actions including tackling graffiti and improving public open spaces owned by the Council.

2.2.7 Over 90 per cent of the household waste generated in the borough is recycled, composted or used to generate electricity. A range of services are provided including kerbside collection services and community based recycling centres which together achieve a recycling rate of 45 per cent.

2.2.8 Opportunities to improve our services and performance further are constantly being evaluated.

### **Healthy living opportunities and community well-being**

2.2.9 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 public health funding, 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 and is also trialing a similar programme for families. Funding has also been provided to run a programme aimed at addressing mental health issues affecting young women in partnership with Platform 51. A number of health promotion days have been held in community settings in order to promote health awareness, particularly amongst harder 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.

### **Children and young people who are safe, involved and able to access positive activities**

- 2.2.10 The Council will continue with its programme of holiday activities for young people and will introduce on-line booking for the Summer Playscheme. The children's play facility at Frogbridge play area in Tonbridge will be improved, and liaison will continue with the Kent Youth Service to ensure the future provision of youth services in the Borough is based on identified needs. The Council will introduce an extended coaching school programme for young people at its Leisure Centres following the successful extension of the Swim School Programme.



- 2.2.11 New play facilities and a community garden will be provided on land adjacent to St Philips Church, Tonbridge. 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.
- 2.2.12 Young people will continue to play a key role in the development of arts initiatives in the Borough, with educational links established within the Tonbridge Arts Festival and Music at Malling Programmes. Young people will continue to influence the Council's decision making process through the Youth Forum.

### **Low levels of crime, anti-social behaviour and fear of crime**

- 2.2.13 Provision has been made under the Community Safety revenue budget to enable the Council to provide funding and support for a range of crime reduction and community reassurance initiatives. In partnership with other organisations, these initiatives include supporting those involved in helping victims of domestic abuse (both male and female), youth diversion activities to reduce incidences of anti-social behaviour, contributions towards Parents Plus who provide advice to families when their children have been involved in anti-social behaviour and projects aimed at helping those with alcohol and drugs issues which can often be linked to instances of crime and disorder.



- 2.2.14 The Borough Council now hosts a Community Safety Unit (CSU) combining community safety staff, police personnel and space for hot desking by partner organisations. The CSU enables faster responses to be made to reports of crime and anti-social behaviour. In particular, daily tasking meetings are held in the CSU where reports of crime and anti-social behaviour are assessed and appropriate actions are agreed.



## **A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness**

- 2.2.15 The Council's adopted Core Strategy and Development Allocations Development Plan Document makes a strong provision for overall housing supply, being approximately 1200 dwellings above the South East Plan targets. The most recent Annual Monitoring Report demonstrates a healthy land supply position up to 2021, focusing on the delivery of some strategic sites in the north of the Borough and key schemes in central Tonbridge. The Council is working with many developers in the context of changing market conditions and is taking positive action to facilitate development such as compulsory purchase of land.
- 2.2.16 The Council will continue to work closely with its Housing Association partners and the Homes and Communities Agency (HCA) in order to maximise the delivery of new affordable housing. 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.
- 2.2.17 The Council maintains a rolling programme of housing assistance to tackle disrepair and improve energy efficiency. It also works closely with the Kent County Council *No Use Empty* initiative to bring empty homes back into use.
- 2.2.18 The *Housing Options* model of service delivery which focuses specifically on the prevention of homelessness is now well established within the borough and the reduction in the last three years in the number of formal homelessness applications and the use of bed and breakfast and other forms of temporary accommodation is a testament to its success. But housing options case work is becoming more complex, with the majority of cases requiring considerable officer input in order to prevent homelessness and secure the right long-term solution for the customer. This situation is expected to worsen as the welfare reform agenda is implemented and many low-income families face the further challenges that this will inevitably bring.
- 2.2.19 In 2011, the Council adopted the reviewed West Kent Homelessness Strategy, which sets out the priorities for the three West Kent authorities over a five-year period to 2016.



(<http://www4.tmbc.gov.uk/akstonbridge/images/att11348.pdf>).

- 2.2.20 In 2013, the Council will review the housing allocations scheme to reflect the flexibilities that were introduced through the Localism Act 2011. This is

expected to result in some significant changes to the way priority on the housing register is determined.

### **Continued delivery of priority services and a financially viable Council**

- 2.2.21 This reflects the difficult financial situation going forward, where our first priority is about safeguarding what matters most rather than improvement. The Council has a significant challenge ahead in respect of identifying and implementing savings over the medium term. In the coming months, Members will consider options to deliver a further tranche of the required savings. In addition, the Management Team will continue to seek efficiency savings in the delivery of existing services and 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.



### **Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough**

- 2.2.22 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, community and other facilities. The Tonbridge Area Action Plan forms the statutory planning basis for central Tonbridge and sets out a clear and confident planning framework for development.
- 2.2.23 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. Discussions are underway to secure a retail-led redevelopment project in this area that will secure economic benefit for the town as a whole and help the vitality of the High Street in particular.
- 2.2.24 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 have been recently completed or are in the advanced stages 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 to be in place by 2014.
- 2.2.25 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.

- 2.2.26 The Council are engaged with partners, including a number of schools and local sports organisations to facilitate the improvement of education, community and sports facilities.

## **2.3 Financial Context**

- 2.3.1 The Council's Band D tax rate for 2013/14 is **£180.26 (an increase of £3.36 or 1.9%)**. In setting this level of council tax, the Council is budgeting to support its expenditure by the contribution of **£695,700** from its General Revenue Reserve.
- 2.3.2 In respect of Government Grant (see paragraph 3 below) in 2013/14, the Council is to receive £3,815,912, a cash decrease of £453,977 or 10.6% when compared to the equivalent figure of £4,269,889 in 2012/13.
- 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 reviewed and updated at least annually to reflect current circumstances.

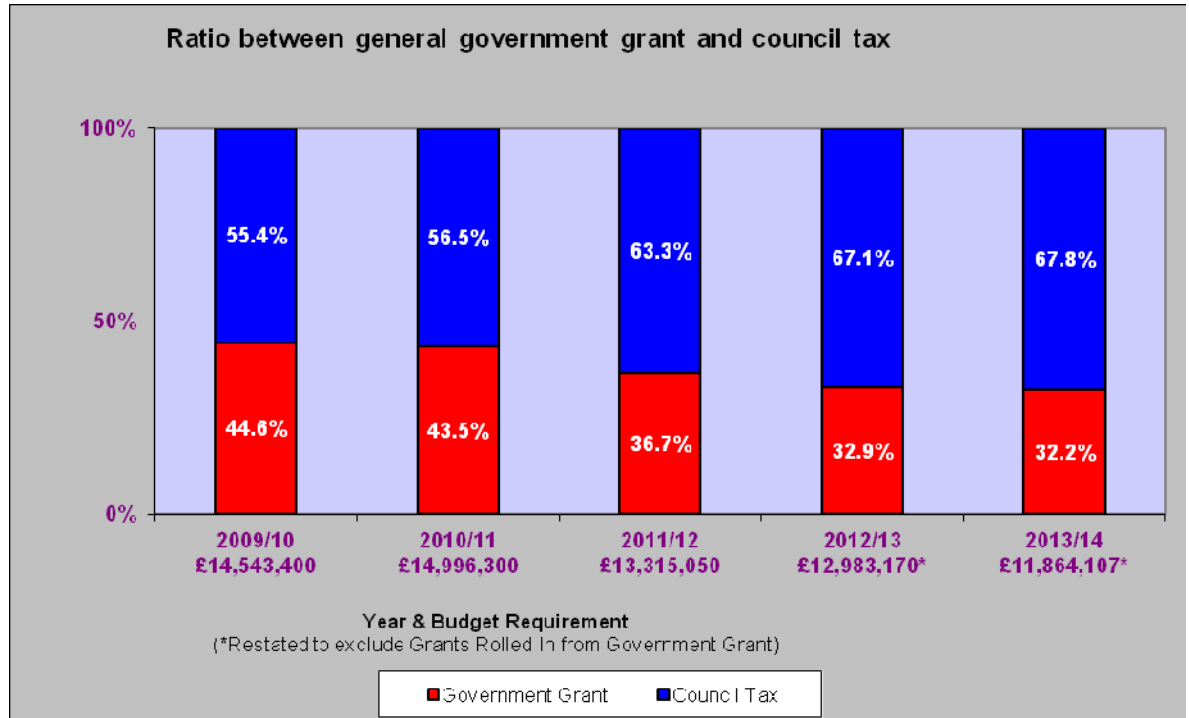
## **3. Local Government Finance Settlement**

- 3.1 One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement. The Council was notified of its final grant settlement for 2013/14 on 4 February 2013.
- 3.2 From April 2013 a Business Rates Retention scheme is to replace formula grant funding. Under the proposals funding above a minimum amount will be dependent on growth in an authority's business rates base.
- 3.3 In 2013/14, the Council is to receive £3,815,912, a cash decrease of £453,977 or 10.6% when compared to the equivalent figure of £4,269,889 in 2012/13.
- 3.4 In addition to the above a number of grants have been rolled into the Business Rates Retention scheme. The grants rolled into the Business Rates Retention scheme are:

Local Council Tax Support Grant	£949,567 (includes parish councils)
2011/12 Council Tax Freeze Grant	£210,630
Homelessness Grant	£57,146

- 3.5 This gives a total start-up funding allocation of £5,033,255 including the parish councils funding of £173,111 in respect of the council tax support scheme.

- 3.6 With the further cut in general government grant, the latest Government grant settlement continues the trend whereby the proportion of the Council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between general government grant and council tax.



#### 4. Local Referendums to Veto Excessive Council Tax Increases

- 4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.
- 4.2 In a written statement, Brandon Lewis MP, set out the level of council tax increase for 2013/14 above which the Government intends to require local authorities to seek approval of their electorate via a local referendum at 2%. The limit may differ slightly due to the requirement to use alternative notional amounts for the year 2012/13 calculated by central government and to exclude certain payments from the calculation.
- 4.3 The Government are seeking to freeze council tax for a further year in partnership with local authorities, and is to provide funding equivalent to a 1% increase in council tax in 2013/14 and 2014/15, if council tax is not increased in 2013/14. However, as the base against which future council tax increases will be lower there are hidden adverse financial implications that simply add to the overall savings to be made.

- 4.4 The hidden adverse financial implications would be to add some £300,000 to the 'funding gap' over the strategy period and as a result, albeit reluctantly, the Council's Band D tax rate is to be increased to £180.26 for 2013/14 (an increase of £3.36 or 1.9%).

## **5. General Fund**

- 5.1 The Council's estimated net revenue expenditure for 2013/14 (prior to any contribution from the revenue reserve) amounts to £13,777,150. The Cabinet having regard to the Medium Term Financial Strategy proposes that £695,700 be charged to the Revenue Reserve Account leaving £13,081,450 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

## **6. Collection Fund**

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which all the council taxes are paid (including those collected on behalf of other precepting authorities).
- 6.2 Each year before we can finalise our calculations in respect of tax requirements, we have to calculate the surplus / deficit on the collection fund and then share this between the major precepting authorities including ourselves. These are known as collection fund adjustments.
- 6.3 The estimated deficit on the collection fund at 31 March 2013 is **£49,799**.

## **7. Council Tax Base**

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation and confirmed by Full Council on 16 January 2013 was set at **44,924.13** band D equivalents for 2013/14.

## **8. Council Tax Reduction Scheme**

- 8.1 From April 2013, the Council Tax Benefit Scheme (which operated nationally) is to be replaced by local Council Tax Reduction Schemes. As part of the arrangements, the value of the financial support towards council tax is applied to council tax payers' accounts in the form of a discount. The discounts awarded, in turn, are taken into account when determining the Council's tax base (see paragraph 7 above).
- 8.2 Funding has been provided by central government directly to local authorities through the local government finance settlement, but this only covers approximately 90% of the cost. The Council has determined a local Council Tax Reduction Scheme which is based upon the previous national scheme, but which, in 2013/14, reduces a (working age) claimant's entitlement to benefit by 8.5%. The Council has applied for a transitional grant from the Government to assist with the residual cost burden that is being met from the Council's own budgets.

## **9. Parish Councils**

- 9.1 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 2013/14 is shown on page 23.

## **10. Consultation with Non-Domestic Ratepayers**

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

## **11. National Non-Domestic Rates**

- 11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2013/14 is 47.1p compared to 45.8p for 2012/13. Lower rates apply to small businesses with rateable values below £18,000.
- 11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level will be shared between central government, the billing authority and other major precepting authorities covered by the Business Rates Retention scheme subject to safety net and levy arrangements.

## **12. Capital Estimates**

- 12.1 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 2013. The progress on existing Capital Plan schemes has been noted and Cabinet on 12 February 2013 recommended the inclusion of a number of new schemes.
- 12.2 The Capital Plan includes references to the Council's Key Priorities and Improvement Themes and the former Corporate Aims and Priorities. The key to these can be found on pages KPIT1 to KPIT4 and CAP1 to CAP5 respectively.

## **13. Cabinet**

- 13.1 Cabinet comprises the following Councillors:

Councillor N Heslop	(Leader)
Councillor Mrs J Anderson	(Housing)
Councillor O Baldock	(Environmental Services)
Councillor M Balfour	(Innovation and Service Delivery)
Councillor M Coffin	(Finance)
Councillor Mrs M Heslop	(Leisure, Youth and Arts)
Councillor B Luker	(Communities) and (Health)

Councillor Mrs S Murray  
Councillor M Rhodes

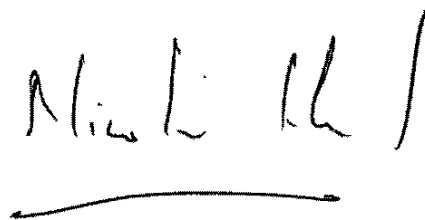
(Planning and Transportation)  
(Community Safety)

#### **14. Acknowledgement**

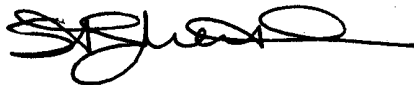
- 14.1 The formulation of the Budget for 2013/14 has been particularly difficult and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2013/14, and the updated Medium Term Financial Strategy, to fruition.
- 14.2 We are also grateful to the Management Team for their support, advice and assistance throughout the process.
- 14.3 Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



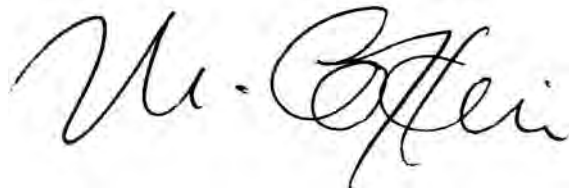
Julie Beilby  
Chief Executive



Nicolas Heslop  
Leader of the Council



Sharon Shelton  
Director of Finance and  
Transformation



Martin Coffin  
Cabinet Member (Finance)



## **MEDIUM TERM FINANCIAL STRATEGY 2013/14 – 2022/23**

### **INTRODUCTION**

The Council continues to face a significant financial challenge as a result of the Coalition Government's budget deficit reduction programme which has resulted in a reduction in the financial support it can offer to local government and the current economic climate, but we believe our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way. Clearly, the absolute size of any 'funding gap' will influence the timescales we afford ourselves to address the problem.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 23 February 2012. The update has been prepared given the circumstances prevailing in February 2013. It will be reviewed 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 2013/14.

### **FINANCIAL CONTEXT**

The level of Council Tax set by the Borough Council for the year 2013/14 is £180.26. In setting this level of Council Tax, the Council has budgeted to support its expenditure by a contribution of £695,700 from its General Revenue Reserve.

From April 2013 a Business Rates Retention scheme is to replace formula grant funding. Under the proposals funding above a minimum amount will be dependent on growth in an authority's business rates base.

The Council received a grant settlement of £3,815,912 excluding grants rolled into the Business Rates Retention scheme. This represented a reduction of £453,977 in cash terms or 10.6% when compared to the equivalent figure of £4,269,889 for 2012/13.

The grants rolled into the Business Rates Retention scheme are: local council tax support £949,567 (including the parish councils funding); 2011/12 council tax freeze grant £210,630; and homelessness grant £57,146.

This gives a total start-up funding allocation of £5,033,255 including the parish councils funding of £173,111 in respect of the council tax support scheme.

The Council has seen its government grant funding by way of Formula Grant funding or from April 2013 its replacement, the Business Rates Retention scheme, fall by around £2.0m or 34% over the three-year period 2011/12 to 2013/14 with further cuts expected in future years. Based on the above 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 £2.8m.

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 four tranches (a first tranche of £900,000 followed by two equal tranches of £700,000 and a final tranche of £500,000 to be achieved by 2014/15, 2016/17, 2017/18 and 2019/20).

Some Government-led initiatives in the 'pipeline' that will impact on the Council's finances and, in turn, the Medium Term Financial Strategy over the medium to longer term are: Welfare Reform and cessation of the administration of housing benefits over a transitional period ending in 2017/18; and proposals to devolve the setting of planning fees. We continue to monitor the implications of these major issues as information becomes available and further guidance emerges.

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 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. That allowance has been set at £320,000 (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.
- 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 and opportunities for new or additional income sources 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 (set at £320,000 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 2013/14 to 2022/23 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 2018/19.

The Strategy should be read in conjunction with:

- the updated Capital Strategy recommended to Council for adoption by Cabinet on 12 February 2013;
- the Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14 recommended to Council for adoption by Cabinet on 12 February 2013;
- the Council's Key Priorities for 2012/15 adopted by the Council on 17 April 2012;
- the report to Cabinet on 12 February 2013 entitled 'Setting the Budget for 2013/14';
- the report to Cabinet on 12 February 2013 entitled 'Setting the Council Tax 2013/14'; and
- the Budget Statement 2013/14 to which this Strategy is annexed.

This Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation  
February 2013

## Medium Term Financial Strategy

	Estimate	Projection								
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
<b>EXPENDITURE</b>										
Employees	14,371	14,740	15,071	15,411	15,732	16,089	16,452	16,821	17,204	17,588
Transfer Payments	31,899	21,622	6,894	34	0	0	0	0	0	0
Other Expenditure	13,467	13,353	13,671	14,034	14,355	14,686	15,052	15,403	15,761	16,154
Capital Charges	3,299	3,365	3,432	3,501	3,571	3,642	3,715	3,789	3,865	3,942
<b>Total Expenditure</b>	<b>63,036</b>	<b>53,080</b>	<b>39,068</b>	<b>32,980</b>	<b>33,658</b>	<b>34,417</b>	<b>35,219</b>	<b>36,013</b>	<b>36,830</b>	<b>37,684</b>
<b>INCOME</b>										
Fees & Charges	(11,101)	(11,425)	(11,697)	(11,969)	(12,290)	(12,614)	(12,922)	(13,233)	(13,557)	(13,887)
Other Specific Grants & Misc	(32,724)	(22,439)	(7,692)	(832)	(814)	(830)	(847)	(864)	(881)	(899)
Investment Income	(269)	(240)	(368)	(479)	(569)	(636)	(621)	(619)	(621)	(631)
<b>Total Income</b>	<b>(44,094)</b>	<b>(34,104)</b>	<b>(19,757)</b>	<b>(13,280)</b>	<b>(13,673)</b>	<b>(14,080)</b>	<b>(14,390)</b>	<b>(14,716)</b>	<b>(15,059)</b>	<b>(15,417)</b>
<b>Appropriations</b>										
Capital Renewals	0	0	0	0	0	1,361	1,379	1,397	1,415	1,434
Provision for new Capital Schemes	350	350	350	350	350	0	0	0	0	0
Other Appropriations	(3,840)	(3,269)	(3,315)	(3,431)	(3,499)	(3,567)	(3,640)	(3,714)	(3,790)	(3,867)
<b>SAVINGS TARGET</b>	<b>0</b>	<b>(900)</b>	<b>(918)</b>	<b>(936)</b>	<b>(955)</b>	<b>(974)</b>	<b>(993)</b>	<b>(1,013)</b>	<b>(1,033)</b>	<b>(1,054)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>(714)</b>	<b>(728)</b>	<b>(743)</b>	<b>(758)</b>	<b>(773)</b>	<b>(788)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>(714)</b>	<b>(728)</b>	<b>(743)</b>	<b>(758)</b>	<b>(773)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>(510)</b>	<b>(520)</b>	<b>(530)</b>
<b>NET BUDGETED SPEND</b>	<b>15,452</b>	<b>15,157</b>	<b>15,428</b>	<b>14,983</b>	<b>14,467</b>	<b>15,715</b>	<b>15,604</b>	<b>15,956</b>	<b>16,312</b>	<b>16,689</b>
<b>FUNDING</b>										
Revenue Reserves	696	151	15	860	201	960	344	170	(18)	(206)
Government Grant	6,708	6,501	6,601	4,965	4,739	4,834	4,930	5,029	5,129	5,232
Council Tax	8,098	8,456	8,779	9,124	9,492	9,885	10,293	10,719	11,162	11,623
Collection Fund Adjustment	(50)	49	33	34	35	36	37	38	39	40
<b>Total Funding</b>	<b>15,452</b>	<b>15,157</b>	<b>15,428</b>	<b>14,983</b>	<b>14,467</b>	<b>15,715</b>	<b>15,604</b>	<b>15,956</b>	<b>16,312</b>	<b>16,689</b>
<b>Council Tax Level at Band D</b>	<b>£180.26</b>	<b>£185.67</b>	<b>£191.24</b>	<b>£196.98</b>	<b>£202.89</b>	<b>£208.98</b>	<b>£215.25</b>	<b>£221.71</b>	<b>£228.36</b>	<b>£235.21</b>
<b>Increase on Previous Year</b>	<b>1.90%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>RESERVES BALANCE CARRIED FORWARD</b>	<b>4,561</b>	<b>4,410</b>	<b>4,395</b>	<b>3,535</b>	<b>3,334</b>	<b>2,374</b>	<b>2,030</b>	<b>1,860</b>	<b>1,878</b>	<b>2,084</b>

<b>Capital Plan Review 2012/13: Funding of the Draft Capital Plan</b>							
	2012/13 Estimate £'000	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000
<b>Capital Plan Schemes</b>							
Capital Renewals	1,205	715	776	899	793	1,051	852
Other Recurring Expenditure (net of grants)	502	560	520	520	520	520	479
One-Off Schemes (net of grants & contributions)	1,074	667	80				
	<b>2,781</b>	<b>1,942</b>	<b>1,376</b>	<b>1,419</b>	<b>1,313</b>	<b>1,571</b>	<b>1,331</b>
Add back grants / contributions	625	1,023	410	410	410	410	410
<b>Total to be funded</b>	<b>3,406</b>	<b>2,965</b>	<b>1,786</b>	<b>1,829</b>	<b>1,723</b>	<b>1,981</b>	<b>1,741</b>
<b>Funded from:</b>							
<b>Grants</b>							
Disabled Facilities Grant	485	410	410	410	410	410	410
Regional Housing Board Grant (Housing Assistance)							
Environment Agency (Town Lock)		230					
Town Wardens (Town Lock)		2					
Council Tax Reduction Grant	62						
<b>Developer Contributions</b>							
Town Lock		260					
Ton Racecourse SG Improvements Phase 2		65					
Ton Racecourse SG Flood Lighting	18						
Open Spaces Site Improvements Phase 1	18	17					
Open spaces Site Improvements Phase 2	30	39					
Ton Cemetery Path Improvements	12						
<b>Capital and Other Reciepts</b>							
Repayment of Mortgages	2	1	1	1	1	1	1
TRSG Flood lighting contribution received in 2011/12	2						
<b>Balance met from Revenue Reserve for Capital Schemes</b>	<b>2,777</b>	<b>1,941</b>	<b>1,375</b>	<b>1,418</b>	<b>1,312</b>	<b>1,570</b>	<b>1,330</b>
<b>Total funding</b>	<b>3,406</b>	<b>2,965</b>	<b>1,786</b>	<b>1,829</b>	<b>1,723</b>	<b>1,981</b>	<b>1,741</b>



**Council 14 February 2013**  
**General Fund Revenue Estimates 2013/14**  
**SUMMARY**

SERVICE	2012/13 ESTIMATE		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	5,281,200	5,095,200	5,471,000
<b>Environmental Health Services</b>	4,576,500	4,613,450	4,680,900
<b>Housing Services</b>	1,783,150	1,850,650	1,838,900
<b>Leisure Services</b>	4,771,450	4,870,850	4,960,700
<b>Planning and Transportation Services</b>	2,162,850	2,262,800	2,136,600
Sub Total	18,575,150	18,692,950	19,088,100
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,557,800)	(2,517,250)	(2,480,850)
Non-Current Asset Impairment	-	(53,350)	-
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(418,100)	(572,300)	(429,100)
Contribution to Reserve	350,000	600,000	400,000
Contributions from Earmarked Reserves			
Community Enhancement Fund Reserve	(84,000)	(120,000)	(100,000)
Corporate MTFs Reserve	(250,000)	(250,000)	(250,000)
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	(20,000)
Election Expenses Reserve	(12,900)	(5,600)	(12,900)
Homelessness Reserve	-	-	(3,300)
Housing & Planning Delivery Grant Reserve	(60,400)	(60,400)	(19,400)
Housing Survey Reserve	(15,000)	(15,000)	(20,000)
Invest to Save Reserve	-	(14,700)	-
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Performance Reward Grant Reserve	-	(1,900)	-
Planning Inquiries Reserve	(27,000)	(27,000)	(27,000)
Repossessions Prevention Fund Reserve	(4,000)	(3,000)	(4,000)
Tonbridge Environmental Schemes Reserve	-	-	(100,000)
Tonbridge Town Centre Reserve	-	(82,000)	(100,000)
Contributions to Earmarked Reserves			
Election Expenses Reserve	25,000	25,000	25,000
High Street Innovation Fund Reserve	-	100,000	-
Housing Survey Reserve	10,000	10,000	10,000
Invest to Save Reserve	-	50,000	-
Local Development Framework Reserve	40,000	40,000	40,000
Town Team Partners Reserve	-	10,000	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,160,000)	(2,153,750)	(1,122,750)
Revenue Expenditure Funded from Capital	(529,000)	(623,250)	(818,250)
Other contributions to / (from) Reserve (net)	350,000	350,000	450,000
<b>Capital Expenditure Charged to General Fund</b>	2,160,000	2,153,750	1,122,750
<b>International Accounting Standard 19</b>			
Retirement Benefit Costs	2,591,300	3,561,000	3,547,500
Employers Pension Contributions	(2,481,550)	(2,393,100)	(2,513,950)
Contribution to / (from) Pensions Reserve	(109,750)	(1,167,900)	(1,033,550)
<b>New Homes Bonus</b>	(1,224,500)	(1,125,300)	(1,636,200)
<b>High Street Innovation Fund Grant</b>	-	(100,000)	-
<b>New Burdens Grants</b>	-	(13,400)	(13,400)
<b>Town Team Partners Grant</b>	-	(10,000)	-
<b>Council Tax Reduction Transition Grant</b>	-	-	(25,550)
<b>Contributions from KCC</b>	(85,000)	(116,250)	(146,000)
<b>MMI Scheme of Arrangement Provision</b>	-	75,000	-
Sub Total	14,032,450	14,192,250	13,777,150
<b>Contribution to / (from) General Revenue Reserve</b>	(838,650)	(998,450)	(695,700)
<b>Budget Requirement</b>	<b>13,193,800</b>	<b>13,193,800</b>	<b>13,081,450</b>

## ESTIMATES FOR THE FINANCIAL YEAR 2013/14

### COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2012/13 Estimate £	DESCRIPTION	2013/14 Estimate £
13,193,800	BOROUGH COUNCIL REQUIREMENT	13,081,450
1,943,031	PARISH COUNCIL PRECEPTS	1,877,633
<hr/> 15,136,831	Sub-total	<hr/> 14,959,083
85,202	LESS:	3,022,481
4,395,317	Revenue Support Grant	2,010,774
	National Non-Domestic Rates	
<hr/> 10,656,312	Sub-total	<hr/> 9,925,828
-	LESS:	
	Collection Fund Adjustments -	
	Council Taxes Surplus / (Deficit)	(49,799)
<hr/> 10,656,312	<b>COUNCIL TAX REQUIREMENT</b>	<hr/> <b>9,975,627</b> <hr/>

### COUNCIL TAX - BAND "D" EQUIVALENT

2012/13 Estimate £	Band "D" Equivalent £	DESCRIPTION	2013/14 Estimate £	Band "D" Equivalent £
51,610,164	1,047.78	KENT COUNTY COUNCIL PRECEPT	47,070,605	1,047.78
6,830,916	138.68	KENT POLICE	6,355,417	141.47
3,346,991	67.95	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,052,595	67.95
8,713,281	176.90	BOROUGH COUNCIL NET REQUIREMENT	8,097,994	180.26
<hr/> 70,501,352	<hr/> 1,431.31	<b>BAND "D" COUNCIL TAX (excluding Parishes)</b>	<hr/> 64,576,611	<hr/> 1,437.46
1,943,031	39.44 *	PARISH COUNCIL PRECEPTS #	1,877,633	41.79 *
<hr/> 72,444,383	<hr/> 1,470.75	<b>AVERAGE BAND "D" COUNCIL TAX</b>	<hr/> 66,454,244	<hr/> 1,479.25
		* Parish Average		

# See page 24 for details of Precepts and Band "D" Council Tax charges for individual Parish Councils

## **COUNCIL TAX**

### **DRAFT RESOLUTION**

1. It be noted that on 14th February 2013 the Council calculated:

- (a) the Council Tax Base 2013/14 for the whole Council area as 44,924.13 [Item T in the formula in Section 31B(1) of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which a Parish precept relates as follows:

Addington	373.34
Aylesford	3,782.16
Birling	192.22
Borough Green	1,404.58
Burham	420.00
Ditton	1,666.11
East Malling & Larkfield	4,630.27
East Peckham	1,241.22
Hadlow	1,433.73
Hildenborough	2,104.03
Ightham	1,079.65
Kings Hill	3,445.55
Leybourne	1,303.67
Mereworth	390.16
Offham	371.26
Platt	830.59
Plaxtol	561.33
Ryarsh	283.44
Shipbourne	246.07
Snodland	3,171.99
Stansted	230.94
Trottiscliffe	265.36
Wateringbury	874.19
West Malling	1,050.59
West Peckham	165.71
Wouldham	447.00
Wrotham	747.14

2. £8,097,994 being the Council Tax requirement for the Council's own purposes for 2013/14 (excluding Parish Precepts). [Item R in the formula in Section 31B(1) of the Local Government Finance Act 1992 (as amended)].

3. That the following amounts be calculated for the year 2013/14 in accordance with Sections 31 to 36 of the Act:

- (a) £85,317,219 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £75,341,592 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £9,975,627 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B(1) of the Act).
- (d) £222.05 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (e) £1,877,633 being the aggregate amount of all special items (Parish precepts). [Item S in Section 34(3) of the Act].
- (f) £180.26 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (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 Parish precept relates.

(g) <b><u>Part of the Council's area</u></b>	£
Addington	229.71
Aylesford	224.17
Birling	215.90
Borough Green	277.41
Burham	223.05
Ditton	294.26
East Malling & Larkfield	225.27
East Peckham	266.82
Hadlow	231.73
Hildenborough	193.99
Ightham	268.13
Kings Hill	226.33
Leybourne	252.43
Mereworth	207.41
Offham	223.67
Platt	238.77
Plaxtol	218.30
Ryarsh	235.62
Shipbourne	214.73
Snodland	247.55
Stansted	248.35
Trottscliffe	217.94
Wateringbury	254.84
West Malling	245.94
West Peckham	197.86
Wouldham	235.28
Wrotham	252.45

being the amounts given by adding to the amount at 3(f) 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.

(h)

**Valuation Bands**

<b><u>Part of the Council's area</u></b>	<b>A £</b>	<b>B £</b>	<b>C £</b>	<b>D £</b>	<b>E £</b>	<b>F £</b>	<b>G £</b>	<b>H £</b>
Tonbridge	120.17	140.20	160.23	180.26	220.32	260.38	300.43	360.52
Addington	153.14	178.66	204.19	229.71	280.76	331.80	382.85	459.42
Aylesford	149.45	174.35	199.26	224.17	273.99	323.80	373.62	448.34
Birling	143.93	167.92	191.91	215.90	263.88	311.86	359.83	431.80
Borough Green	184.94	215.76	246.59	277.41	339.06	400.70	462.35	554.82
Burham	148.70	173.48	198.27	223.05	272.62	322.18	371.75	446.10
Ditton	196.17	228.87	261.56	294.26	359.65	425.04	490.43	588.52
East Malling & Larkfield	150.18	175.21	200.24	225.27	275.33	325.39	375.45	450.54
East Peckham	177.88	207.53	237.17	266.82	326.11	385.41	444.70	533.64
Hadlow	154.49	180.23	205.98	231.73	283.23	334.72	386.22	463.46
Hildenborough	129.33	150.88	172.44	193.99	237.10	280.21	323.32	387.98
Ightham	178.75	208.55	238.34	268.13	327.71	387.30	446.88	536.26
Kings Hill	150.89	176.03	201.18	226.33	276.63	326.92	377.22	452.66
Leybourne	168.29	196.33	224.38	252.43	308.53	364.62	420.72	504.86
Mereworth	138.27	161.32	184.36	207.41	253.50	299.59	345.68	414.82
Offham	149.11	173.97	198.82	223.67	273.37	323.08	372.78	447.34
Platt	159.18	185.71	212.24	238.77	291.83	344.89	397.95	477.54
Plaxtol	145.53	169.79	194.04	218.30	266.81	315.32	363.83	436.60
Ryarsh	157.08	183.26	209.44	235.62	287.98	340.34	392.70	471.24
Shipbourne	143.15	167.01	190.87	214.73	262.45	310.17	357.88	429.46
Snodland	165.03	192.54	220.04	247.55	302.56	357.57	412.58	495.10
Stansted	165.57	193.16	220.76	248.35	303.54	358.73	413.92	496.70
Trottiscliffe	145.29	169.51	193.72	217.94	266.37	314.80	363.23	435.88
Wateringbury	169.89	198.21	226.52	254.84	311.47	368.10	424.73	509.68
West Malling	163.96	191.29	218.61	245.94	300.59	355.25	409.90	491.88
West Peckham	131.91	153.89	175.88	197.86	241.83	285.80	329.77	395.72
Wouldham	156.85	183.00	209.14	235.28	287.56	339.85	392.13	470.56
Wrotham	168.30	196.35	224.40	252.45	308.55	364.65	420.75	504.90

being the amounts given by multiplying the amounts at 3(f) and 3(g) 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.



4. That it be noted that for the year 2013/14 the Kent Police, 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:

<b><u>Precepting Authority</u></b>	<b><u>Valuation Bands</u></b>							
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	£	£	£	£	£	£	£	£
Kent Police	94.31	110.03	125.75	141.47	172.91	204.35	235.78	282.94
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

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2013/14, for each of the categories of dwellings shown below:

<b><u>Part of the Council's area</u></b>	<b><u>Valuation Bands</u></b>							
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	£	£	£	£	£	£	£	£
Tonbridge	958.30	1,118.02	1,277.74	1,437.46	1,756.90	2,076.34	2,395.76	2,874.92
Addington	991.27	1,156.48	1,321.70	1,486.91	1,817.34	2,147.76	2,478.18	2,973.82
Aylesford	987.58	1,152.17	1,316.77	1,481.37	1,810.57	2,139.76	2,468.95	2,962.74
Birling	982.06	1,145.74	1,309.42	1,473.10	1,800.46	2,127.82	2,455.16	2,946.20
Borough Green	1,023.07	1,193.58	1,364.10	1,534.61	1,875.64	2,216.66	2,557.68	3,069.22
Burham	986.83	1,151.30	1,315.78	1,480.25	1,809.20	2,138.14	2,467.08	2,960.50
Ditton	1,034.30	1,206.69	1,379.07	1,551.46	1,896.23	2,241.00	2,585.76	3,102.92
East Malling & Larkfield	988.31	1,153.03	1,317.75	1,482.47	1,811.91	2,141.35	2,470.78	2,964.94
East Peckham	1,016.01	1,185.35	1,354.68	1,524.02	1,862.69	2,201.37	2,540.03	3,048.04
Hadlow	992.62	1,158.05	1,323.49	1,488.93	1,819.81	2,150.68	2,481.55	2,977.86
Hildenborough	967.46	1,128.70	1,289.95	1,451.19	1,773.68	2,096.17	2,418.65	2,902.38
Ightham	1,016.88	1,186.37	1,355.85	1,525.33	1,864.29	2,203.26	2,542.21	3,050.66
Kings Hill	989.02	1,153.85	1,318.69	1,483.53	1,813.21	2,142.88	2,472.55	2,967.06
Leybourne	1,006.42	1,174.15	1,341.89	1,509.63	1,845.11	2,180.58	2,516.05	3,019.26
Mereworth	976.40	1,139.14	1,301.87	1,464.61	1,790.08	2,115.55	2,441.01	2,929.22
Offham	987.24	1,151.79	1,316.33	1,480.87	1,809.95	2,139.04	2,468.11	2,961.74
Platt	997.31	1,163.53	1,329.75	1,495.97	1,828.41	2,160.85	2,493.28	2,991.94
Plaxtol	983.66	1,147.61	1,311.55	1,475.50	1,803.39	2,131.28	2,459.16	2,951.00
Ryarsh	995.21	1,161.08	1,326.95	1,492.82	1,824.56	2,156.30	2,488.03	2,985.64
Shipbourne	981.28	1,144.83	1,308.38	1,471.93	1,799.03	2,126.13	2,453.21	2,943.86
Snodland	1,003.16	1,170.36	1,337.55	1,504.75	1,839.14	2,173.53	2,507.91	3,009.50
Stansted	1,003.70	1,170.98	1,338.27	1,505.55	1,840.12	2,174.69	2,509.25	3,011.10
Trottscliffe	983.42	1,147.33	1,311.23	1,475.14	1,802.95	2,130.76	2,458.56	2,950.28
Waterringbury	1,008.02	1,176.03	1,344.03	1,512.04	1,848.05	2,184.06	2,520.06	3,024.08
West Malling	1,002.09	1,169.11	1,336.12	1,503.14	1,837.17	2,171.21	2,505.23	3,006.28
West Peckham	970.04	1,131.71	1,293.39	1,455.06	1,778.41	2,101.76	2,425.10	2,910.12
Wouldham	994.98	1,160.82	1,326.65	1,492.48	1,824.14	2,155.81	2,487.46	2,984.96
Wrotham	1,006.43	1,174.17	1,341.91	1,509.65	1,845.13	2,180.61	2,516.08	3,019.30

## Financial arrangements with Parish councils 2013/14

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £
Addington	2,350	917	-	-	3,267
Aylesford	15,835	8,277	2,797	-	26,909
Birling	2,350	1,712	139	-	4,201
Borough Green	5,266	-	1,337	-	6,603
Burham	2,350	1,430	191	-	3,971
Ditton	7,042	1,059	-	1,553	9,654
East Malling & Larkfield	19,661	2,552	608	-	22,821
East Peckham	4,990	3,408	1,146	-	9,544
Hadlow	5,757	7,346	35	-	13,138
Hildenborough	7,234	2,187	104	-	9,525
Ightham	2,937	2,701	-	-	5,638
Kings Hill	9,184	-	-	-	9,184
Leybourne	4,756	762	330	-	5,848
Mereworth	2,350	2,145	-	-	4,495
Offham	2,350	767	-	-	3,117
Platt	2,446	2,092	365	-	4,903
Plaxtol	2,350	2,058	243	-	4,651
Ryarsh	2,350	834	417	-	3,601
Shipbourne	2,350	1,331	-	-	3,681
Snodland	14,343	11,974	2,414	-	28,731
Stansted	2,350	1,031	-	-	3,381
Trottiscliffe	2,350	448	-	-	2,798
Wateringbury	2,980	4,662	695	-	8,337
West Malling	3,854	3,649	1,633	-	9,136
West Peckham	2,350	1,091	-	-	3,441
Wouldham	2,350	662	156	-	3,168
Wrotham	2,621	4,261	938	-	7,820
<b>Total</b>	<b>137,106</b>	<b>69,356</b>	<b>13,548</b>	<b>1,553</b>	<b>221,563</b>

## Parish council precepts

Precept for 2012/13 £	Parish council	Precept for 2013/14 £	Tax base	Amount per band D property £	Per band D variation %
19,258.00	Addington	18,461.66	373.34	49.45	0.0
181,176.00	Aylesford	166,093.00	3,782.16	43.91	0.5
6,500.00	Birling	6,850.00	192.22	35.64	11.9
127,215.00	Borough Green	136,452.00	1,404.58	97.15	18.9
17,707.18	Burham	17,972.78	420.00	42.79	14.4
209,152.00	Ditton	189,929.69	1,666.11	114.00	0.0
231,719.00	E. Malling & Larkfield	208,427.48	4,630.27	45.01	2.5
100,877.00	East Peckham	107,440.00	1,241.22	86.56	15.1
82,230.00	Hadlow	73,794.00	1,433.73	51.47	1.0
30,279.00	Hildenborough	28,888.00	2,104.03	13.73	0.0
82,500.00	Ightham	94,866.00	1,079.65	87.87	17.4
154,150.00	Kings Hill	158,728.00	3,445.55	46.07	5.0
92,277.85	Leybourne	94,085.00	1,303.67	72.17	6.0
12,500.00	Mereworth	10,594.05	390.16	27.15	1.8
15,800.00	Offham	16,116.00	371.26	43.41	5.8
48,600.00	Platt	48,600.00	830.59	58.51	2.1
19,958.00	Plaxtol	21,355.00	561.33	38.04	9.3
15,692.00	Ryarsh	15,692.00	283.44	55.36	7.4
9,000.00	Shipbourne	8,481.15	246.07	34.47	(0.3)
244,976.00	Snodland	213,443.00	3,171.99	67.29	1.5
15,327.00	Stansted	15,725.00	230.94	68.09	7.8
10,000.00	Trottiscliffe	10,000.00	265.36	37.68	2.2
55,838.09	Watlingbury	65,194.11	874.19	74.58	23.4
76,513.00	West Malling	69,000.00	1,050.59	65.68	0.0
2,917.00	West Peckham	2,917.00	165.71	17.60	4.1
25,986.00	Wouldham	24,594.00	447.00	55.02	3.1
54,883.00	Wrotham	53,934.00	747.14	72.19	14.4
1,943,031.12	Total	1,877,632.92	32,712.30		

## **CORPORATE SERVICES**

### **SUMMARY**

	<b>2012/13</b>		<b>2013/14</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>ESTIMATE £</b>
<b>1</b> SALARIES & ONCOSTS	11,398,750	11,270,700	11,350,100
<b>2</b> OVERHEAD EXPENSES	4,258,600	4,368,050	4,317,950
<b>3</b> RECHARGES TO SERVICE BUDGETS	(14,910,650)	(15,144,750)	(15,026,850)
NON DISTRIBUTED COSTS	746,700	494,000	641,200
<b>4</b> DEMOCRATIC REPRESENTATION	1,620,200	1,582,050	1,608,650
<b>5</b> CORPORATE MANAGEMENT	580,000	553,000	584,450
<b>6</b> COMMUNITY SAFETY	153,000	154,150	170,050
<b>7</b> COMMUNITY DEVELOPMENT	118,350	146,850	127,100
<b>8</b> ELECTIONS	321,450	291,250	314,250
<b>9</b> INFORMATION & PUBLICITY	194,000	202,800	192,450
<b>10</b> PUBLIC RIGHTS OF WAY	7,950	850	850
<b>11</b> CIVIL CONTINGENCIES	108,600	92,350	100,750
<b>12</b> LOCAL LAND CHARGES	(200)	(30,900)	(30,550)
<b>13</b> GRANTS & PAYMENTS	251,000	305,350	288,200
<b>14</b> INDUSTRIAL ESTATE	(52,900)	(55,750)	(55,750)
<b>15</b> COMMERCIAL PROPERTY	(240,600)	(242,450)	(184,050)
<b>16</b> VALE RISE DEPOT	-	-	-
<b>17</b> LAND REVIEW	59,250	146,050	151,300
<b>18</b> LOCAL REVENUE & NNDR COLLECTION	539,700	623,950	542,900
<b>19</b> COUNCIL TAX SUPPORT	108,950	97,300	273,050
<b>20</b> INTEREST & TRANSFERS	(159,850)	(177,750)	(107,250)
<b>21</b> DRAINAGE BOARDS SPECIAL LEVIES	364,150	364,150	373,950
<b>22</b> FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	256,150	256,300	227,600
<b>23</b> GENERAL ADVICE TO PARISH COUNCILS	70,100	62,800	64,400
<b>24</b> ITINERANTS	16,600	3,450	3,550
<b>25</b> CLIMATE CHANGE	76,400	48,750	50,950
<b>26</b> ECONOMIC DEVELOPMENT & REGENERATION	77,800	88,050	77,950
<b>ANNUAL ESTIMATES</b>	5,216,800	5,006,600	5,416,000
<b>27</b> CAPITAL PROGRAMME REVENUE EXPENSES	59,400	49,500	50,000
<b>28</b> CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
<b>29</b> ITEMS FUNDED FROM RESERVES	-	34,100	-
	<b>5,281,200</b>	<b>5,095,200</b>	<b>5,471,000</b>

## CORPORATE SERVICES

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>SALARIES &amp; ONCOSTS</u></b>			
Salaries - see analysis page CS 19	10,095,200	9,904,950	9,931,850
Superannuation Backfunding	1,024,600	1,025,300	1,076,000
Senior Management Restructure	-	-	50,000
Staff Turnover Saving	(140,000)	(80,000)	(140,000)
Apprenticeship Scheme	16,500	9,650	16,500
Termination Payments	285,000	297,150	303,000
Recruitment & Training	117,450	113,650	112,750
	<b>11,398,750</b>	<b>11,270,700</b>	<b>11,350,100</b>
<b>2. <u>OVERHEAD EXPENSES</u></b>			
<b>(a) <u>COUNCIL OFFICES</u></b>			
Employees	137,100	143,750	144,700
Premises Related Expenses	544,250	572,450	530,400
Supplies & Services	30,000	32,000	35,200
	711,350	748,200	710,300
Less Income	(19,700)	(22,500)	(41,300)
<b><u>Sub-total</u></b>	691,650	725,700	669,000
Central, Departmental & Technical Support Services	63,500	65,400	65,050
Capital Financing Costs	146,800	152,000	149,500
	<b>901,950</b>	<b>943,100</b>	<b>883,550</b>



## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (b) PRINTING SECTION & PHOTOCOPYING

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	95,600	97,250	97,500
Supplies & Services	87,000	89,700	89,700
	<hr/>	<hr/>	<hr/>
	182,600	186,950	187,200
Less Income	(31,400)	(31,350)	(31,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	151,200	155,600	155,650
Central, Departmental & Technical Support Services	58,000	63,500	61,250
Capital Financing Costs	30,000	32,650	35,000
	<hr/>	<hr/>	<hr/>
	<b>239,200</b>	<b>251,750</b>	<b>251,900</b>
	<hr/>	<hr/>	<hr/>

#### (c) CUSTOMER SERVICES

Employees	321,000	304,200	308,550
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	56,150	55,350	55,800
	<hr/>	<hr/>	<hr/>
	382,350	364,750	369,550
Less Income	(145,450)	(145,450)	(145,450)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	236,900	219,300	224,100
Central, Departmental & Technical Support Services	220,350	216,550	215,250
	<hr/>	<hr/>	<hr/>
	<b>457,250</b>	<b>435,850</b>	<b>439,350</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (d) GENERAL ADMINISTRATION

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	18,750	22,850	21,600
Supplies & Services	133,700	135,350	135,250
	<hr/>	<hr/>	<hr/>
	152,450	158,200	156,850
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	152,400	158,150	156,800
Central, Departmental & Technical Support Services	22,350	45,750	41,500
	<hr/>	<hr/>	<hr/>
	<b>174,750</b>	<b>203,900</b>	<b>198,300</b>
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#### (e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	290,300	287,250	280,400
Supplies & Services	296,450	305,050	268,850
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	586,750	592,300	549,250
Less Income	(196,950)	(193,550)	(112,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	389,800	398,750	436,750
Capital Financing Costs	17,900	20,000	17,150
	<hr/>	<hr/>	<hr/>
	<b>407,700</b>	<b>418,750</b>	<b>453,900</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (f) SNACK FACILITIES

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Supplies & Services	6,050	5,650	5,650
Less Income	(9,000)	(9,000)	(9,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(2,950)	(3,350)	(3,350)
Central, Departmental & Technical Support Services	3,900	3,950	3,950
Capital Financing Costs	2,450	600	2,600
	<hr/>	<hr/>	<hr/>
	<b>3,400</b>	<b>1,200</b>	<b>3,200</b>
	<hr/>	<hr/>	<hr/>

#### (g) INFORMATION TECHNOLOGY SERVICES

Employees	874,350	820,900	861,550
Transport Related Expenses	250	250	250
Supplies & Services	579,150	625,400	589,850
	<hr/>	<hr/>	<hr/>
	1,453,750	1,446,550	1,451,650
Less Income	(500)	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,453,250	1,446,550	1,451,650
Central, Departmental & Technical Support Services	211,050	244,250	238,400
Capital Financing Costs	410,050	422,700	397,700
	<hr/>	<hr/>	<hr/>
	<b>2,074,350</b>	<b>2,113,500</b>	<b>2,087,750</b>
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## CORPORATE SERVICES

### 3. SUMMARY

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,398,750	11,270,700	11,350,100
Overhead Expenses :			
(a) Council Offices	901,950	943,100	883,550
(b) Printing & Photocopying	239,200	251,750	251,900
(c) Customer Services	457,250	435,850	439,350
(d) General Administration	174,750	203,900	198,300
(e) Departmental Administration	407,700	418,750	453,900
(f) Snack Facilities	3,400	1,200	3,200
(g) Information Technology Services	2,074,350	2,113,500	2,087,750
	<hr/>	<hr/>	<hr/>
	15,657,350	15,638,750	15,668,050
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning & Transportation Services	(3,795,200)	(3,843,400)	(3,848,900)
Environmental Health Services	(1,598,200)	(1,718,350)	(1,628,700)
Housing Services	(1,771,800)	(1,871,650)	(1,789,800)
Leisure Services	(1,253,100)	(1,225,450)	(1,241,600)
Corporate Services	(4,263,400)	(4,252,450)	(4,249,700)
Other Services	(203,000)	(205,100)	(208,850)
Holding Accounts	(2,025,950)	(2,028,350)	(2,059,300)
	<hr/>	<hr/>	<hr/>
	(14,910,650)	(15,144,750)	(15,026,850)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>746,700</b>	<b>494,000</b>	<b>641,200</b>
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## CORPORATE SERVICES

### 4. DEMOCRATIC REPRESENTATION

#### (a) DEMOCRATIC ADMINISTRATION

	2012/13 ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	372,100	371,950	373,350
Premises Related Expenses	7,500	5,100	7,500
Supplies & Services	11,900	8,300	11,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	391,500	385,350	392,150
Central, Departmental & Technical Support Services	535,350	510,700	516,200
	<hr/>	<hr/>	<hr/>
	<b>926,850</b>	<b>896,050</b>	<b>908,350</b>
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#### (b) PAYMENTS TO MEMBERS

Transport Related Expenses	13,500	12,500	12,500
Supplies & Services	442,450	426,300	439,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	455,950	438,800	451,750
Central, Departmental & Technical Support Services	26,100	23,800	24,100
	<hr/>	<hr/>	<hr/>
	<b>482,050</b>	<b>462,600</b>	<b>475,850</b>
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#### (c) MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)

Employees	43,750	43,650	43,900
Transport Related Expenses	21,500	21,500	21,500
Supplies & Services	34,700	34,050	34,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	99,950	99,200	99,450
Central, Departmental & Technical Support Services	111,350	124,200	125,000
	<hr/>	<hr/>	<hr/>
	<b>211,300</b>	<b>223,400</b>	<b>224,450</b>
	-----	-----	-----
<u>TO SUMMARY</u>	<b>1,620,200</b>	<b>1,582,050</b>	<b>1,608,650</b>
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## CORPORATE SERVICES

### 5. CORPORATE MANAGEMENT

#### (a) CORPORATE POLICY

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	88,400	97,200	92,550
Supplies & Services	8,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	96,400	102,200	97,550
Central, Departmental & Technical Support Services	327,350	322,250	357,300
	<hr/>	<hr/>	<hr/>
	<b>423,750</b>	<b>424,450</b>	<b>454,850</b>
	<hr/>	<hr/>	<hr/>

#### (b) PUBLIC ACCOUNTABILITY

Supplies & Services	94,000	64,550	64,650
Central, Departmental & Technical Support Services	62,250	64,000	64,950
	<hr/>	<hr/>	<hr/>
	<b>156,250</b>	<b>128,550</b>	<b>129,600</b>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>580,000</b>	<b>553,000</b>	<b>584,450</b>
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## CORPORATE SERVICES

		2012/13		2013/14
		ORIGINAL £	REVISED £	ESTIMATE £
<b>6. <u>COMMUNITY SAFETY</u></b>				
Employees		63,950	65,050	64,950
Supplies & Services		40,000	40,000	52,200
		<hr/>	<hr/>	<hr/>
		103,950	105,050	117,150
Less Income		(34,850)	(34,850)	(34,850)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	69,100	70,200	82,300
Central, Departmental & Technical Support Services		83,900	83,950	87,750
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>153,000</b>	<b>154,150</b>	<b>170,050</b>
		<hr/>	<hr/>	<hr/>
<b>7. <u>COMMUNITY DEVELOPMENT</u></b>				
Employees		55,950	49,950	53,750
Supplies & Services		82,750	80,250	41,000
		<hr/>	<hr/>	<hr/>
		138,700	130,200	94,750
Less Income		(50,000)	(13,600)	-
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	88,700	116,600	94,750
Central, Departmental & Technical Support Services		29,650	30,250	32,350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>118,350</b>	<b>146,850</b>	<b>127,100</b>
		<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 8. ELECTIONS

#### (a) ELECTORAL REGISTRATION

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	53,250	44,550	45,150
Supplies & Services	51,200	51,000	51,200
	<hr/>	<hr/>	<hr/>
	104,450	95,550	96,350
Less Income	(1,500)	(1,500)	(1,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	102,950	94,050	94,850
Central, Departmental & Technical Support Services	103,300	92,350	109,900
	<hr/>	<hr/>	<hr/>
	<b>206,250</b>	<b>186,400</b>	<b>204,750</b>
	<hr/>	<hr/>	<hr/>

#### (b) CONDUCT OF ELECTIONS

Employees	13,300	11,650	11,750
Premises Related Expenses	1,600	500	1,600
Supplies & Services	11,300	5,100	11,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	26,200	17,250	24,650
Central, Departmental & Technical Support Services	89,000	87,600	84,850
	<hr/>	<hr/>	<hr/>
	<b>115,200</b>	<b>104,850</b>	<b>109,500</b>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>321,450</b>	<b>291,250</b>	<b>314,250</b>
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## CORPORATE SERVICES

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>9. <u>INFORMATION &amp; PUBLICITY</u></b>			
Employees	81,150	92,400	80,750
Supplies & Services	65,000	62,000	62,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	146,150	154,400	142,750
Central, Departmental & Technical Support Services	47,850	48,400	49,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>194,000</b>	<b>202,800</b>	<b>192,450</b>
	<hr/>	<hr/>	<hr/>
<b>10. <u>PUBLIC RIGHTS OF WAY</u></b>			
Employees	5,650	250	250
Less Income	(500)	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,150	250	250
Central, Departmental & Technical Support Services	2,800	600	600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>7,950</b>	<b>850</b>	<b>850</b>
	<hr/>	<hr/>	<hr/>
<b>11. <u>CIVIL CONTINGENCIES</u></b>			
Employees	43,800	32,100	35,650
Premises Related Expenses	100	100	100
Supplies & Services	35,800	35,600	35,800
	<hr/>	<hr/>	<hr/>
	79,700	67,800	71,550
Less Income	(6,700)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	73,000	61,100	64,850
Central, Departmental & Technical Support Services	35,600	31,250	35,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>108,600</b>	<b>92,350</b>	<b>100,750</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

		2012/13		2013/14
		ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>LOCAL LAND CHARGES</u></b>				
Employees		127,050	129,700	130,850
Supplies & Services		53,950	48,950	48,000
		<hr/>	<hr/>	<hr/>
		181,000	178,650	178,850
Less Income		(307,600)	(307,600)	(307,600)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(126,600)	(128,950)	(128,750)
Central, Departmental & Technical Support Services		126,400	98,050	98,200
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(200)</b>	<b>(30,900)</b>	<b>(30,550)</b>
		<hr/>	<hr/>	<hr/>
<b>13. <u>GRANTS &amp; PAYMENTS</u></b>				
Supplies & Services		236,500	271,500	251,500
Central, Departmental & Technical Support Services		14,500	33,850	36,700
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>251,000</b>	<b>305,350</b>	<b>288,200</b>
		<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

		2012/13		2013/14
		ORIGINAL £	REVISED £	ESTIMATE £
<b>14. <u>INDUSTRIAL ESTATE</u></b>				
Employees		1,550	1,600	1,600
Less Income		(61,400)	(61,400)	(61,400)
	<b><u>Sub-total</u></b>	(59,850)	(59,800)	(59,800)
Central, Departmental & Technical Support Services		6,950	4,050	4,050
	<b><u>TO SUMMARY</u></b>	<b>(52,900)</b>	<b>(55,750)</b>	<b>(55,750)</b>
<b>15. <u>COMMERCIAL PROPERTY</u></b>				
Employees		4,800	4,900	5,000
Premises Related Expenses		8,800	10,500	68,800
		13,600	15,400	73,800
Less Income		(265,700)	(265,700)	(265,700)
	<b><u>Sub-total</u></b>	(252,100)	(250,300)	(191,900)
Central, Departmental & Technical Support Services		11,500	7,850	7,850
	<b><u>TO SUMMARY</u></b>	<b>(240,600)</b>	<b>(242,450)</b>	<b>(184,050)</b>

## CORPORATE SERVICES

		2012/13		2013/14
		ORIGINAL £	REVISED £	ESTIMATE £
<b>16. <u>VALE RISE DEPOT</u></b>				
Employees		2,750	2,750	2,700
Premises Related Expenses		15,450	13,500	13,800
		<hr/>	<hr/>	<hr/>
		18,200	16,250	16,500
Less Income		(28,600)	(26,700)	(26,900)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(10,400)	(10,450)	(10,400)
Central, Departmental & Technical Support Services		2,100	2,150	2,100
Capital Financing Costs		8,300	8,300	8,300
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	-	-	-
		<hr/>	<hr/>	<hr/>
<b>17. <u>LAND REVIEW</u></b>				
Employees		33,950	34,850	35,500
Premises Related Expenses		30,250	30,050	21,050
Supplies & Services		6,000	93,000	106,000
		<hr/>	<hr/>	<hr/>
		70,200	157,900	162,550
Less Income		(31,500)	(33,100)	(32,150)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	38,700	124,800	130,400
Central, Departmental & Technical Support Services		20,550	21,250	20,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>59,250</b>	<b>146,050</b>	<b>151,300</b>
		<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>18. <u>LOCAL REVENUE &amp; NNDR COLLECTION</u></b>			
Employees	386,300	408,250	389,950
Supplies & Services	140,650	144,500	88,850
	<hr/>	<hr/>	<hr/>
	526,950	552,750	478,800
Less Income	(405,150)	(376,800)	(378,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	121,800	175,950	100,000
Central, Departmental & Technical Support Services	417,900	448,000	442,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>539,700</b>	<b>623,950</b>	<b>542,900</b>
	<hr/>	<hr/>	<hr/>
<b>19. <u>COUNCIL TAX SUPPORT</u></b>			
<b>(a) <u>ADMINISTRATION</u></b>			
Employees	200,900	219,650	202,550
Supplies & Services	28,100	62,850	26,800
Transfer Payments	7,291,600	7,036,900	-
	<hr/>	<hr/>	<hr/>
	7,520,600	7,319,400	229,350
Less Income	(7,587,300)	(7,422,150)	(311,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(66,700)	(102,750)	(81,750)
Central, Departmental & Technical Support Services	175,650	200,050	177,050
	<hr/>	<hr/>	<hr/>
	<b>108,950</b>	<b>97,300</b>	<b>95,300</b>
	<hr/>	<hr/>	<hr/>
<b>(b) <u>PAYMENTS TO PARISH COUNCILS</u></b>			
Supplies & Services	-	-	177,750
	<hr/>	<hr/>	<hr/>
	-	-	<b>177,750</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>108,950</b>	<b>97,300</b>	<b>273,050</b>
	<hr/>	<hr/>	<hr/>

**CORPORATE SERVICES**

	<b>2012/13</b>		<b>2013/14</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>ESTIMATE £</b>
<b>20. <u>INTEREST &amp; TRANSFERS</u></b>			
Employees	24,250	24,900	25,150
Supplies & Services	103,400	119,050	120,600
	<hr/>	<hr/>	<hr/>
	127,650	143,950	145,750
Less Income	(306,500)	(341,200)	(272,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>(178,850)</b>	<b>(197,250)</b>	<b>(126,800)</b>
Central, Departmental & Technical Support Services	19,000	19,500	19,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(159,850)</b>	<b>(177,750)</b>	<b>(107,250)</b>
	<hr/>	<hr/>	<hr/>
<b>21. <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
Supplies & Services	363,800	363,800	373,600
Central, Departmental & Technical Support Services	350	350	350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>364,150</b>	<b>364,150</b>	<b>373,950</b>
	<hr/>	<hr/>	<hr/>
<b>22. <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u></b>			
Supplies & Services	250,300	250,300	221,550
Central, Departmental & Technical Support Services	5,850	6,000	6,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>256,150</b>	<b>256,300</b>	<b>227,600</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

		2012/13		2013/14
		ORIGINAL £	REVISED £	ESTIMATE £
<b>23. <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>				
Employees		35,950	35,550	36,650
Central, Departmental & Technical Support Services		34,150	27,250	27,750
	<b><u>TO SUMMARY</u></b>	<b>70,100</b>	<b>62,800</b>	<b>64,400</b>
<b>24. <u>ITINERANTS</u></b>				
Employees		2,250	2,250	2,350
Central, Departmental & Technical Support Services		14,350	1,200	1,200
	<b><u>TO SUMMARY</u></b>	<b>16,600</b>	<b>3,450</b>	<b>3,550</b>
<b>25. <u>CLIMATE CHANGE</u></b>				
Employees		50,450	29,650	32,500
Supplies & Services		6,000	6,000	6,000
	<b><u>Sub-total</u></b>	<b>56,450</b>	<b>35,650</b>	<b>38,500</b>
Central, Departmental & Technical Support Services		19,950	13,100	12,450
	<b><u>TO SUMMARY</u></b>	<b>76,400</b>	<b>48,750</b>	<b>50,950</b>

## CORPORATE SERVICES

	2012/13		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>26. <u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b>			
Employees	18,450	15,800	17,800
Supplies & Services	42,950	55,950	44,200
<b><u>Sub-total</u></b>	61,400	71,750	62,000
Central, Departmental & Technical Support Services	11,000	11,000	10,650
Capital Financing Costs	5,400	5,300	5,300
<b><u>TO SUMMARY</u></b>	<b>77,800</b>	<b>88,050</b>	<b>77,950</b>
<b>27. <u>CAPITAL PROGRAMME REVENUE EXPENSES</u></b>			
Employees	125,350	130,300	121,400
Less Income	(174,350)	(186,350)	(173,700)
<b><u>Sub-total</u></b>	(49,000)	(56,050)	(52,300)
Central, Departmental & Technical Support Services	108,400	105,550	102,300
<b><u>TO SUMMARY</u></b>	<b>59,400</b>	<b>49,500</b>	<b>50,000</b>
<b>28. <u>CONTRIBUTIONS TO PROVISIONS</u></b>			
Supplies & Services	5,000	5,000	5,000
<b><u>TO SUMMARY</u></b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>29. <u>ITEMS FUNDED FROM RESERVES</u></b>			
Supplies & Services	-	34,100	-
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>34,100</b>	<b>-</b>



## **EMPLOYEES - SALARIES**

### **SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2012/13 ESTIMATE</u></b>							
Original Estimate	7,993,200	33,350	365,300	8,391,850	635,200	1,068,150	10,095,200
Revised Estimate	7,665,500	37,900	578,300	8,281,700	622,200	1,001,050	9,904,950
<b><u>2013/14 ESTIMATE</u></b>							
Service							
Administration & Property	553,850	16,900	6,100	576,850	43,450	71,350	691,650
Environmental Health & Housing	1,384,800	3,200	6,450	1,394,450	104,500	177,900	1,676,850
Executive	505,500	2,250	14,050	521,800	43,150	67,600	632,550
Information Technology	550,000	2,000	128,450	680,450	51,900	68,950	801,300
Finance	1,486,450	3,500	55,400	1,545,350	112,950	195,550	1,853,850
Legal	321,700	2,000	-	323,700	26,700	45,300	395,700
Leisure	489,550	500	76,850	566,900	40,750	63,000	670,650
Personnel	486,300	800	66,150	553,250	35,200	61,050	649,500
Planning & Transportation	2,080,750	1,200	33,700	2,115,650	169,550	274,600	2,559,800
	7,858,900	32,350	387,150	8,278,400	628,150	1,025,300	9,931,850

## ENVIRONMENTAL HEALTH SERVICES

### SUMMARY

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,272,200	1,252,500	1,286,700
2. PUBLIC CONVENIENCES	259,700	262,150	263,000
3. STREET SCENE	1,333,300	1,322,150	1,353,600
4. ENVIRONMENTAL PROTECTION	298,800	297,400	287,000
5. FOOD & SAFETY	420,500	438,950	425,700
6. RECYCLING	877,050	866,550	896,700
7. PEST CONTROL	90,250	93,850	88,550
8. PUBLIC HEALTH ACT 1984	4,250	3,350	4,350
9. LICENCES	(5,100)	51,500	49,550
10. ENVIRONMENTAL PROTECTION ACT - PART 1	22,800	22,300	23,250
ANNUAL ESTIMATES	4,573,750	4,610,700	4,678,400
11. CAPITAL PROGRAMME - REVENUE EXPENSES	2,750	2,750	2,500
	<b>4,576,500</b>	<b>4,613,450</b>	<b>4,680,900</b>

## ENVIRONMENTAL HEALTH SERVICES

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>1. <u>REFUSE COLLECTION</u></b>			
Employees	122,650	120,400	115,350
Premises Related Expenses	26,000	24,000	24,200
Supplies & Services	11,400	10,200	10,200
Third Party Payments	1,074,500	1,061,150	1,101,950
	<hr/>	<hr/>	<hr/>
	1,234,550	1,215,750	1,251,700
Less Income	(60,400)	(60,400)	(65,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,174,150	1,155,350	1,186,600
Central, Departmental & Technical Support Services	65,000	64,450	63,950
Depreciation & Impairment	33,050	32,700	36,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,272,200</b>	<b>1,252,500</b>	<b>1,286,700</b>
	<hr/>	<hr/>	<hr/>
<b>2. <u>PUBLIC CONVENIENCES</u></b>			
Employees	14,800	14,650	14,550
Premises Related Expenses	72,600	75,400	73,450
Third Party Payments	95,300	96,600	99,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	182,700	186,650	187,500
Central, Departmental & Technical Support Services	15,000	13,500	13,500
Depreciation & Impairment	62,000	62,000	62,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>259,700</b>	<b>262,150</b>	<b>263,000</b>
	<hr/>	<hr/>	<hr/>

## ENVIRONMENTAL HEALTH SERVICES

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>3. <u>STREET SCENE</u></b>			
Employees	134,550	140,000	131,950
Supplies & Services	123,200	119,400	121,800
Third Party Payments	1,146,000	1,131,300	1,173,200
	<hr/>	<hr/>	<hr/>
	1,403,750	1,390,700	1,426,950
Less Income	(134,750)	(134,350)	(138,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,269,000	1,256,350	1,288,900
Central, Departmental & Technical Support Services	64,300	65,800	64,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,333,300</b>	<b>1,322,150</b>	<b>1,353,600</b>
	<hr/>	<hr/>	<hr/>
<b>4. <u>ENVIRONMENTAL PROTECTION</u></b>			
Employees	180,850	183,150	176,450
Supplies & Services	7,400	7,000	7,100
Third Party Payments	19,000	18,500	18,500
	<hr/>	<hr/>	<hr/>
	207,250	208,650	202,050
Less Income	(2,500)	(2,250)	(2,250)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	204,750	206,400	199,800
Central, Departmental & Technical Support Services	88,750	87,900	83,950
Depreciation & Impairment	5,300	3,100	3,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>298,800</b>	<b>297,400</b>	<b>287,000</b>
	<hr/>	<hr/>	<hr/>

## ENVIRONMENTAL HEALTH SERVICES

### 5. FOOD & SAFETY

#### (a) GENERAL

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	142,300	158,300	143,300
Supplies & Services	5,050	66,100	65,050
Third Party Payments	400	400	400
	<hr/>	<hr/>	<hr/>
	147,750	224,800	208,750
Less Income	-	(86,100)	(60,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	147,750	138,700	148,750
Central, Departmental & Technical Support Services	76,950	87,500	79,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>224,700</b>	<b>226,200</b>	<b>228,600</b>
	<hr/>	<hr/>	<hr/>

#### (b) FOOD SAFETY

Employees	130,550	145,300	132,050
Supplies & Services	4,800	3,800	3,800
Third Party Payments	200	200	200
	<hr/>	<hr/>	<hr/>
	135,550	149,300	136,050
Less Income	(3,300)	(5,800)	(3,400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	132,250	143,500	132,650
Central, Departmental & Technical Support Services	63,550	69,250	64,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>195,800</b>	<b>212,750</b>	<b>197,100</b>
	<hr/>	<hr/>	<hr/>

### FOOD & SAFETY

(a) GENERAL	224,700	226,200	228,600
(b) FOOD SAFETY	195,800	212,750	197,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>420,500</b>	<b>438,950</b>	<b>425,700</b>
	<hr/>	<hr/>	<hr/>

## ENVIRONMENTAL HEALTH SERVICES

### 6. RECYCLING

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	120,900	118,450	113,050
Premises Related Expenses	3,900	3,900	3,900
Transport Related Expenses	137,000	136,000	138,300
Supplies & Services	18,150	18,000	18,000
Third Party Payments	1,364,150	1,348,250	1,399,450
	<hr/>	<hr/>	<hr/>
	1,644,100	1,624,600	1,672,700
Less Income	(901,250)	(926,500)	(939,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	742,850	698,100	732,800
Central, Departmental & Technical Support Services	59,150	95,550	86,000
Depreciation & Impairment	75,050	72,900	77,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	877,050	866,550	896,700
	<hr/>	<hr/>	<hr/>

## ENVIRONMENTAL HEALTH SERVICES

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
7. <u>PEST CONTROL</u>			
Employees	25,100	21,050	20,800
Supplies & Services	400	400	400
Third Party Payments	41,000	41,000	42,200
Financial Hardship Subsidy	10,000	10,000	10,300
	76,500	72,450	73,700
Less Income	(8,600)	(8,600)	(8,600)
<u>Sub-total</u>	67,900	63,850	65,100
Central, Departmental & Technical Support Services	22,350	30,000	23,450
<u>TO SUMMARY</u>	90,250	93,850	88,550
8. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	800	850	850
Third Party Payments	2,500	1,500	2,500
<u>Sub-total</u>	3,300	2,350	3,350
Central, Departmental & Technical Support Services	950	1,000	1,000
<u>TO SUMMARY</u>	4,250	3,350	4,350

## ENVIRONMENTAL HEALTH SERVICES

### 9. LICENCES

#### (a) FEE PAYING

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	121,750	141,650	142,800
Premises Related Expenses	50	50	50
Supplies & Services	8,400	8,400	8,400
	<hr/>	<hr/>	<hr/>
	130,200	150,100	151,250
Less Income	(244,200)	(220,950)	(218,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(114,000)	(70,850)	(67,700)
Central, Departmental & Technical Support Services	82,450	100,000	95,100
	<hr/>	<hr/>	<hr/>
	<b>(31,550)</b>	<b>29,150</b>	<b>27,400</b>
	<hr/>	<hr/>	<hr/>

#### (b) NON FEE PAYING

Employees	13,100	13,850	13,950
Central, Departmental & Technical Support Services	13,350	8,500	8,200
	<hr/>	<hr/>	<hr/>
	<b>26,450</b>	<b>22,350</b>	<b>22,150</b>
	<hr/>	<hr/>	<hr/>

### LICENCES

(a) FEE PAYING	<b>(31,550)</b>	<b>29,150</b>	<b>27,400</b>
(b) NON FEE PAYING	<b>26,450</b>	<b>22,350</b>	<b>22,150</b>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>(5,100)</b>	<b>51,500</b>	<b>49,550</b>
	<hr/>	<hr/>	<hr/>



## ENVIRONMENTAL HEALTH SERVICES

		2012/13 ESTIMATE		2013/14
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
<b>10. <u>ENVIRONMENTAL PROTECTION ACT</u></b>				
Employees		24,200	24,850	23,750
Less Income		(16,200)	(15,000)	(16,200)
	<b><u>Sub-total</u></b>	8,000	9,850	7,550
Central, Departmental & Technical Support Services		14,800	12,450	15,700
	<b><u>TO SUMMARY</u></b>	<b>22,800</b>	<b>22,300</b>	<b>23,250</b>
<b>11. <u>CAPITAL PROGRAMME</u></b>				
<b><u>- REVENUE EXPENSES</u></b>				
Direct Salaries, Central, Departmental & Technical Support Services		2,750	2,750	2,500
	<b><u>TO SUMMARY</u></b>	<b>2,750</b>	<b>2,750</b>	<b>2,500</b>

## HOUSING SERVICES

### SUMMARY

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	191,350	228,600	266,900
2. PRIVATE SECTOR HOUSING RENEWAL	558,950	571,200	563,000
3. HOUSING ADVANCES	13,950	7,750	7,800
4. HOUSING BENEFITS & COUNTER FRAUD	380,350	370,500	394,550
5. PRIVATE SECTOR HOUSING STANDARDS	95,500	96,900	100,300
6. HOME SAFETY	3,900	3,950	3,950
7. HOME IMPROVEMENT AGENCY	56,800	55,900	55,900
8. HOUSING STRATEGY & ENABLING ROLE	305,900	320,850	263,400
9. HOUSING ADVICE	176,450	195,000	183,100
	<hr/>	<hr/>	<hr/>
	<b>1,783,150</b>	<b>1,850,650</b>	<b>1,838,900</b>
	<hr/>	<hr/>	<hr/>

## HOUSING SERVICES

### 1. HOMELESSNESS

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	127,600	143,050	128,900
Supplies & Services	148,350	137,100	148,100
Third Party Payments	4,000	3,500	4,000
	<hr/>	<hr/>	<hr/>
	279,950	283,650	281,000
Less Income	(161,050)	(150,650)	(103,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	118,900	133,000	177,450
Central, Departmental & Technical Support Services	72,450	95,600	89,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>191,350</b>	<b>228,600</b>	<b>266,900</b>
	<hr/>	<hr/>	<hr/>

### 2. PRIVATE SECTOR HOUSING RENEWAL

Employees	144,250	149,600	148,850
Supplies & Services	757,100	840,100	759,100
	<hr/>	<hr/>	<hr/>
	901,350	989,700	907,950
Less Income	(410,100)	(486,100)	(411,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	491,250	503,600	496,850
Central, Departmental & Technical Support Services	67,700	67,600	66,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>558,950</b>	<b>571,200</b>	<b>563,000</b>
	<hr/>	<hr/>	<hr/>

## HOUSING SERVICES

### 3. HOUSING ADVANCES

Premises Related Expenses

Supplies & Services

Less Income

Sub-total

Central, Departmental & Technical  
Support Services

TO SUMMARY

2012/13 ESTIMATE		2013/14
ORIGINAL	REVISED	ESTIMATE
£	£	£
350	350	350
3,000	2,750	2,800
<hr/>	<hr/>	<hr/>
3,350	3,100	3,150
(1,100)	(1,000)	(1,000)
<hr/>	<hr/>	<hr/>
2,250	2,100	2,150
11,700	5,650	5,650
<hr/>	<hr/>	<hr/>
13,950	7,750	7,800
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## HOUSING SERVICES

### 4. HOUSING BENEFITS & COUNTER FRAUD

#### (a) HOUSING BENEFITS

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	269,850	290,250	266,750
Supplies & Services	37,850	45,000	35,550
Housing Benefits	32,787,700	33,387,500	31,899,100
	<hr/>	<hr/>	<hr/>
	33,095,400	33,722,750	32,201,400
Less Income	(33,176,100)	(33,814,400)	(32,276,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(80,700)	(91,650)	(75,200)
Central, Departmental & Technical Support Services	359,750	361,550	359,850
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	<b>279,050</b>	<b>269,900</b>	<b>284,650</b>
	<hr/>	<hr/>	<hr/>

#### (b) FRAUD PREVENTION

Employees	89,150	82,750	86,900
Supplies & Services	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	92,150	85,750	89,900
Less Income	(95,800)	(102,000)	(93,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,650)	(16,250)	(3,100)
Central, Departmental & Technical Support Services	104,950	116,850	113,000
	<hr/>	<hr/>	<hr/>
	<b>101,300</b>	<b>100,600</b>	<b>109,900</b>
	<hr/>	<hr/>	<hr/>

### HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS	<b>279,050</b>	<b>269,900</b>	<b>284,650</b>
(b) FRAUD PREVENTION	<b>101,300</b>	<b>100,600</b>	<b>109,900</b>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>380,350</b>	<b>370,500</b>	<b>394,550</b>
	<hr/>	<hr/>	<hr/>

## HOUSING SERVICES

### 5. PRIVATE SECTOR HOUSING STANDARDS

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	56,700	58,500	55,850
Supplies & Services	15,000	15,000	20,000
	<hr/>	<hr/>	<hr/>
	71,700	73,500	75,850
Less Income	(400)	(400)	(400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	71,300	73,100	75,450
Central, Departmental & Technical Support Services	24,200	23,800	24,850
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<b><u>TO SUMMARY</u></b>	<b>95,500</b>	<b>96,900</b>	<b>100,300</b>
	<hr/>	<hr/>	<hr/>

### 6. HOME SAFETY

Employees	2,250	2,300	2,300
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	2,250	2,300	2,300
Central, Departmental & Technical Support Services	1,650	1,650	1,650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>3,900</b>	<b>3,950</b>	<b>3,950</b>
	<hr/>	<hr/>	<hr/>

### 7. HOME IMPROVEMENT AGENCY

Employees	6,350	6,600	6,600
Supplies & Services	1,050	1,050	1,050
Third Party Payments	45,000	45,000	45,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	52,400	52,650	52,650
Central, Departmental & Technical Support Services	4,400	3,250	3,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>56,800</b>	<b>55,900</b>	<b>55,900</b>
	<hr/>	<hr/>	<hr/>

## HOUSING SERVICES

		2012/13 ESTIMATE		2013/14
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
<b>8. <u>HOUSING STRATEGY &amp; ENABLING ROLE</u></b>				
<b>(a) <u>HOUSING STRATEGY</u></b>				
Employees		61,600	63,400	55,900
Supplies & Services		46,250	46,200	9,850
	<b><u>Sub-total</u></b>	107,850	109,600	65,750
Central, Departmental & Technical Support Services		42,400	37,200	35,850
		<b>150,250</b>	<b>146,800</b>	<b>101,600</b>
<b>(b) <u>HOUSING REGISTER</u></b>				
Employees		108,350	119,950	110,600
Third Party Payments		7,000	7,000	7,000
	<b><u>Sub-total</u></b>	115,350	126,950	117,600
Central, Departmental & Technical Support Services		40,300	47,100	44,200
		<b>155,650</b>	<b>174,050</b>	<b>161,800</b>
<b><u>HOUSING STRATEGY &amp; ENABLING ROLE</u></b>				
(a) HOUSING STRATEGY		<b>150,250</b>	<b>146,800</b>	<b>101,600</b>
(b) HOUSING REGISTER		<b>155,650</b>	<b>174,050</b>	<b>161,800</b>
	<b><u>TO SUMMARY</u></b>	<b>305,900</b>	<b>320,850</b>	<b>263,400</b>
<b>9. <u>HOUSING ADVICE</u></b>				
Employees		123,850	131,500	123,750
	<b><u>Sub-total</u></b>	123,850	131,500	123,750
Central, Departmental & Technical Support Services		52,600	63,500	59,350
	<b><u>TO SUMMARY</u></b>	<b>176,450</b>	<b>195,000</b>	<b>183,100</b>

## LEISURE SERVICES

### SUMMARY

	<b>2012/13 ESTIMATE</b>		<b>2013/14</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. ANGEL CENTRE	813,350	842,450	809,900
2. LARKFIELD LEISURE CENTRE	1,245,250	1,203,050	1,154,500
3. TONBRIDGE SWIMMING POOL	800,550	758,450	754,800
4. SPORTS GROUNDS	473,350	468,100	463,450
5. POULT WOOD GOLF CENTRE	8,250	79,950	(1,000)
6. PLEASURE GROUNDS & OPEN SPACES	722,200	757,850	1,073,750
7. ALLOTMENTS	10,350	8,850	9,300
8. CHURCHYARDS	12,000	12,600	12,050
9. CEMETERY	99,700	111,700	95,350
10. YOUTH & PLAY DEVELOPMENT	180,700	182,600	184,550
11. GRANTS	1,400	26,900	-
12. SPORTS DEVELOPMENT	71,000	55,600	56,950
13. ARTS PROGRAMME	73,450	72,900	72,800
14. LEISURE STRATEGY / MANAGEMENT	198,850	225,900	204,350
15. TONBRIDGE CASTLE GATEHOUSE	23,750	23,900	32,500
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,734,150	4,830,800	4,923,250
16. CAPITAL PROGRAMME - REVENUE EXPENSES	37,300	40,050	37,450
	<hr/>	<hr/>	<hr/>
	<b>4,771,450</b>	<b>4,870,850</b>	<b>4,960,700</b>
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## LEISURE SERVICES

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>1. <u>ANGEL CENTRE</u></b>			
Employees			
Salaries - Operational (see page LS 12)	609,000	608,950	628,250
Employee Costs - Other	46,500	46,900	49,200
Premises Related Expenses	250,550	272,400	271,700
Transport Related Expenses	750	750	750
Supplies & Services	102,950	101,200	108,600
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	1,009,750	1,030,200	1,058,500
Less Income	(691,450)	(711,550)	(739,850)
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<b><u>Sub-total</u></b>	318,300	318,650	318,650
Central, Departmental & Technical Support Services	175,900	177,450	180,300
Depreciation & Impairment	319,150	346,350	310,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>813,350</b>	<b>842,450</b>	<b>809,900</b>
	<hr/>	<hr/>	<hr/>
<b>2. <u>LARKFIELD LEISURE CENTRE</u></b>			
Employees			
Salaries - Operational (see page LS 12)	1,609,000	1,548,100	1,649,550
Employee Costs - Other	135,500	138,800	144,800
Premises Related Expenses	730,050	730,850	705,550
Transport Related Expenses	11,850	10,550	11,050
Supplies & Services	233,650	238,350	241,600
	<hr/>	<hr/>	<hr/>
	2,720,050	2,666,650	2,752,550
Less Income	(2,087,300)	(2,112,100)	(2,221,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	632,750	554,550	531,350
Central, Departmental & Technical Support Services	59,300	72,200	71,850
Depreciation & Impairment	553,200	576,300	551,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,245,250</b>	<b>1,203,050</b>	<b>1,154,500</b>
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## LEISURE SERVICES

### 3. TONBRIDGE SWIMMING POOL

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries - Operational (see page LS 12)	784,800	780,100	817,250
Employee Costs - Other	65,100	68,150	69,400
Premises Related Expenses	440,600	452,850	436,550
Transport Related Expenses	700	600	700
Supplies & Services	215,050	229,650	238,150
	<hr/>	<hr/>	<hr/>
	1,506,250	1,531,350	1,562,050
Less Income	(1,117,450)	(1,185,500)	(1,222,200)
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<u>Sub-total</u>	388,800	345,850	339,850
Central, Departmental & Technical Support Services	148,150	149,550	151,950
Depreciation & Impairment	263,600	263,050	263,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>800,550</b>	<b>758,450</b>	<b>754,800</b>
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### 4. SPORTS GROUNDS

#### (a) LEISURE MANAGEMENT

Employees	3,650	3,150	3,400
Premises Related Expenses	13,350	19,050	10,400
Transport Related Expenses	150	150	150
Supplies & Services	1,250	1,250	1,250
	<hr/>	<hr/>	<hr/>
	18,400	23,600	15,200
Less Income	(7,000)	(7,000)	(7,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	11,400	16,600	8,200
Central, Departmental & Technical Support Services	9,100	8,300	7,900
Depreciation & Impairment	24,850	24,950	22,600
	<hr/>	<hr/>	<hr/>
	<b>45,350</b>	<b>49,850</b>	<b>38,700</b>
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## LEISURE SERVICES

### 4. SPORTS GROUNDS

#### (b) GROUND MAINTENANCE

Employees	38,250	33,900	36,550
Premises Related Expenses	29,150	30,650	30,650
Transport Related Expenses	900	900	900
Supplies & Services	2,900	2,900	2,900
Third Party Payments	237,650	237,250	244,500

	308,850	305,600	315,500
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Less Income	(2,500)	(2,500)	(2,500)
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#### Sub-total

	306,350	303,100	313,000
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Central, Departmental & Technical Support Services	25,150	22,100	22,550
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Depreciation & Impairment	96,500	93,050	89,200
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	428,000	418,250	424,750
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### SPORTS GROUNDS

(a) LEISURE MANAGEMENT	45,350	49,850	38,700
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(b) GROUND MAINTENANCE	428,000	418,250	424,750
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#### TO SUMMARY

	473,350	468,100	463,450
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## LEISURE SERVICES

### 5. POULT WOOD GOLF CENTRE

#### (a) LEISURE MANAGEMENT

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	50,600	46,500	48,850
Premises Related Expenses	87,900	92,800	92,450
Supplies & Services	36,400	36,400	36,400
Third Party Payments	42,800	42,800	44,100
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	217,700	218,500	221,800
Less Income	(685,850)	(597,200)	(684,400)
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<b><u>Sub-total</u></b>	(468,150)	(378,700)	(462,600)
Central, Departmental & Technical Support Services	59,950	55,750	56,200
Depreciation & Impairment	108,950	107,200	108,650
	<hr/>	<hr/>	<hr/>
	<b>(299,250)</b>	<b>(215,750)</b>	<b>(297,750)</b>
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## LEISURE SERVICES

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<b>5. <u>POULT WOOD GOLF CENTRE</u></b>			
<b>(b) <u>GROUND MAINTENANCE</u></b>			
Employees			
Salaries - Operational (see page LS 12)	147,200	143,250	147,200
Employee Costs - Other	26,750	25,100	27,350
Premises Related Expenses	13,700	13,050	13,700
Transport Related Expenses	15,800	14,700	15,800
Supplies & Services	36,800	36,800	38,550
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	240,250	232,900	242,600
Central, Departmental & Technical Support Services	33,900	32,600	32,900
Depreciation & Impairment	33,350	30,200	21,250
	<hr/>	<hr/>	<hr/>
	<b>307,500</b>	<b>295,700</b>	<b>296,750</b>
	<hr/>	<hr/>	<hr/>
<b><u>POULT WOOD GOLF CENTRE</u></b>			
<b>(a) LEISURE MANAGEMENT</b>	<b>(299,250)</b>	<b>(215,750)</b>	<b>(297,750)</b>
<b>(b) GROUND MAINTENANCE</b>	<b>307,500</b>	<b>295,700</b>	<b>296,750</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>8,250</b>	<b>79,950</b>	<b>(1,000)</b>
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## LEISURE SERVICES

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>6. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
Employees	195,300	183,100	187,900
Premises Related Expenses	136,450	137,650	142,500
Transport Related Expenses	1,750	1,750	1,750
Supplies & Services	55,800	111,800	898,400
Third Party Payments	264,700	264,600	272,100
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	654,000	698,900	1,502,650
Less Income	(139,250)	(131,300)	(625,150)
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<b><u>Sub-total</u></b>	514,750	567,600	877,500
Central, Departmental & Technical Support Services	108,750	100,850	99,150
Depreciation & Impairment	98,700	89,400	97,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>722,200</b>	<b>757,850</b>	<b>1,073,750</b>
	<hr/>	<hr/>	<hr/>
<b>7. <u>ALLOTMENTS</u></b>			
Employees	500	400	450
Premises Related Expenses	100	100	100
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,700	5,600	5,650
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,650	5,550	5,600
Central, Departmental & Technical Support Services	450	400	400
Depreciation & Impairment	4,250	2,900	3,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>10,350</b>	<b>8,850</b>	<b>9,300</b>
	<hr/>	<hr/>	<hr/>

## LEISURE SERVICES

### 8. CHURCHYARDS

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	2,650	3,200	2,650
Premises Related Expenses	7,200	7,200	7,400
	<hr/>	<hr/>	<hr/>
	9,850	10,400	10,050
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,800	10,350	10,000
Central, Departmental & Technical Support Services	2,200	2,250	2,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>12,000</b>	<b>12,600</b>	<b>12,050</b>
	<hr/>	<hr/>	<hr/>

### 9. CEMETERY

Employees	27,650	24,650	26,050
Premises Related Expenses	16,000	33,300	17,550
Supplies & Services	2,350	2,300	2,300
Third Party Payments	63,700	63,500	65,500
	<hr/>	<hr/>	<hr/>
	109,700	123,750	111,400
Less Income	(50,950)	(51,400)	(54,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	58,750	72,350	57,400
Central, Departmental & Technical Support Services	21,600	18,200	18,300
Depreciation & Impairment	19,350	21,150	19,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>99,700</b>	<b>111,700</b>	<b>95,350</b>
	<hr/>	<hr/>	<hr/>

## LEISURE SERVICES

### 10. YOUTH & PLAY DEVELOPMENT

	2012/13 ESTIMATE ORIGINAL £	REVISED £	2013/14 ESTIMATE £
Employees	87,600	88,500	90,250
Premises Related Expenses	8,000	8,800	9,100
Transport Related Expenses	4,500	2,000	2,000
Supplies & Services	92,100	79,200	80,050
	<hr/>	<hr/>	<hr/>
	192,200	178,500	181,400
Less Income	(65,500)	(55,650)	(56,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	126,700	122,850	124,800
Central, Departmental & Technical Support Services	54,000	59,750	59,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>180,700</b>	<b>182,600</b>	<b>184,550</b>
	<hr/>	<hr/>	<hr/>

### 11. GRANTS

Employees	900	1,250	-
Supplies & Services	-	25,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	900	26,250	-
Central, Departmental & Technical Support Services	500	650	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>1,400</b>	<b>26,900</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>



## LEISURE SERVICES

		2012/13 ESTIMATE		2013/14
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
<b>12. <u>SPORTS DEVELOPMENT</u></b>				
Employees		44,900	34,500	36,100
Supplies & Services		5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
		49,900	39,500	41,100
Less Income		(500)	(500)	(500)
		<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>		49,400	39,000	40,600
Central, Departmental & Technical Support Services		21,600	16,600	16,350
		<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>71,000</b>	<b>55,600</b>	<b>56,950</b>
		<hr/>	<hr/>	<hr/>
<b>13. <u>ARTS PROGRAMME</u></b>				
Employees		29,600	27,900	28,300
Supplies & Services		20,700	20,700	20,700
Third Party Payments		5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>		55,300	53,600	54,000
Central, Departmental & Technical Support Services		18,150	19,300	18,800
		<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>73,450</b>	<b>72,900</b>	<b>72,800</b>
		<hr/>	<hr/>	<hr/>

## LEISURE SERVICES

	2012/13 ESTIMATE		2013/14 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>14. <u>LEISURE STRATEGY / MANAGEMENT</u></b>			
Employees	82,900	83,550	87,500
Supplies & Services	49,850	65,550	41,550
<b><u>Sub-total</u></b>	132,750	149,100	129,050
Central, Departmental & Technical Support Services	61,650	72,350	71,000
Depreciation & Impairment	4,450	4,450	4,300
<b><u>TO SUMMARY</u></b>	198,850	225,900	204,350
<b>15. <u>TONBRIDGE CASTLE GATEHOUSE</u></b>			
Employees	12,500	9,750	9,900
Premises Related Expenses	7,200	15,200	24,600
Supplies & Services	12,000	11,300	11,300
	31,700	36,250	45,800
Less Income	(30,500)	(29,500)	(30,500)
<b><u>Sub-total</u></b>	1,200	6,750	15,300
Central, Departmental & Technical Support Services	16,350	15,400	15,450
Depreciation & Impairment	6,200	1,750	1,750
<b><u>TO SUMMARY</u></b>	23,750	23,900	32,500
<b>16. <u>CAPITAL PROGRAMME</u></b>			
<b><u>- REVENUE EXPENSES</u></b>			
Direct Salaries, Central, Departmental & Technical Support Services	37,300	40,050	37,450
<b><u>TO SUMMARY</u></b>	37,300	40,050	37,450

**LEISURE SERVICES**

**EMPLOYEES - SALARIES - OPERATIONAL**

	Basic Salaries £	Overtime General £	Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Supern. £	Salaries & Oncosts £
<b><u>2012/13 ESTIMATE</u></b>								
Original Estimate								
Larkfield Leisure Centre	1,021,100	32,800	11,000	385,300	1,450,200	64,250	94,550	1,609,000
Angel Centre	372,350	25,000	-	162,400	559,750	21,850	27,400	609,000
Tonbridge Swimming Pool	481,550	32,100	5,100	193,700	712,450	28,100	44,250	784,800
Poult Wood Golf Centre	122,750	-	-	1,000	123,750	9,050	14,400	147,200
	1,997,750	89,900	16,100	742,400	2,846,150	123,250	180,600	3,150,000
Revised Estimate								
Larkfield Leisure Centre	922,000	25,950	11,000	420,100	1,379,050	75,300	93,750	1,548,100
Angel Centre	350,000	36,650	-	167,000	553,650	31,550	23,750	608,950
Tonbridge Swimming Pool	418,450	35,400	3,250	242,900	700,000	35,800	44,300	780,100
Poult Wood Golf Centre	120,300	-	-	-	120,300	8,850	14,100	143,250
	1,810,750	98,000	14,250	830,000	2,753,000	151,500	175,900	3,080,400
<b><u>2013/14 ESTIMATE</u></b>								
Larkfield Leisure Centre	1,009,000	29,950	11,750	414,400	1,465,100	61,400	123,050	1,649,550
Angel Centre	372,150	25,000	-	175,200	572,350	20,850	35,050	628,250
Tonbridge Swimming Pool	494,350	33,650	5,200	198,950	732,150	26,400	58,700	817,250
Poult Wood Golf Centre	122,750	-	-	1,000	123,750	9,050	14,400	147,200
	1,998,250	88,600	16,950	789,550	2,893,350	117,700	231,200	3,242,250

## PLANNING AND TRANSPORTATION SERVICES

### SUMMARY

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. PLANNING & BUILDING CONTROL	2,202,300	2,175,700	2,045,600
2. TRANSPORTATION	189,200	176,600	213,050
3. SECURITY SERVICES MANAGEMENT (CCTV)	107,450	102,850	98,100
4. PARKING SERVICES	(592,400)	(472,700)	(450,900)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	122,000	136,800	97,000
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	2,028,550	2,119,250	2,002,850
6. CAPITAL PROGRAMME - REVENUE EXPENSES	134,300	143,550	133,750
	<hr/>	<hr/>	<hr/>
	<b>2,162,850</b>	<b>2,262,800</b>	<b>2,136,600</b>
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**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**

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

	2012/13 ESTIMATE ORIGINAL £	2012/13 ESTIMATE REVISED £	2013/14 ESTIMATE £
Employees	187,500	186,750	189,500
Supplies & Services	30,000	30,000	30,000
	<hr/>	<hr/>	<hr/>
	217,500	216,750	219,500
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	217,400	216,650	219,400
Central, Departmental & Technical Support Services	75,000	70,550	69,300
	<hr/>	<hr/>	<hr/>
	<b>292,400</b>	<b>287,200</b>	<b>288,700</b>
	<hr/>	<hr/>	<hr/>

**(b) PLANNING POLICY**

Employees	159,500	160,050	160,750
Supplies & Services	11,450	11,450	7,250
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	170,950	171,500	168,000
Central, Departmental & Technical Support Services	63,500	59,650	59,250
	<hr/>	<hr/>	<hr/>
	<b>234,450</b>	<b>231,150</b>	<b>227,250</b>
	<hr/>	<hr/>	<hr/>

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**  
**(continued)**

**(c) CONSERVATION**

Employees	44,200	42,900	45,050
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Supplies & Services	8,000	8,000	8,000
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**Sub-total**

Central, Departmental & Technical Support Services	26,450	18,800	18,750
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	<b>78,650</b>	<b>69,700</b>	<b>71,800</b>
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**(d) DEVELOPMENT CONTROL**

Employees	1,071,100	1,076,300	1,127,000
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Supplies & Services	55,700	62,500	52,500
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	1,126,800	1,138,800	1,179,500
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Less Income	(516,250)	(536,250)	(592,000)
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**Sub-total**

Central, Departmental & Technical Support Services	745,800	761,050	705,200
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	<b>1,356,350</b>	<b>1,363,600</b>	<b>1,292,700</b>
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**PLANNING AND TRANSPORTATION SERVICES**

	2012/13 ESTIMATE		2013/14
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>PLANNING &amp; BUILDING CONTROL</u></b>			
<b>(continued)</b>			
<b>(e) <u>BUILDING CONTROL</u></b>			
Employees	296,300	300,350	308,350
Supplies & Services	16,600	11,100	16,600
	<hr/>	<hr/>	<hr/>
	312,900	311,450	324,950
Less Income	(281,500)	(305,000)	(330,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	31,400	6,450	(5,050)
Central, Departmental & Technical Support Services	148,650	157,200	150,800
	<hr/>	<hr/>	<hr/>
	<b>180,050</b>	<b>163,650</b>	<b>145,750</b>
	<hr/>	<hr/>	<hr/>
<b>(f) <u>HOUSING &amp; PLANNING DELIVERY GRANT</u></b>			
Employees	57,400	57,400	19,400
Supplies & Services	3,000	3,000	-
	<hr/>	<hr/>	<hr/>
	<b>60,400</b>	<b>60,400</b>	<b>19,400</b>
	<hr/>	<hr/>	<hr/>
<b><u>PLANNING &amp; BUILDING CONTROL</u></b>			
(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK	292,400	287,200	288,700
(b) PLANNING POLICY	234,450	231,150	227,250
(c) CONSERVATION	78,650	69,700	71,800
(d) DEVELOPMENT CONTROL	1,356,350	1,363,600	1,292,700
(e) BUILDING CONTROL	180,050	163,650	145,750
(f) HOUSING & PLANNING DELIVERY GRANT	60,400	60,400	19,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>2,202,300</b>	<b>2,175,700</b>	<b>2,045,600</b>
	<hr/>	<hr/>	<hr/>

## PLANNING AND TRANSPORTATION SERVICES

### **2. TRANSPORTATION**

	<b>2012/13 ESTIMATE</b>		<b>2013/14 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	68,450	79,150	81,150
Premises Related Expenses	16,600	16,650	16,650
Supplies & Services	56,600	16,600	56,600
	141,650	112,400	154,400
Less Income	(10,000)	(10,000)	(10,000)
<b><u>Sub-total</u></b>	<b>131,650</b>	<b>102,400</b>	<b>144,400</b>
Central, Departmental & Technical Support Services	40,800	62,450	58,100
Depreciation & Impairment	16,750	11,750	10,550
<b><u>TO SUMMARY</u></b>	<b>189,200</b>	<b>176,600</b>	<b>213,050</b>

### **3. SECURITY SERVICES MANAGEMENT**

Employees	45,600	45,650	48,450
Premises Related Expenses	1,200	1,200	1,200
Supplies & Services	26,950	26,950	27,000
Third Party Payments	200,000	200,000	194,000
	273,750	273,800	270,650
Less Income	(290,600)	(278,050)	(265,300)
<b><u>Sub-total</u></b>	<b>(16,850)</b>	<b>(4,250)</b>	<b>5,350</b>
Central, Departmental & Technical Support Services	27,100	27,750	27,450
Depreciation & Impairment	97,200	79,350	65,300
<b><u>TO SUMMARY</u></b>	<b>107,450</b>	<b>102,850</b>	<b>98,100</b>



**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES**

**(a) OFF-STREET**

	<b>2012/13 ESTIMATE</b>		<b>2013/14</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>	173,750	180,700	185,350
<b>Premises Related Expenses</b>	293,100	294,200	311,450
<b>Transport Related Expenses</b>	4,300	4,850	4,850
<b>Supplies &amp; Services</b>	837,250	822,300	834,550
	<hr/>	<hr/>	<hr/>
	1,308,400	1,302,050	1,336,200
<b>Less Income</b>	(2,390,200)	(2,256,000)	(2,271,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(1,081,800)	(953,950)	(935,000)
<b>Central, Departmental &amp; Technical Support Services</b>	129,650	127,500	126,950
<b>Depreciation &amp; Impairment</b>	101,950	93,050	105,850
	<hr/>	<hr/>	<hr/>
	<b>(850,200)</b>	<b>(733,400)</b>	<b>(702,200)</b>
	<hr/>	<hr/>	<hr/>

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

**(b) ON-STREET**

	2012/13 ESTIMATE ORIGINAL £	2012/13 ESTIMATE REVISED £	2013/14 ESTIMATE £
Employees	293,500	294,350	300,600
Premises Related Expenses	10,000	10,000	10,000
Transport Related Expenses	3,800	4,100	4,100
Supplies & Services	37,850	34,200	25,250
	<hr/>	<hr/>	<hr/>
	345,150	342,650	339,950
Less Income	(248,000)	(236,000)	(239,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	97,150	106,650	100,950
Central, Departmental & Technical Support Services	147,600	140,600	139,100
Depreciation & Impairment	13,050	13,450	11,250
	<hr/>	<hr/>	<hr/>
	<b>257,800</b>	<b>260,700</b>	<b>251,300</b>
	<hr/>	<hr/>	<hr/>

**PARKING SERVICES**

(a) OFF-STREET	<b>(850,200)</b>	<b>(733,400)</b>	<b>(702,200)</b>
(b) ON-STREET	<b>257,800</b>	<b>260,700</b>	<b>251,300</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(592,400)</b>	<b>(472,700)</b>	<b>(450,900)</b>
	<hr/>	<hr/>	<hr/>

## PLANNING AND TRANSPORTATION SERVICES

	2012/13 ESTIMATE		2013/14
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<b>5. <u>BOROUGH DRAINAGE</u></b>			
<b><u>&amp; LAND DRAINAGE RELATED WORK</u></b>			
Employees	31,850	33,850	30,800
Supplies & Services	68,150	82,150	46,150
Third Party Payments	3,000	3,000	3,000
<b><u>Sub-total</u></b>	103,000	119,000	79,950
Central, Departmental & Technical Support Services	19,000	17,800	17,050
<b><u>TO SUMMARY</u></b>	122,000	136,800	97,000
<b>6. <u>CAPITAL PROGRAMME</u></b>			
<b><u>- REVENUE EXPENSES</u></b>			
Direct Salaries, Central, Departmental & Technical Support Services	134,300	143,550	133,750
<b><u>TO SUMMARY</u></b>	134,300	143,550	133,750

**CAPITAL PLAN: LIST A**  
**ALL SERVICES**

	Expenditure To 31/03/12	2012/13 Est Inc Prior Yr Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Excluding Capital Renewals</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Service</b>									
Planning and Transportation Services	400	367	519	50	30	30	30	30	1,456
Environmental Health Services	n/a	101	104	104	104	104	104	104	725
Housing Services	74	390	348	348	348	348	348	307	2,511
Leisure Services	653	360	205	8	8	8	8	8	1,258
Corporate Services	233	358	51	90	30	30	30	30	852
<b>Total Excluding Capital Renewals</b>	1,360	1,576	1,227	600	520	520	520	479	6,802
<b>Capital Renewals</b>									
<b>Service</b>									
Planning and Transportation Services	n/a	192	161	34	56	35	36	36	550
Environmental Health Services	n/a	29	24	22	73	94	23	24	289
Leisure Services	n/a	550	294	367	294	325	638	505	2,973
Corporate Services	n/a	434	236	353	476	339	354	287	2,479
<b>Total Capital Renewals</b>	n/a	1,205	715	776	899	793	1,051	852	6,291
<b>Grand Total</b>	1,360	2,781	1,942	1,376	1,419	1,313	1,571	1,331	13,093

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	106	201	85	50	30	30	30	30	562
Transportation	186	0	40	0	0	0	0	0	226
Environmental Improvements	14	36	50	0	0	0	0	0	100
Land Drainage / Flood Defence	94	80	44	0	0	0	0	0	218
Other Schemes	0	50	300	0	0	0	0	0	350
Total Planning & Transportation (excluding capital renewals)	400	367	519	50	30	30	30	30	1,456
Capital Renewals	n/a	192	161	34	56	35	36	36	550
Total Planning & Transportation Capital Renewals	n/a	192	161	34	56	35	36	36	550
Total Planning & Transportation	400	559	680	84	86	65	66	66	2,006

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Car Parking</b>										
(a) Improvement Programme for Existing Car Parks										
(i) Phase 2 - 4	P01AZ	85	124							209
(ii) Phase 5	P01AA		50							50
(iii) Rolling Programme	P01AB			70	30	30	30	30	30	220
(b) Car Parking Action Plan										
(i) Phase 6	P01MA	21	17							38
(ii) Phase 7	P01MB		10	15						25
(iii) Phase 8	P01AV				20					20
Total Car Parking to Summary		106	201	85	50	30	30	30	30	562

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Car Parking</b>		
(a) Improvement Programme for Existing Car parks	<i>[CA&amp;P: 2f,3b(key), 4a,4c, 8a(key), 10b, 14a]</i>	A phased programme of improvements to existing car parks, improving access for customers and enhancing the value and the quality of the car park stock. Includes improved surfaces, drainage, information, lighting, boundary fencing and remodelled layouts.
(i) Phase 2 - 4		Works carried out in Angel East, Angel West, Bradford Street, Sovereign Way North. Drainage surveys undertaken in all car parks.
(ii) Phase 5		Works being carried out in Kinnings Row. General upgrades of lining and drainage repairs in various car parks.
(iii) Rolling Programme		An annual provision for capital investment in our off street car parks to ensure that their condition is adequate for health & safety, legislation and the needs of our customers. Future work to be undertaken in Western Road B. Green, Upper Castle Fields, Lower Castle Fields and Aylesford Bailey Bridge car parks.
(b) Car Parking Action Plan	<i>[CA&amp;P: 4a,4c, 8a(key), 14a]</i>	A phased programme of parking measures to give effect to the Cabinet's adopted Parking Action Plan.
(i) Phase 6		Parking management interventions throughout the Borough including specific neighbourhood wide initiatives at Aylesford and West Malling (a review of the existing Local Parking Plan). Details of the programme have featured in periodic reports to the Planning and Transportation Advisory Board and the Joint Transportation Board. The programme includes reviews of the existing Local Parking Plans for Snodland, Borough Green and East Malling.
(ii) Phase 7		
(iii) Phase 8		Includes provision for an initiative in Hadlow that is currently in abeyance at the request of the Parish Council.

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Transportation</b>		£'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
<b>Environmental Improvements</b>										
(a) Tonbridge Town Centre Enhancements - Ph 1	P01FH	14	36	50						100
Total Environmental Improvements to Summary		14	36	50	0	0	0	0	0	100
<b>Land Drainage / Flood Defence</b>										
(a) Drainage	P01HR									
(i) Drainage Improvement Programme Less DEFRA Grant		56 (28)		44						100 (28)
(b) Flood defence		28	0	44	0	0	0	0	0	72
(i) East Peckham Flood Alleviation	P01HP	66	80							146
Total Land Drainage / Flood Defence to Summary		94	80	44	0	0	0	0	0	218



**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Transportation</b>		
(a) Local Transport Plan Partnership Programme	[CA&P: 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.
<b>Environmental Improvements</b>		
(a) Tonbridge Town Centre Enhancements - Ph 1	[CA&P: 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.
<b>Land Drainage / Flood Defence</b>		
(a) Drainage		
(i) Drainage Improvement Programme	[CA&P: 4b, 13c]	To support the Borough Council's role as a flood risk management authority with powers to carry out works on ordinary watercourses. Completed scheme in 2011/12 at Leigh Road (a joint Borough Council and County Council scheme promoted to resolve local land drainage and highway drainage problems in an integrated and comprehensive way). The scheme was supported by a £28,000 Grant from DEFRA.
(b) Flood Defence		
(i) East Peckham Flood Alleviation	[CA&P: 4b, 13a(key)]	Work completed. Original scheme allocation was pruned in the 2008/9 review on the basis that future provision would be made as necessary to enable accounts to be settled and contractual claims to be met where appropriate. 2012/13 allocation has been increased by £58,000 to meet current commitments.

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Other Schemes</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle East Curtain Wall	P01LC		50							50
(b) Tonbridge Town Lock Less Developer Contributions Environment Agency Other Grants and Contributions	P01LD			792 (260) (230) (2)						792 (260) (230) (2)
		0	0	300	0	0	0	0	0	300
Total Other Schemes to Summary		0	50	300	0	0	0	0	0	350
<b>Capital Renewals</b>										
(a) CCTV Capital Renewals	P01BA	n/a	240	40	40	40	40	40	40	480
(b) Car Parking	P01JF	n/a		155		25				180
Provision for Inflation Savings Target (assumes 20%)		n/a n/a	 (48)	6 (40)	2 (8)	5 (14)	4 (9)	5 (9)	5 (9)	27 (137)
Total Capital Renewals to Summary		n/a	192	161	34	56	35	36	36	550

**CAPITAL PLAN: LIST A**  
**PLANNING AND TRANSPORTATION SERVICES**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Other Schemes</b>		
(a) Tonbridge Castle East Curtain Wall	[CA&P: 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.
(b) Tonbridge Town Lock		Scheme to be implemented in conjunction with the Environment Agency to tackle the derelict lock side area by providing a new flood wall, high quality public open space and new boater facilities.
<b>Capital Renewals</b>		
(a) CCTV Capital Renewals	[CA&P: 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. An additional provision of £200,000 was provided for this in 2012/13. In subsequent years a provision of £40,000 per annum has been allowed to cover routine replacements.
(b) Car Parking	[CA&P: 4a, 4c]	The 2013/14 provision allows for the replacement of all ticket machines. The level and timing of this provision is to be reviewed in conjunction with Tonbridge Town Centre development proposals.

**CAPITAL PLAN: LIST A**  
**ENVIRONMENTAL HEALTH SERVICES**

	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Strategy	n/a	49	52	52	52	52	52	52	361
Refuse Collection	n/a	52	52	52	52	52	52	52	364
Total Environmental Health (excluding capital renewals)	n/a	101	104	104	104	104	104	104	725
Capital Renewals	n/a	29	24	22	73	94	23	24	289
Total Environmental Health Capital Renewals	n/a	29	24	22	73	94	23	24	289
Total Environmental Health	n/a	130	128	126	177	198	127	128	1,014

**CAPITAL PLAN: LIST A**  
**ENVIRONMENTAL HEALTH SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Environmental Strategy</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	49	52	52	52	52	52	52	361
Total Environmental Strategy to Summary		n/a	49	52	52	52	52	52	52	361
<b>Refuse Collection</b>										
(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
<b>Capital Renewals</b>	P02EB									
(a) Environmental Protection	CR01	n/a	10	3			13			26
(b) Recycling Initiatives	CR02	n/a	26	26	26	85	94	26	26	309
Provision for Inflation		n/a		1	1	6	10	3	4	25
Savings Target (assumes 20%)		n/a	(7)	(6)	(5)	(18)	(23)	(6)	(6)	(71)
Total Capital Renewals to Summary		n/a	29	24	22	73	94	23	24	289

**CAPITAL PLAN: LIST A**  
**ENVIRONMENTAL HEALTH SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Environmental Strategy</b>		
(a) Green Waste Bins Growth / Replacement	[CA&P: 9a]	Provision for future growth / replacement of collection bins following completion of all phases of the Green Waste Collection and Composting Scheme. Provisions assume growth of 250 properties per year.
<b>Refuse Collection</b>		
(a) Refuse Bins Growth / Replacement	[CA&P: 9a]	Provision for the growth / replacement of refuse collection wheeled bins. Provisions assume growth of 250 properties per year.
<b>Capital Renewals</b>		
(a) Environmental Protection	[CA&P: 10a (key)]	Renewal of sound and gas analysers.
(b) Recycling Initiatives	[CA&P: 9a]	Ongoing replacement / renewal of recycling modules. 2015/16 and 2016/17 provisions includes replacement of recycling vehicles..

**CAPITAL PLAN: LIST A**  
**HOUSING SERVICES**

	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Investment Programme	74	390	348	348	348	348	348	307	2,511
Total Housing Services	74	390	348	348	348	348	348	307	2,511

**CAPITAL PLAN: LIST A**  
**HOUSING SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Housing Investment Programme</b>		£'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	693 (485)	611 (410)	611 (410)	611 (410)	611 (410)	611 (410)	611 (410)	4,359 (2,945)
		n/a	208	201	201	201	201	201	201	1,414
(ii) Housing Assistance	P03AD	n/a	146	147	147	147	147	147	106	987
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	36							110
Total Housing Investment Programme to Summary		74	390	348	348	348	348	348	307	2,511



**CAPITAL PLAN: LIST A**  
**HOUSING SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	
<p><b>Housing Investment Programme</b></p> <ul style="list-style-type: none"> <li>(a) House Renovation Grants           <ul style="list-style-type: none"> <li>(i) Disabled Facilities Grants - Mandatory</li> <li>(ii) Housing Assistance</li> </ul> </li> <li>(b) Sustainable Communities Programme           <ul style="list-style-type: none"> <li>(i) Renewable energy schemes.</li> </ul> </li> </ul>	<p>[CA&amp;P: 5c]</p> <p>[CA&amp;P: 5c]</p>	<p>Figures across the plan period 2012/13 to 2018/19 are based on current costs. The need to uplift figures to reflect the impact of inflation is considered annually as part of the Capital Plan Review process.</p> <p>The 2012/13 provision of £693,000 comprises the original budget allocation approved by Council in February 2012 of £611,000 plus the net underspend of £7,000 brought forward from 2011/12 plus a further £75,000 reflecting an additional grant award for 2012/13 announced by the DCLG in December 2012.</p> <p>Provisions in years 2013/14 to 2018/19 assume the current level of Government support (£410,000 original award for 2012/13) will continue. Net expenditure of £201,000 per annum reflects the original budget allocation approved by Council in February 2012.</p> <p>The underlying base budget commitment to Housing Assistance is £106,000 per annum. Savings in prior years have been used to uplift figures in 2012/13 to 2017/18.</p> <p>Unspent provision for renewable energy schemes slipped to 2012/13 to coincide with the launch of the Government's "Green Deal" energy efficiency improvement initiative.</p>

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Larkfield Leisure Centre	2	144	0	0	0	0	0	0	146
Larkfield & Angel Leisure Centres	0	76	0	0	0	0	0	0	76
Tonbridge Swimming Pool	64	48	75	0	0	0	0	0	187
Sports Grounds	17	2	76	0	0	0	0	0	95
Open Space	36	31	6	0	0	0	0	0	73
Capital Grants	398	25	0	0	0	0	0	0	423
Other Schemes	136	34	48	8	8	8	8	8	258
Total Leisure Services excluding capital renewals	653	360	205	8	8	8	8	8	1,258
Capital Renewals	n/a	550	294	367	294	325	638	505	2,973
Total Leisure Services Capital Renewals	n/a	550	294	367	294	325	638	505	2,973
Total Leisure Services	653	910	499	375	302	333	646	513	4,231

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Larkfield Leisure Centre</b>										
(a) Energy Saving Measures Phase 2	P05LG	2	40							42
(b) New Dance / Exercise Studio	P05LH		104							104
Total Larkfield Leisure Centre to Summary		2	144	0	0	0	0	0	0	146
<b>Larkfield &amp; Angel Leisure Centres</b>										
(a) Enhancement to Fitness Suites	P05LK		76							76
Total Larkfield Leisure Centre to Summary		0	76	0	0	0	0	0	0	76
<b>Tonbridge Swimming Pool</b>										
(a) Pool Water Disinfection System	P05CK	64	26							90
(b) Changing Village Floor	P05CL		22							22
(c) Car Park Improvement / Extension	P05CM			75						75
Total Tonbridge Swimming Pool to Summary		64	48	75	0	0	0	0	0	187

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Larkfield Leisure Centre</b>		
(a) Energy Saving Measures Phase 2	[CA&P: 1a, 1b, 7c, 13 b(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. Phase 2 allows for the replacement of the single automated entry doors with a new arrangement that provides a draft lobby. Works to be completed prior to Christmas 2012. Additional £2,000 vired from the Community Group Funding Scheme.
(b) New Dance / Exercise Studio	[CA&P: 1a, 1c(key) 7c, 11a, 18a]	The current studio facilities at the Centre cannot meet the increased demand for exercise classes. Scheme converts two existing squash courts into a dance / exercise studio with capacity for 35 / 40 users. Scheme includes storage, air conditioning and semi-spring floor. Additional £4,000 vired from Community Group Funding Scheme to meet costs of repairs to the adjacent walkway.
<b>Larkfield &amp; Angel Leisure Centres</b>		
(a) Enhancement to Fitness Suites	[CA&P: 1(key), 3(key)]	The scheme is designed to bring functional training opportunities to Larkfield Leisure Centre recognising market developments and expressed market demand. Concurrently the scheme will enhance the gym environment at both Larkfield Leisure Centre and the Angel Centre, creating a contemporary modern feel to the facilities through improved lighting, flooring, design and brand exposure. Scheme approved Cabinet, October 2012.
<b>Tonbridge Swimming Pool</b>		
(a) Pool Water Disinfection System	[CA&P: 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. Also includes automated backwashing system. Scheme completed.
(b) Changing Village Floor	[CA&P: 7c, 7d, 7g(key), 18a]	Installation of rubber crumb surface in Changing Village to enhance cleanliness and improve health and safety. Proposal takes into account successful installation of rubber crumb flooring around teaching pool. Additional £2,000 vired from the Community Group Funding Scheme.
(c) Car Park Improvement / Extension	3b(key), 4a, 7a, 8a(key)	Due to the growing popularity of the Racecourse Sportsground and the success of sports clubs using the area there is significant pressure on the car parks in the Lower Castle Field to meet demand, particularly at weekends. This has led to complaints from users of the pool, who find difficulty in parking. This scheme aims to increase the provision of parking in the area to meet demand, and to protect income from the pool.

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Sports Grounds</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Racecourse Sportsground										
(i) Bridge Renewal / Repair	P05DT	19		76						95
(ii) Improvement Works Phase 2 Less contribution from Developers	P05DZ			65 (65)						65 (65)
		0	0	0	0	0	0	0	0	0
(iii) Flood Lighting Less Grants and Contributions	P05DA	(2)	20 (18)							20 (20)
		(2)	2	0	0	0	0	0	0	0
Total Sports Grounds to Summary		17	2	76	0	0	0	0	0	95

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Sports Grounds</b>		
(a) Tonbridge Racecourse Sportsground		
(i) Bridge Renewal / Repair	[CA&P: 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 to meet additional costs relating to structural works to the bridge abutments. Progress with scheme delayed due to ongoing discussions with EDF and Environment Agency. Works to re-route power cables progressing. Construction phase slipped to 2013/14.
(ii) Improvement Works Phase 2	[CA&P: 1a,1c(key), 7c,8a(key), 8b,18a]	A Masterplan of improvements to the Racecourse Sportsground was agreed by Members at the May 2010 meeting of L&AAB. This Phase 2 scheme focuses on an upgrade to the Games Kiosk to provide an enhanced level of catering, including hot and cold food and drinks. At the present time the kiosk only provides cold drinks and ice creams. Scheme subject to developer contribution being secured.
(iii) Flood Lighting	[CA&P: 1g,1i,3a,4(k ey),5(key)]	Floodlighting of skatepark and tennis courts to extend hours of use. Planning application currently being considered. Scheme funded in full from external contributions.

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Open Space</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Purchase of Quarry Hill Wood	P05FJ	14	6							20
(b) Hill Top / Priory Wood Children's Play Equipment	P05FQ	13	2	5						20
(c) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	P05FR	10	15							25
(d) Open Spaces Site Improvements Phase 1 Less Developer Contributions	P05FT	63 (64)	18 (18)	18 (17)						99 (99)
		(1)	0	1	0	0	0	0	0	0
(e) Open Spaces Site Improvements Phase 2 Less Developer Contributions	P05FV		30 (30)	39 (39)						69 (69)
		0	0	0	0	0	0	0	0	0
(f) Haysden Country Park Bridge Repairs	P05FW		8							8
Total Open Space to Summary		36	31	6	0	0	0	0	0	73

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Open Space</b>		
(a) Purchase of Quarry Hill Wood	[CA&P: 7e,8a(key)]	Purchase of land from KCC completed. Works to trees, fences and other health and safety issues progressing.
(b) Hill Top / Priory Wood Children's Play Equipment	[CA&P: 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. Technical difficulties with site have resulted in the kick-about area not being feasible. Other site improvements agreed in liaison with the local Members currently being progressed.
(c) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	[CA&P: 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. Scheme completed.
(d) Open Spaces Site Improvements Phase 1	[CA&P: 7g(key), 8a (key), 13b (key)]	Improvements to Scotchers Field, Tonbridge and Leybourne Lakes Country Park to address anti-social behaviour, health and safety, access and issues raised by local residents.
(e) Open Spaces Site Improvements Phase 2	[CA&P: 3e,7a,7b,7c, 7d,7g(key), 8a(key),8b, 11a(key), 18a]	Improvements to a number of Public Open Spaces in Tonbridge in response to identified need including public and Member requests. Sites include Frog Bridge Play Area, Woodlands Walk, Brungers Pond and land adjoining St Philips Church.
(f) Haysden Country Park Bridge Repairs	[CA&P: 7d,7e, 8a(key), 18a]	To repair / re-deck the Shallows Bridge at Haysden Country Park to maintain safe access for visitors to the site. Scheme completed.



**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Capital Grants</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Capital Grants to Organisations: 2003/04 to 2008/09 schemes Plaques	P05HF P05HZ	395	25							420
		3								3
		398	25	0	0	0	0	0	0	423
Total Capital Grants to Summary		398	25	0	0	0	0	0	0	423
<b>Other Schemes</b>										
(a) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	71	20	5						96
(ii) Path Improvements Less Developer Contributions	P05KB		12 (12)							12 (12)
		0	0	0	0	0	0	0	0	0
(iii) Memorial Garden Vaults	P05KC			35						35
(b) Recreation Provision Local Plans										
(i) Walderslade / Blue Bell Hill / Taddington Valley	P05KH	46	2							48
Other Schemes Carried Forward		117	22	40	0	0	0	0	0	179

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Capital Grants</b> (a) Capital Grants to Organisations 2003/04 to 2008/09 schemes	<i>[CA&amp;P: 7b,7d,7e, 8a(key), 10a (key), 11a(key), 14a]</i>	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. Virements of £11,000 to Tonbridge Farm Sportsground Pavilion Refurbishment and £3,000 to Memorial Safety agreed by Management Team under delegated authority. Outstanding commitments against this scheme were reviewed as part of the 2011/12 Capital Plan Review leading to a further £90,000 reduction in the overall provision. Budget reduced by £18,000 for schemes and £3,000 for plaques as part of the 2012/13 Capital Plan Review.
<b>Other Schemes</b> (a) Tonbridge Cemetery (i) Memorial Safety	<i>[CA&amp;P: 7d]</i>	Additional works required to repair tombs in 2011/12 met by a virement of £3,000 from Capital Grants to Organisations. Provision in 2013/14 based on Local Government Ombudsman's recommendation to inspect every five years. Expenditure in 2012/13 relates to replacement of memorial plaques.
(ii) Path Improvements	<i>[CA&amp;P: 7c,7d,7e, 8a(key),8b]</i>	To improve the condition of paths at Tonbridge Cemetery and prevent future health and safety issues.
(iii) Memorial Garden Vaults	1j	Due to a recent increase in sales of vaults within the Memorial Garden additional vaults are required in order to continue to offer this service to the public. The current supply of vaults will run out during 2013/14.
(b) Recreation Provision Local Plans (i) Walderslade / Blue Bell Hill / Taddington Valley	<i>[CA&amp;P: 7e]</i>	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.

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Other Schemes - continued</b>										
Brought forward		117	22	40	0	0	0	0	0	179
(c) Community Group Funding	P05KS	n/a	8	8	8	8	8	8	8	56
(d) Disability Discrimination Act Improvements Phase 3	P05KT	19	4							23
Total Other Schemes to Summary		136	34	48	8	8	8	8	8	258
<b>Capital Renewals</b>	P05KG									
(a) Angel Centre	BC01	n/a	184	33	111	82	58	163	93	724
(b) Larkfield Leisure Centre	BC02	n/a	275	110	68	50	85	254	207	1,049
(c) Tonbridge Swimming Pool	BC04	n/a	36	75	44	38	68	77	26	364
(d) Sports Grounds & Open Spaces	BC05	n/a	127	97	93	65	127	95	188	792
(e) Poult Wood Golf Course:										
Clubhouse	BC03	n/a	39	23	5	64	19	18	11	179
Grounds Maintenance	BC06	n/a	19		113	45	14	49	30	270
Course	BC07	n/a	8	19	3			60		90
			66	42	121	109	33	127	41	539
Provision for Inflation		n/a		11	22	24	35	82	76	250
Savings Target (assumes 20%)		n/a	(138)	(74)	(92)	(74)	(81)	(160)	(126)	(745)
Total Capital Renewals to Summary		n/a	550	294	367	294	325	638	505	2,973

**CAPITAL PLAN: LIST A**  
**LEISURE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Other Schemes - continued</b>		
(c) Community Group Funding	[CA&P: 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. £2,000 vired to Larkfield Leisure Centre Energy Saving Measure Phase 2, £2,000 vired to Tonbridge Swimming Pool Changing Village Floor and £4,000 vired to Larkfield Leisure Centre New Dance / Exercise Studio.
(d) Disability Discrimination Act Improvements Phase 3	[CA&P: 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. £5,000 vired to support DDA works to changing/toilet and meeting rooms at Angel Centre. Scheme completed.
<b>Capital Renewals</b>	[CA&P: 7b, 7d, 18a]	
(a) Angel Centre		}
(b) Larkfield Leisure Centre		}
(c) Tonbridge Swimming Pool		} Provision for the renewal of life-expired or obsolete assets used at leisure facilities. Subject to annual
(d) Sports Grounds & Open Spaces		} review.
(e) Poult Wood Golf Course		}

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	20	175	0	60	0	0	0	0	255
Information Technology Initiatives	46	132	30	30	30	30	30	30	358
Other	167	51	21	0	0	0	0	0	239
Total Corporate Services (excluding capital renewals)	233	358	51	90	30	30	30	30	852
Capital Renewals	n/a	434	236	353	476	339	354	287	2,479
Total Corporate Services Capital Renewals	n/a	434	236	353	476	339	354	287	2,479
Total Corporate Services	233	792	287	443	506	369	384	317	3,331

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land and Property</b>										
(a) Council Offices										
(i) Tonbridge Castle Offices : Re-tile roof	P06AA	10			60					70
(ii) Gibson West Renewal of Heating System	P06AJ	10	150							160
(iii) Health & Safety Building Improvements	P06AK		25							25
Total Land and Property to Summary		20	175	0	60	0	0	0	0	255
<b>Information Technology Initiatives</b>										
(a) General IT Developments	P06DA	n/a	39	30	30	30	30	30	30	219
(b) Development of E-Government - Phase 4 Less Government Grant (IEG)	P06DP	146	4							150
		(151)								(151)
		(5)	4	0	0	0	0	0	0	(1)
(c) Document Management System Expansion	P06DE	51	9							60
(d) Finance Electronic Document Management	P06DZ		30							30
(e) Cash Receipting System	P06DB		50							50
Information Technology Initiatives carried forward		46	132	30	30	30	30	30	30	358

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Land and Property</b> (a) Council Offices (i) Tonbridge Castle Offices : Re-tile roof  (ii) Gibson West Renewal of Heating System  (iii) Health & Safety Building Improvements  <b>Information Technology Initiatives</b> (a) General IT Developments  (b) Development of E-Government Phase 4  (c) Document Management System Expansion  (d) Finance Electronic Document Management  (e) Cash Receipting System	[CA&P: 18a]   [CA&P: 12a(key), 18a]  [CA&P: 8a]  [CA&P: 17a, 17b, 2c]  [CA&P: 17a, 17b, 2c]  [CA&P: 2a, 2c, 15a, 17a]  [CA&P: 1c(key), 2c, 17a]  [CA&P: 2c]	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2014/15. Spend to 31/3/12 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.  To replace aging boiler plant and circulatory pipe work that is at the end of its life with key parts no longer available. Scheme complete.  Scheme to address a range of health & safety issues across the Council's building portfolio associated primarily with statutory fire risk assessments.  Global provision for identified IT developments with estimated expenditure of less than £5,000 each.  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).  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.  Enable document imaging and attachments in Integra (financial ledger system).  Replacement of the existing cash receipting system software to maintain the Council's ability to accept and process credit and debit card transactions to ensure compliance with Payment Card Industry Data Security Standards.

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>IT Initiatives - continued</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Brought forward		46	132	30	30	30	30	30	30	358
(f) Council Tax Reduction Software Less Government Grant	P06DG		62 (62)							62 (62)
		0	0	0	0	0	0	0	0	0
Total Information Technology Initiatives to Summary		46	132	30	30	30	30	30	30	358
<b>Other</b>										
(a) Community Partnership Initiatives	P06FE	170	24	21						215
(b) Christmas Displays Capital Grant	P06FG	19	5							24
(c) Local Strategic Partnership Less Performance Reward Grant	P06FJ	127 (149)	22							149 (149)
		(22)	22	0	0	0	0	0	0	0
Total Other to Summary		167	51	21	0	0	0	0	0	239



**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes															
<b>IT Initiatives - continued</b>																	
(f) Council Tax Reduction Software		Upgrade to the exiting council tax system to facilitate the implementation of the Government's council tax reduction scheme - report to Cabinet November 2012 refers. The scheme is fully funded from Government grant.															
<b>Other</b>																	
(a) Community Partnership Initiatives	[CA&P: 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>2012/13</td><td>Reactive minor Improvements</td><td>£15,000</td></tr> <tr> <td></td><td>Tonbridge Town Lands Charity</td><td>£4,000</td></tr> <tr> <td></td><td>Speed watch</td><td>£5,000</td></tr> <tr> <td>2013/14</td><td>East Malling footway lighting Bone alley</td><td>£21,000</td></tr> <tr> <td></td><td></td><td><u>£45,000</u></td></tr> </table>	2012/13	Reactive minor Improvements	£15,000		Tonbridge Town Lands Charity	£4,000		Speed watch	£5,000	2013/14	East Malling footway lighting Bone alley	£21,000			<u>£45,000</u>
2012/13	Reactive minor Improvements	£15,000															
	Tonbridge Town Lands Charity	£4,000															
	Speed watch	£5,000															
2013/14	East Malling footway lighting Bone alley	£21,000															
		<u>£45,000</u>															
(b) Christmas Displays Capital Grant	[CA&P: 14a, 14b]	Provision to fund capital grants to upgrading lighting equipment recommended by F&PAB May 2007															
(c) Local Strategic Partnership	[CA&P: 13a(key)]	Capital element of Performance Reward grant received in 2008/09 and 2009/10.															

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Code	Expenditure To 31/03/12	2012/13 Estimate inc Prior Year Slippage	2013/14 Estimate	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	Total Scheme Estimate
<b>Capital Renewals</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(i) General	P06FA									
Departmental Admin	GR01	n/a	55		54				7	116
Council Offices	GR02	n/a				2	14			16
Print Unit	GR03	n/a	17	28	42	87		6	23	203
Photocopiers	GR04	n/a		1				99		100
Telephones	GR05	n/a	4		66	13	20			103
Snack Facilities	GR06	n/a	2	13			1		2	18
Tonbridge Christmas Lighting	GR09	n/a				28				28
		n/a	78	42	162	130	35	105	32	584
(ii) Information Technology	P06FB	n/a	465	244	258	425	353	291	284	2,320
Provision for Inflation		n/a		9	21	40	36	46	43	195
Savings Target (assumes 20%)		n/a	(109)	(59)	(88)	(119)	(85)	(88)	(72)	(620)
Total Capital Renewals to Summary		n/a	434	236	353	476	339	354	287	2,479

**CAPITAL PLAN: LIST A**  
**CORPORATE SERVICES**

	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Capital Renewals</b>  (i) General  Departmental Admin  Council Offices  Print Unit  Photocopiers  Telephones  Snack Facilities  Tonbridge Christmas Lighting  (ii) Information Technology	[CA&P: 2c, 17a, 17b]	} } } } } } Provision for the renewal of life-expired or obsolete assets. Subject to annual review. } } } } } } } }

## Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions

### 1(Key) Continued delivery of priority services and a financially viable Council .

- 1a Improving efficiency and resilience of services.
- 1b Achieving more cost effective customer contacts.
- 1c Reducing overheads.
- 1d Reducing management/staff costs.
- 1e Realising capital receipts from surplus Council assets.
- 1f Reducing the cost of procured services.
- 1g Increasing usage levels at, and revenue from, our leisure facilities.
- 1h Providing more services via the voluntary sector and new sources.
- 1i Identifying new sources of external funding to support capital schemes.
- 1j Developing/sustaining revenue income.

### 2(Key) A clean, smart, well maintained and sustainable Borough .

- 2a Recycling more household waste.
- 2b Reducing littering in the borough.
- 2c More effective law enforcement.
- 2d Further working with our communities.
- 2e Better management of parking.
- 2f Improving the condition and appearance of Council car parks and adjacent landscaped areas.
- 2g Improving public open spaces and enabling everyone to enjoy them in safety.
- 2h Improving the appearance and quality of the Council's leisure facilities, other property and land holdings.
- 2i Improving the appearance of high profile waterways.
- 2j Reducing energy consumption across the Council's own estate.
- 2k Recycling more of the Council's own waste.

## Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions

### 3(Key) Healthy living opportunities and community well-being .

- 3a Encouraging physical activity and exercise, and reducing obesity.
- 3b Reducing substance misuse.
- 3c Promoting health awareness in workplaces and communities.
- 3d Improving mental health.
- 3e Encouraging healthy eating.
- 3f Reducing risks to health and safety at work.
- 3g Reducing health inequalities.
- 3h Reducing environmental pollution.

### 4(Key) Children and young people who are safe, involved and able to access positive activities .

- 4a Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee.
- 4b Giving young people more opportunities to influence decisions.
- 4c Improving access to holiday activity programmes to meet identified needs.
- 4d Encouraging more young people to attend dry side coaching courses at our leisure centres.
- 4e Further improving local play and leisure facilities.
- 4f Developing opportunities for young people across the borough in partnership with Kent County Council.
- 4g Introducing new educational programmes and facilities.
- 4h Improving housing for young people.

## Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions

### 5(Key) Low levels of crime, anti-social behaviour and fear of crime .

#### 5a Reducing anti-social behaviour (ASB):

- Reducing the number of incidents of ASB reported to the police.
- Reducing the number of persistent/repeat ASB offenders.

#### 5b Reducing domestic abuse:

- Reducing the number of repeat victims of domestic abuse.
- Reducing the number of domestic abuse incidents reported to the police.
- Ensuring victims of domestic abuse who need help know how and where to access support.
- Increasing the number of domestic abuse referrals to support services, including MARAC (the monthly Multi- Agency Risk Assessment Conference).

#### 5c Reducing substance misuse:

- Reducing the number of possible drug offences reported to the police.
- Reducing residents' concern about drunk or rowdy people in their area.

### 6(Key) A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness .

#### 6a Allocating land for new employment and housing development.

#### 6b Providing affordable housing for low income households.

#### 6c Reducing the shortfall in Gypsy and Traveller pitches.

#### 6d Making better use of existing affordable housing.

#### 6e Tackling homelessness.

#### 6f Securing good sources of good quality affordable private rented accommodation.

#### 6g Meeting the accommodation needs of vulnerable people.

#### 6h Improving housing for young people.

#### 6i Improving the energy efficiency of homes in the borough.

#### 6j Making it easier for people to apply for benefits.

## **Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions**

**7(Key)** Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough .

- 7a Allocating land for new employment and housing development.
- 7b Encouraging new investment and development in Tonbridge town centre.
- 7c Improving the street scene.
- 7d Improving the vitality of local commercial centres.
- 7e Supporting smaller and local businesses in the borough.
- 7f Improving the fabric of Tonbridge town centre.
- 7g Improving local road and rail infrastructure.

## Corporate Aims and Priorities 2011/12

	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 national budget strategy 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 2011/12

	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 2011/12

	Overall aim(s)	Ref	Improvement Priority	Period
8	<b>Street scene and open space environment</b>			
	To protect and enhance the built and natural environment.	Our approach	<b>8a (Key)</b> 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	<b>Recycling and waste collection</b>			
	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	<b>Community safety</b>			
	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	<b>10a (Key)</b> 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	<b>10d (Key)</b> Work with partners to reduce crime, anti-social behaviour and the fear of crime.	2005/11
11	<b>Public and environmental health</b>			
	To deliver, with others, benefits beyond those possible from the Council's resources.	Our overall approach	<b>11a (Key)</b> 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 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
12	<b>Climate Change</b> 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)	<b>Work with partners to make a positive local contribution to tackling the causes and effects of climate change.</b>	2007/11
13	<b>Community leadership</b> 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	Achieve with our partners the priorities set out: ▶ 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.	2009/10
			13b (Key)	<b>Work with partners to:</b> ▶ <b>reduce crime, anti-social behaviour and fear of crime.</b> ▶ <b>promote, encourage and provide opportunities for healthy living.</b> ▶ <b>make a positive local contribution to tackling the causes and effects of climate change.</b> ▶ <b>achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling.</b>	2010/11
		Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/10
14	<b>Local economy</b> 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 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
15	<b>Resources – Personnel and Organisational Development</b>				
	<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"> <li>▶ Organisational structure.</li> <li>▶ Performance Management System.</li> </ul> <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	<b>Resources – Finance</b>				
	<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	<b>Resources – Information technology</b>				
	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	<b>Resources – Property</b>				
	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 1.4.2012	£1,250,000
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Balance at 1.4.2014	£1,250,000
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**REVENUE RESERVE**

	£	£
Balance 1.4.2012		6,255,135

Less:-

Budgeted to be met from Reserves	838,650	
Increase on Original Estimate	159,800	
		998,450

Estimated Balance at 1.4.2013	5,256,685
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Budgeted to be met from Revenue Reserves 2013/14	695,700
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Estimated Balance at 31.3.2014	4,560,985
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**TONBRIDGE AND MALLING BOROUGH COUNCIL**  
**ESTIMATE OF COLLECTION FUND SURPLUS/(DEFICIT) 2012/13 AS AT 15 JANUARY 2013**

	Estimate	
	£	£
<b><u>INCOME</u></b>		
Surplus / (Deficit) Brought Forward		(213,219)
Council Tax		
Income from Council Tax	65,558,172	
Council Tax Benefits	7,111,212	72,669,384
Income in respect of Non-Domestic Rates (Net Rate Yield)		51,709,838
<b>Total Income for the Year</b>		124,166,003
<b><u>EXPENDITURE</u></b>		
Precepts and Demands 2012/13		
Kent County Council	51,610,164	
Kent Police Authority	6,830,916	
Kent & Medway Towns Fire Authority	3,346,991	
Parishes	1,943,031	
Tonbridge and Malling Borough Council	8,713,281	72,444,383
Non-Domestic Rate		
Payment to the National Pool	51,023,963	
Losses in Collection Allowance	517,098	
Cost of Collection Allowance	168,777	51,709,838
Provision for Council Tax Non-Collection		350,333
Payments / (receipts) in respect of estimated surplus / (deficit) for 2011/12		
Kent County Council	0	
Kent Police Authority	0	
Kent & Medway Towns Fire Authority	0	
Tonbridge and Malling Borough Council	0	0
<b>Total Expenditure for the Year</b>		124,504,554
<b>Estimated Surplus/(Deficit) for 2012/13</b>		(338,551)

**ALLOCATION OF ESTIMATED SURPLUS / (DEFICIT) 2012/13**

	Precepts 2012/13		Surplus / (Deficit)
	£	%	£
<b>Kent County Council</b>	51,610,164	71.2411	(241,188)
<b>Kent Police Authority</b>	6,830,916	9.4292	(31,923)
<b>Kent &amp; Medway Towns Fire Authority</b>	3,346,991	4.6201	(15,641)
<b>Tonbridge &amp; Malling Borough Council</b>	10,656,312	14.7096	(49,799)
<b>Total</b>	72,444,383	100.000	(338,551)

**Estimated Comprehensive Income and Expenditure Statement 2012-14**

	2012/13		2013/14
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
<b>Continuing Operations</b>			
Cultural & Related Services	4,587,780	4,744,700	4,835,950
Environmental & Regulatory Services	5,106,180	5,136,840	5,136,520
Planning Services	2,507,200	2,493,150	2,333,650
Highways & Transport Services	(220,000)	(115,300)	(68,500)
Housing Services	1,716,050	1,783,600	1,766,700
Central Services to the Public	1,715,000	1,844,450	1,931,900
Corporate & Democratic Core	2,375,600	2,361,900	2,386,000
Non-Distributed Costs	176,970	416,250	373,700
<b>Net Cost of Services</b>	<b>17,964,780</b>	<b>18,665,590</b>	<b>18,695,920</b>
<b>Other Operating Expenditure</b>			
Parish Council Precepts	1,943,031	1,943,031	1,877,633
Drainage Board Levies	363,800	363,800	373,600
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Payments to Housing Capital Receipts Pool	4,500	4,500	4,500
<b>Financing &amp; Investing Income &amp; Expenditure</b>			
Trading Undertakings	(293,500)	(298,200)	(239,800)
Interest Payable & Similar Charges - Leases	11,220	13,110	7,280
Interest & Investment Income	(302,900)	(336,700)	(268,050)
Pensions Interest Cost	5,162,500	4,834,000	4,815,700
Expected Return on Pension Assets	(4,311,000)	(3,427,000)	(3,414,000)
<b>Taxation &amp; Non-Specific Grant Income</b>			
Council Tax Income	(10,656,312)	(10,656,312)	(9,925,827)
National Non-Domestic Rate Distribution	(4,395,317)	(4,395,317)	(2,010,774)
General Government Grants	(1,309,702)	(1,333,902)	(4,697,632)
<b>(SURPLUS) / DEFICIT ON PROVISION OF SERVICES</b>	<b>4,186,100</b>	<b>5,381,600</b>	<b>5,223,550</b>



**Estimated Extract from**  
**Movement in Reserves Statement 2012-14**

	2012/13				2013/14	
	Original Estimate		Revised Estimate		Original Estimate	
	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £
<b>BALANCE AT 1 APRIL</b>	<b>1,250,000</b>	<b>17,535,418</b>	<b>1,250,000</b>	<b>19,690,817</b>	<b>1,250,000</b>	<b>15,898,467</b>
<b>Comprehensive Income &amp; Expenditure</b>						
Surplus / (Deficit) on Provision of Services	(4,186,100)	0	(5,381,600)	0	(5,223,550)	0
<b>Total Comprehensive Income &amp; Expenditure</b>	<b>(4,186,100)</b>	<b>0</b>	<b>(5,381,600)</b>	<b>0</b>	<b>(5,223,550)</b>	<b>0</b>
<b>Adjustments Between Accounting Basis &amp; Funding Basis Under Regulations</b>						
Depreciation of Non-Current Assets	2,611,380	0	2,633,090	0	2,515,570	0
Net Charges made for Retirement Benefits	109,750	0	1,167,900	0	1,033,550	0
Minimum Revenue Provision	(53,580)	0	(62,490)	0	(34,720)	0
Capital Exp. Charged to the General Fund	(2,160,000)	0	(2,153,750)	0	(1,122,750)	0
Capital Receipts	4,500	0	4,500	0	4,500	0
<b>Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves</b>	<b>(3,674,050)</b>	<b>0</b>	<b>(3,792,350)</b>	<b>0</b>	<b>(2,827,400)</b>	<b>0</b>
<b>Transfers to / from Earmarked Reserves</b>						
Building Repairs Reserve	68,100	(68,100)	(27,700)	27,700	29,100	(29,100)
Earmarked Reserves	428,300	(428,300)	394,600	(394,600)	611,600	(611,600)
Revenue Reserve for Capital Schemes	2,339,000	(2,339,000)	2,427,000	(2,427,000)	1,491,000	(1,491,000)
General Revenue Reserve	838,650	(838,650)	998,450	(998,450)	695,700	(695,700)
<b>Increase / (Decrease) in Year</b>	<b>(0)</b>	<b>(3,674,050)</b>	<b>(0)</b>	<b>(3,792,350)</b>	<b>0</b>	<b>(2,827,400)</b>
<b>BALANCE AT 31 MARCH</b>	<b>1,250,000</b>	<b>13,861,368</b>	<b>1,250,000</b>	<b>15,898,467</b>	<b>1,250,000</b>	<b>13,071,067</b>

**2013/14**

# **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 available on the Council's website.
- 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).
  - 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 2012/13	13.19 million
Government Grant / Business rates 2012/13	4.27 million
Borough Council Band D Charge 2012/13	176.90
Capital Plan 2012/13 to 2017/18 (Gross expenditure)	12.64 million
Fixed Assets at 31 March 2012	54.33 million
Debt Outstanding at 31 March 2012	Nil
Revenue Reserve for Capital Schemes at 31 March 2012	10.15 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 need to borrow to fund its capital expenditure prior to 2018/19.

- 2.3 A Medium Term Financial Strategy (MTFS) was adopted in 2003/04. The MTFS together with the Council's key priorities and the Prudential Code (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 2012/13 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.
- 2.4 The Council's revenue budget is currently underpinned by the receipt of investment interest. In 2012/13 the Council received the 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 four key priorities:
- Provision of affordable housing
  - Tackling homelessness
  - Private sector renewals and energy efficiency
  - Assisting vulnerable households.

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 Provider (RP) partners in accessing resources for new development and other initiatives. Details of the Council's housing investment priorities can be found in its draft Housing Strategy 2013-2016 which is due to be considered by Council in April 2013.

- 2.6 Government support to the Council in terms of Capital funding is mainly focussed on 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 2012/13 the initial DFG allocation of £410,000 was enhanced by a further £75,000 grant award for 2012/13 announced in December 2012.
- 2.7 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.
- 2.8 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 previously been obtained for Tonbridge Castle Gatehouse and the Tonbridge to Penshurst Cycleway through the Interreg initiative.

- 2.9 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.
- 2.10 The reserve is generally topped up annually by a revenue contribution as part of the Council's 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.
- 2.11 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.
- 2.12 The RRCS balance at 31 March 2012 was £10.15m. 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 prior to 2018/19.
- 2.13 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 2012/13 Members agreed the annual limit for new schemes at £350,000 per annum.

### **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 2012/13 adopted by Council on 23 February 2012.
- 3.3 All government support for the Council's capital expenditure in 2012/13 is by way of capital grant. 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 Town Lock scheme in Tonbridge which has received capital grant from the Department for the Environment, Food and Rural Affairs (Defra). It is the Council's intention to try to secure capital grants, wherever possible, for schemes which advance the Council's key priorities. As noted in paragraph 2.6 capital grants will be made available in 2012/13 to support mandatory Disabled Facilities Grants.
- 3.4 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. Another key element of the legislative framework is the duty to secure economy, efficiency and effectiveness in the Council's use of resources. Achieving value for money is addressed in Section 5 of the Strategy as one of the key principles to be applied in capital investment decisions.
- 3.5 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.

## **4 Key Priorities**

- 4.1 During 2012/15 the Council will work with a range of partners and our local communities towards achieving the following key priorities:
- Continued delivery of priority services and a financially viable Council.
  - A clean, smart, well maintained and sustainable Borough.
  - Healthy living opportunities and community well-being.
  - Children and young people who are safe, involved and able to access positive activities.
  - Low levels of crime, anti-social behaviour and fear of crime.
  - A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.
  - Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough.
- 4.2 The [Corporate Performance Plan](#) sets out how we will do this. It justifies and sets out the context for each of our key priorities, and brings together the main ongoing activities, improvements and measures to achieve and assess progress. This requires a collective effort across all of the Council's services. Published in July 2012, our current Corporate Performance Plan will be reviewed each year for the next three years.
- 4.3 The improvement themes set out within our Corporate Performance Plan, together with a range of specific improvement projects and initiatives that underpin them, are cascaded down into section plans across the Council. These section and other plans also cover a range of other priorities, improvements and indicators that are set and managed by individual services.
- 4.4 The Council's key priorities 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.
- 4.5 The Council's capital investment decisions should be in support of its 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 key priorities. No project should proceed to inclusion within the Capital Plan unless it furthers achievement of the Council's key priorities. The Council has a proven track record in planning and delivering capital projects in support of its strategic objectives. For example, the floodlighting of the teenage facilities at Tonbridge Racecourse Sportsground supports the key priority of keeping children and young people safe, involved and able to access positive activities.

## **5 Principles Supporting the Capital Strategy**

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

- 5.2.1 Establishment of a direct relationship with the Council's key 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.
- 5.3 Public Consultation
  - 5.3.1 The use of public consultation is, indirectly, an important part of developing the Capital Plan through its use setting priorities and developing strategies, which may lead to capital projects coming forward.
- 5.4 Other Consultation
  - 5.4.1 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
  - 5.5.1 Partnership initiatives are considered in Section 6 including 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.
- 5.6 Procurement Strategy
  - 5.6.1 Corporate policies on procurement are detailed in the updated [Procurement Strategy](#) approved by Cabinet on 30 March 2011. This strategy seeks to ensure that good procurement practice is applied consistently throughout Tonbridge and Malling Borough Council. It sets out how the Council will address procurement and establishes its importance to the Council and the contribution it can make to improved service delivery.
- 5.7 Support for Regional and National Priorities
  - 5.7.1 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.
- 5.8 Support for Local Priorities
  - 5.8.1 The Borough Council has been consistently investing in its car parks to support the local economy through a phased programme of improvements. As a Flood Risk Management Authority, we will maintain our support for the flood defence schemes being developed for Aylesford, Little Mill and East Peckham.



## 5.9 Availability of External Funding

5.9.1 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. 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 new all-weather pitches with community use at Wrotham School and the Hayesbrook School, Tonbridge (funding included grants from the Football Foundation and other partners to augment the School's and Council's contributions).

5.9.2 The Council's [Local Development Framework Core Strategy](#), adopted by the Council in 2007, supports the Government policy that development should contribute towards the community services and infrastructure that are necessary to support that development. Developer contributions (S106 obligations) 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. However, the Government has quite clearly indicated its perception that the planning system is a 'drag anchor' on the economy. Our local analysis is that nothing that this Council is doing through the use of S106 obligations is holding back development. Indeed, development of key sites continues to progress well despite the current economic environment. Nevertheless, we must be alert to the fact that the Government is actively promoting the notion of reviewing and renegotiating S106 obligations. Funding properly made available from this source has been an important element of the funding of the Council's Capital programme but it has to be recognised that in the years ahead this may not be such a beneficial source of capital resources.

5.9.3 The Council has just embarked on a new Local Plan for the Borough which will set out development policies and proposals until 2013. The funding of community infrastructure will be an important element for the new plan to address.

## 5.10 Use of the Council's Assets

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

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

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

## 5.12 Value for Money

5.12.1 Each year as part of the Annual Governance Report the Council's external auditor will express an opinion on whether the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Those arrangements amongst others will include:

- Planning finances effectively to deliver strategic priorities and secure sound financial health.
- Having a sound understanding of costs and performance and achieving efficiencies in activities.
- Commissioning and buying quality services and supplies that are tailored to local needs and deliver sustainable outcomes and value for money.
- Producing relevant and reliable data and information to support decision making and managing performance.
- Managing assets effectively to help deliver strategic priorities and service needs.

5.12.2 All of the Capital Plan processes from identification and selection of schemes, through implementation to subsequent review of completed schemes can contribute to achieving value for money.

## 5.13 E-Government

5.13.1 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. 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 self service, particularly via the website.

## 5.14 Climate Change / Energy Conservation

5.14.1 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 Kent Climate Local and has 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. 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.

# 6 Partnerships

## 6.1 The Tonbridge and Malling Local Strategic Partnership (LSP)

6.1.1 This 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 [Local Strategic Partnership](#), leaving the West Kent Partnership to focus on issues of concern that were relevant to all three district areas including economic development and transport.

- 6.1.2 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 work focuses on addressing key issues of concern locally such as older people's services, the needs of young people, the local economy, affordable housing and public health issues

## 6.2 West Kent Partnership

- 6.2.1 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 Providers and other Social Housing Providers, Kent Association of Parish Councils, transport providers and representatives of the business community.

- 6.2.2 The Partnership works with other partners in a joined up fashion for the benefit of the local community with a focus on economic development and infrastructure issues. The Partnership has also led a successful bid for Leader funding to support the rural economy. Over the past 4 years, a total of £1.6 million has been invested in the area to support local farming, forestry and rural businesses.

## 6.3 Transportation Partnership

- 6.3.1 The Borough Council has consistently sought to influence the quality of transportation services in its area and the amounts invested in them by the relevant authorities. These authorities include the local highway authority, (Kent County Council), the strategic road network authority (the Highways Agency) and the rail industry.
- 6.3.2 The member-level manifestation of this is the Joint Transportation Board, comprising equal numbers of Borough and County Councillors guiding decision making on local traffic and highway matters. This is supported by joint working at officer level focussing on initiatives such as the Medway Valley Sustainable Transport Strategy (MVSTS). This strategy underpins and provides a framework for over £10m of contributions from various strategic development sites in the north of the Borough to fund elements of the strategy. These include the provision of service enhancements along the A20 corridor to make public transport more attractive and convenient for passengers.
- 6.3.3 A parallel component of the strategy is the planned remodelling of the West Malling Station forecourt to radically improve multi-modal access to the station, including safe pedestrian access to the station building from nearby car parks, bus stops and non-motorised routes; access arrangements and layover space

for buses and taxis; and 'kiss-and-ride' facilities. A partnership team including representatives from KCC, TMBC, Southeastern, Network Rail and local bus companies has been working to promote this project. Detailed design is now underway and construction work is programmed to commence mid-2013.

- 6.3.4 The MVSTS and the schedule of works associated with it represent a complex series of planning obligations and funding 'trigger points' requiring careful 'ring-mastering' to provide the necessary coordination and structure for implementation. The partnership is working to provide this role.
- 6.3.5 The Council has worked with several partners and neighbouring authorities in compiling a 'Rail Manifesto' for submission to Government in the context of the letting of new rail franchise for rail services. The Manifesto sets out clearly the service expectations that the Council has for rail services for the Borough.
- 6.3.6 The Tonbridge Town Centre Transportation Strategy is currently under review by KCC and TMBC officers with an agreed revised list of objectives and approaches.

#### 6.4 Community Regeneration Partnership

- 6.4.1 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.
- 6.4.2 The Council contributes a range of resources in such partnerships, including, where appropriate, capital funding. 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

- 6.5.1 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 2011/12 Strategic Assessment of crime trends. The CSP has recently produced a new [Community Safety Strategy](#) and action plan.
- 6.5.2 The [Valley of Visions Partnership](#) Scheme has involved 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 was awarded a grant of £1.8 million by the Heritage

Lottery Commission towards projects costing £2.5 million; the balance being funded by the partners. Implementation of grant aided projects commenced in 2008/09 and was completed by 2010/11. The Council has made provisions totalling £75,000 over the three years of the scheme.

- 6.5.3 The Tonbridge Central Area Action Plan provides the context for partnership projects to attract private sector investment in the town centre and secure transport and environmental improvements. A key focus is the project to deliver the redevelopment of the Botany Area with a retail-led scheme. This is expected to attract a number of new retailers, enable new community and leisure uses to emerge, add to the economic vitality of the High Street and make a major contribution to the overall regeneration of Tonbridge town centre. The Council is currently in the process of negotiations involving its own land holdings with a view to securing the basis of the development arrangements during the first part of 2013.
- 6.5.4 The Borough Council is promoting an enhancement scheme at Town Lock, as a precursor to the wider town centre initiative embodied in the local Action Plan. This is a partnership scheme with the Environment Agency to deal with an 'eye-sore' area in the heart of the town on the bank of the River Medway and is also supported by funding contributions from developments in the area. The scheme is due for completion in 2013.

## **7 Implementing and Managing the Capital Strategy**

- 7.1 The Council has developed a process for considering and evaluating potential capital schemes as an integral part of its Capital Strategy. This process for selecting schemes is described below.
- 7.2 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.
- 7.3 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 a preliminary cost estimate. As part of the budget setting process for 2011/12 Members agreed a set of criteria to guide the inclusion of new schemes to List C and ultimately the inclusion of schemes on List A. The criteria are: to meet legislative requirements including health and safety obligations; funded from external resources; generate income or reduce revenue expenditure. Justification would need to be provided for any schemes that failed to meet one or more of these criteria in order for them to progress through the capital plan process.
- 7.4 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 and external funding opportunities.
  - Consideration of the time after the end of the project during which the targets and objectives should be reviewed and reported to stakeholders.
- 7.5 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.
- 7.6 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.
- 7.7 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 Overview and Scrutiny 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.
- 7.8 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.

- 7.9 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 Overview and Scrutiny Committee.
- 7.10 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 via monthly reports 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 Members at meetings 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 take place after completion of a project, at a time determined during the evaluation process and are reported to an appropriate Advisory Board. Lessons learnt inform future capital programme decision making and are part of a system of continuous improvement. Monitoring reports are presented annually to the July meeting of the Finance and Property Advisory Board.

December 2012

# **Treasury Management Strategy Statement and Annual Investment Strategy for 2013/14**

## **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 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. In preparing this strategy due regard has also been given to subsequent revisions to the code.

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 2013/14**

1.4.1 The suggested strategy for 2013/14 in respect of the following aspects of the treasury management function is based upon the treasury officers' views on interest rates, supplemented with market forecasts provided by the Council's treasury advisor, 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 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 2013/14 to 2015/16**

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 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 28 December 2012 comprised only investments, which totalled £35.1m (excluding Landsbanki) generating an average return of 0.83%

## **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 2013/14 – 2015/16**

- 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. Sector's expectation for the Bank Rate for the financial year ends (March) is:
- 2012/ 2013 0.50%
  - 2013/ 2014 0.50%
  - 2014/ 2015 0.75%
  - 2015/ 2016 1.75%
- 6.2 The economic recovery in the UK since 2008 has been the worst and slowest recovery in recent history, although the economy returned to positive growth in the third quarter of 2012. Growth prospects are weak and consumer spending, the usual driving force of recovery, is likely to remain under pressure due to consumers focusing on repayment of personal debt, inflation eroding disposable income, general malaise about the economy and employment fears.
- 6.3 The primary drivers of the UK economy are likely to remain external. 40% of UK exports go to the Eurozone so the difficulties in this area are likely to continue to hinder UK growth. The US, the main world economy, faces similar debt problems to the UK, but urgently needs to resolve the fiscal cliff now that the the Presidential elections are out of

the way. The resulting US fiscal tightening and continuing Eurozone problems will depress UK growth and is likely to see the UK deficit reduction plans slip.

- 6.4 This challenging and uncertain economic outlook has several key treasury management implications:
- The Eurozone sovereign debt difficulties provide a clear indication of high counterparty risk. This continues to suggest the use of higher quality counterparties for shorter time periods;
  - Investment returns are likely to remain relatively low during 2013/14 and beyond.
- 6.5 A more detailed view of the current economic background, provided by Sector, is contained in **[Appendix 5]**.

## **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") and subsequent revisions. 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 the 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 three years

and now uses a sophisticated modelling approach with credit ratings from all three rating agencies - Fitch, Moody's and Standard and Poor's 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

7.2.4 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's tend to be more aggressive in giving low ratings than the other two agencies. This approach has the potential to 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.

7.2.5 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 a downgrade of an institution or removal from the Councils lending list.

7.2.6 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 **AA-** as determined **by all three** rating agencies (Fitch, Moody's or Standard and Poor's). 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 (subject to a minimum rating of <b>AA-</b> )	100%
Each non-UK <b>AA-</b> or better rated Sovereign	20%
Group limit excluding UK nationalised / part nationalised Banks	20%
Each counterparty rated Fitch F1, A, bbb-, 1 (green using Sector's credit methodology for in-house use only) or better	20%

Each UK nationalised or part nationalised bank / group of related banks	<b>25%</b>
Each AAA multilateral / supranational bank and as a group	20%
Each bond / gilt / enhanced cash / government liquidity fund rated AAA subject to maximum <b>20%</b> exposure to all such funds	<b>10%</b>
Each money market fund rated Moody's AAAMf, Fitch AAAMmf, Standard & Poor's AAAM	20%
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

### Available funds

7.4.1 Funds available for investment are split between cash flow and core funds. Cash flow funds are generated from the collection of council tax, business rates and other income streams. They are consumed during the financial year to meet payments to precepting authorities and government (NNDR contributions) and to meet service delivery costs (benefit payments, staff salaries and suppliers in general). The consumption of cash flow funds in year places a natural limit on the maximum duration of investments. Core funds comprise monies set aside in the Council's revenue and capital reserves and are generally available to invest for durations in excess of one year. To ensure access to the highest quality names **all Core funds will be managed exclusively by the Council's external fund manager.**

### Internally managed cash flow investments

7.4.2 The average cash flow balance expected to be managed internally during the coming year will be in the region of £10m. Of that figure some £4m is expected to be available for longer than 3 months, which under the Investment Strategy for 2012/13 are placed with the external fund manager. For 2013/14 this is to remain the default action unless the Treasury Management Team determines that a better rate of return

can be achieved without undue added risk from managing those funds internally.

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

7.4.4 The Bank Rate has been unchanged at 0.50% since March 2009. The Bank Rate is not forecast to commence rising until quarter 1 (January to March) of 2015 and then to rise steadily from thereon. Bank Rate forecasts for financial year ends (March) are as follows:

- 2012/ 2013 0.50%
- 2013/ 2014 0.50%
- 2014/ 2015 0.75%
- 2015/ 2016 1.75%

There is downside risk to these forecasts if recovery from the recession proves to be weaker and slower than currently expected in the UK or our major trading partners, Europe and the US.

7.4.5 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.

7.4.6 In compiling the Council's estimates for 2013/14 a return on cash flow investments of 0.90% has been assumed. Given recent falls in bank deposit account rates following the Bank of England's "Funding for Lending" scheme this return will pose a challenging target. Nevertheless, 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 managed core fund investments**

7.4.7 During 2013/14 some £15m 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]**.



7.4.8 Investec's view on interest rates and opportunities for gilts/bonds is as follows:

"The calendar year was a game of two halves with the Eurozone sovereign crisis causing panic in financial markets, only to be replaced by relative calm after governments and central banks provided enough financial aid and support mechanisms. Entering the New Year markets have understandably reacted with relief to the fiscal cliff, but the mini deal will nevertheless impose a fiscal drag on the US economy of about 1.5% of GDP. However, the US recovery has broadened significantly in the last year and become much more sustainable and consequently less vulnerable to external shocks. The Chinese and other emerging markets have been easing economic policies in the last year and recent evidence suggests most are reaccelerating.

Volatility levels are very low at present which implies investors aren't taking out much protection against a fall in stock markets. This probably reflects the fact that central banks are seen as backstopping financial markets and economic activity is looking brighter in places. What does this mean for bond markets? The low point in bond yields – the height of pessimism – was during the summer, since then, bond yields have drifted higher as pessimism has waned. Fiscal austerity and significant structural negatives will contain any growth, but if politicians and central banks are deemed to have done enough to stabilise markets and business and consumer confidence improves, bond yields are likely to rise further to levels that offers better value/protections against economic recovery and ultimately higher official rates, although not expected in 2013.

The UK Bank rate is likely to remain unchanged throughout the year but additional unconventional monetary stimulus can't be ruled out. Weak UK growth may trigger this but a large degree of consideration will come from events elsewhere, particularly the US, which is likely to lead any recovery in developed markets.

The UK 10yr gilt has traded within a 40 basis point range since the Summer (1.60% - 2.00%), the recent breach of 2% suggests a new range between 2.0% - 2.5% in coming months. Investment Strategy: we continue to seek value through the gilt market on a tactical basis and are waiting for yields to settle within the new range before committing".

7.4.9 In recognition of the recent downward move in LIBOR rates the fund manager predicts a gross return of between 0.65% and 1.15% for 2013/14 (average of 0.90%). Based on Sector's expected Bank Rate forecast the Council's budgeted return on externally managed core fund investments assumes a return of 1.25% for 2013/14 and its achievement will be reliant on Investec generating capital profits on gilt trades which may not materialise.

## **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 advisors.
- 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.

TMSS & AIS  
January 2013

## 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

**(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.
- approval of the treasury management outturn report.

**(ii) Cabinet**

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

**(iii) Audit Committee**

- 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 relating to capital expenditure 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 2013/14 report that is to be submitted to Cabinet on 5 February 2013.

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

TREASURY MANAGEMENT INDICATORS	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Revised Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Authorised Limit for external debt :					
borrowing	Nil	5,000	5,000	5,000	5,000
other long term liabilities	Nil	Nil	Nil	Nil	Nil
TOTAL	Nil	5,000	5,000	5,000	5,000
Operational Boundary for external debt:-					
borrowing	Nil	2,000	2,000	2,000	2,000
other long term liabilities	Nil	Nil	Nil	Nil	Nil
TOTAL	Nil	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	Nil	It is anticipated that net exposure will range between 0% to 60%			
Upper limit for variable rate exposure < 1 year at year end	23,694 (90.4%)	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	1,528 (5.8%)	60% of core funds			

Maturity structure of fixed rate borrowing during 2013/14	upper limit	lower limit
under 12 months	100 %	0 %
Over 12 months	0 %	0 %

## Appendix 4

## Interest Rate Forecasts (November 2012)

Sector's Interest Rate View															
	Now	Dec-12	Mar-13	Jun-13	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16
Sector's Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%
3 Month LIBID	0.40%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.60%	0.60%	0.70%	0.80%	1.10%	1.40%	1.70%	1.90%
6 Month LIBID	0.56%	0.70%	0.70%	0.70%	0.70%	0.70%	0.70%	0.80%	0.90%	1.00%	1.10%	1.30%	1.60%	1.90%	2.20%
12 Month LIBID	0.92%	1.00%	1.00%	1.00%	1.00%	1.00%	1.10%	1.10%	1.20%	1.30%	1.30%	1.50%	1.80%	2.10%	2.40%
5yr PWLB Rate	1.66%	1.50%	1.50%	1.50%	1.60%	1.60%	1.70%	1.70%	1.80%	2.00%	2.20%	2.30%	2.50%	2.70%	2.90%
10yr PWLB Rate	2.64%	2.50%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	3.00%	3.20%	3.30%	3.50%	3.70%	3.90%
25yr PWLB Rate	3.88%	3.70%	3.80%	3.80%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.30%	4.40%	4.60%	4.80%	5.00%
50yr PWLB Rate	4.04%	3.90%	4.00%	4.00%	4.00%	4.00%	4.10%	4.10%	4.20%	4.30%	4.50%	4.60%	4.80%	5.00%	5.20%
Bank Rate															
Sector's View	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%
UBS	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
Capital Economics	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	-	-	-	-	-
5yr PWLB Rate															
Sector's View	1.66%	1.50%	1.50%	1.50%	1.60%	1.60%	1.70%	1.70%	1.80%	2.00%	2.20%	2.30%	2.50%	2.70%	2.90%
UBS	1.66%	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	1.66%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%	1.30%	1.50%	1.60%	-	-	-	-	-
10yr PWLB Rate															
Sector's View	2.64%	2.50%	2.50%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	3.00%	3.20%	3.30%	3.50%	3.70%	3.90%
UBS	2.64%	2.80%	3.00%	3.10%	3.20%	3.40%	3.50%	3.60%	3.70%	3.80%	-	-	-	-	-
Capital Economics	2.64%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	-	-	-	-	-
25yr PWLB Rate															
Sector's View	3.88%	3.70%	3.80%	3.80%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.30%	4.40%	4.60%	4.80%	5.00%
UBS	3.88%	4.00%	4.20%	4.30%	4.40%	4.50%	4.50%	4.50%	4.50%	4.50%	-	-	-	-	-
Capital Economics	3.88%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	-	-	-	-	-
50yr PWLB Rate															
Sector's View	4.04%	3.90%	4.00%	4.00%	4.00%	4.00%	4.10%	4.10%	4.20%	4.30%	4.50%	4.60%	4.80%	5.00%	5.20%
UBS	4.04%	4.10%	4.30%	4.40%	4.50%	4.60%	4.60%	4.60%	4.60%	4.60%	-	-	-	-	-
Capital Economics	4.04%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	3.80%	-	-	-	-	-

## 1 Global economy

The Eurozone debt crisis has continued to cast a pall over the world economy and has depressed growth in most countries. This has impacted the UK economy which is unlikely to grow significantly in 2012 and is creating a major headwind for recovery in 2013. Quarter 2 of 2012 was the third quarter of contraction in the economy; this recession is the worst and slowest recovery of any of the five recessions since 1930. A return to growth @ 1% in quarter 3 in unlikely to prove anything more than a washing out of the dip in the previous quarter before a return to weak, or even negative, growth in quarter 4.

The **Eurozone sovereign debt crisis** has abated somewhat following the ECB's pledge to buy unlimited amounts of bonds of countries which ask for a bailout. The immediate target for this statement was Spain which continues to delay making such a request and so surrendering its national sovereignty to IMF supervision. However, the situation in Greece is heading towards a crunch point as the Eurozone imminently faces up to having to relax the time frame for Greece reducing its total debt level below 120% of GDP and providing yet more financial support to enable it to do that. Many commentators still view a Greek exit from the Euro as inevitable as total debt now looks likely to reach 190% of GDP i.e. unsustainably high. The question remains as to how much damage a Greek exit would do and whether contagion would spread to cause Portugal and Ireland to also leave the Euro, though the longer a Greek exit is delayed, the less are likely to be the repercussions beyond Greece on other countries and on EU banks.

Sentiment in financial markets has improved considerably since this ECB action and recent Eurozone renewed commitment to support Greece and to keep the Eurozone intact. However, the foundations to this "solution" to the Eurozone debt crisis are still weak and events could easily conspire to put this into reverse.

**The US economy** has only been able to manage weak growth in 2012 despite huge efforts by the Federal Reserve to stimulate the economy by liberal amounts of quantitative easing (QE) combined with a commitment to a continuation of ultra low interest rates into 2015. Unemployment levels have been slowly reducing but against a background of a fall in the numbers of those available for work. The fiscal cliff facing the President at the start of 2013 has been a major dampener discouraging business from spending on investment and



increasing employment more significantly in case there is a sharp contraction in the economy in the pipeline. However, the housing market does look as if it has, at long last, reached the bottom and house prices are now on the up.

Hopes for a broad based recovery have, therefore, focused on the **emerging markets**. However, there are increasing concerns over flashing warning signs in various parts of the Chinese economy that indicate it may be heading for a hard landing rather than a gradual slow down.

## **2 The UK economy**

The Government's austerity measures, aimed at getting the public sector deficit into order over the next four years, now look as if they will fail to achieve their objectives within the original planned timeframe. Achieving this target is dependent on the UK economy growing at a reasonable pace but recession in the Eurozone, our biggest trading partner, has depressed growth whilst tax receipts have not kept pace with additional welfare benefit payments. It will be important for the Government to retain investor confidence in UK gilts so there is little room for it to change course other than to move back the timeframe.

Currently, the UK is enjoying a major financial benefit from some of the lowest sovereign borrowing costs in the world as the UK is seen as a safe haven from Eurozone debt. There is, though, little evidence that consumer confidence levels are recovering nor that the manufacturing sector is picking up. On the positive side, growth in the services sector has rebounded in Q3 and banks have made huge progress since 2008 in shrinking their balance sheets to more manageable levels and also in reducing their dependency on wholesale funding. However, availability of credit remains tight in the economy and the Funding for Lending scheme, which started in August 2012, has not yet had the time to make a significant impact. Finally, the housing market remains tepid and the outlook is for house prices to be little changed for a prolonged period.

**Economic Growth.** Economic growth has basically flat lined since the election of 2010 and, worryingly, the economic forecasts for 2012 and beyond were revised substantially lower in the Bank of England Inflation quarterly report for August 2012 and were then further lowered in the November Report. Quantitative Easing (QE) was increased again by £50bn in July 2012 to a total of £375bn. Many forecasters are expecting the MPC to vote for a further round of QE to stimulate

economic activity regardless of any near-term optimism. The announcement in November 2012 that £35bn will be transferred from the Bank of England's Asset Purchase Facility to the Treasury (representing coupon payments to the Bank by the Treasury on gilts held by the Bank) is also effectively a further addition of QE.

**Unemployment.** The Government's austerity strategy has resulted in a substantial reduction in employment in the public sector. Despite this, total employment has increased to the highest level for four years as over one million jobs have been created in the private sector in the last two years.

**Inflation and Bank Rate.** Inflation has fallen sharply during 2012 from a peak of 5.2% in September 2011 to 2.2% in September 2012. However, inflation increased back to 2.7% in October though it is expected to fall back to reach the 2% target level within the two year horizon.

**AAA rating.** The UK continues to enjoy an AAA sovereign rating. However, the credit rating agencies will be carefully monitoring the rate of growth in the economy as a disappointing performance in that area could lead to a major derailment of the plans to contain the growth in the total amount of Government debt over the next few years.

### **3 Sector's forward view**

Economic forecasting remains difficult with so many external influences weighing on the UK. There does, however, appear to be consensus among analysts that the economy remains relatively fragile and whilst there is still a broad range of views as to potential performance, expectations have all been downgraded during 2012. Key areas of uncertainty include:

- the potential for the Eurozone to withdraw support for Greece at some point if the costs of such support escalate to the point where they become prohibitive, so causing a worsening of the Eurozone debt crisis and heightened risk of the breakdown of the bloc or even of the currency itself;
- inter government agreement on how to deal with the overall Eurozone debt crisis could fragment; the impact of the Eurozone crisis on financial markets and the banking sector;
- the impact of the Government's austerity plan on confidence and growth and the need to rebalance the economy from services to manufactured goods;

- the under-performance of the UK economy which could undermine the Government's policies that have been based upon levels of growth that are unlikely to be achieved;
- the risk of the UK's main trading partners, in particular the EU and US, falling into recession;
- stimulus packages failing to stimulate growth;
- elections due in Germany in 2013;
- potential for protectionism i.e. an escalation of the currency war / trade dispute between the US and China;
- the potential for action to curtail the Iranian nuclear programme;
- the situation in Syria deteriorating and impacting other countries in the Middle East.

The focus of so many consumers, corporates and banks on reducing their borrowings, rather than spending, will continue to act as a major headwind to a return to robust growth in western economies.

Given the weak outlook for economic growth, Sector sees the prospects for any changes in Bank Rate before 2015 as very limited. There is potential for the start of Bank Rate increases to be even further delayed if growth disappoints.

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. The interest rate forecast in this report represents a balance of downside and upside risks. The downside risks have already been commented on. However, there are specific identifiable upside risks as follows to PWLB rates and gilt yields, and especially to longer term rates and yields: -

- UK inflation being significantly higher than in the wider EU and US causing an increase in the inflation premium in gilt yields;
- Reversal of QE; this could initially be allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held;
- Reversal of Sterling's safe haven status on an improvement in financial stresses in the Eurozone;

- Investors reverse de-risking by moving money from government bonds into shares in anticipation of a return to worldwide economic growth;
- The possibility of a UK credit rating downgrade (Moody's has stated that it will review the UK's AAA rating at the start of 2013).

## 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.

Sterling denominated.

**Specified Investments** (maturities up to maximum of 1 year):

Investment	Minimum Credit Criteria	Use
UK Debt Management Agency Deposit Facility	UK Sovereign <b>AA-</b>	In-house
Term deposits - UK local authorities	UK Sovereign <b>AA-</b>	In-house
Term deposits - UK nationalised and part nationalised banks	UK Sovereign <b>AA-</b>	In house and Fund Manager
Term deposits - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sovereign <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In house and Fund Manager
Certificates of deposit - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign <b>AA-</b>	In house and Fund Manager
Certificates of deposit - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sovereign <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In house and Fund Manager
UK Treasury Bills	UK Sovereign <b>AA-</b>	In house and Fund Manager
UK Government Gilts	UK Sovereign <b>AA-</b>	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

<b>Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):</b>		
1. Money Market Funds	Moody's AAAMf, Fitch AAAMmf, Standard and Poor's AAAM	In-house and Fund Manager
2. Government Liquidity Funds	AAA	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):

<b>Investment</b>	<b>Minimum Credit Criteria</b>	<b>Use</b>	<b>Max duration to maturity</b>
Fixed term deposits with variable rate and variable maturities (structured deposits) - UK nationalised and part nationalised banks	UK Sovereign <b>AA-</b>	In-house	2 years
Fixed term deposits with variable rate and variable maturities (structured deposits) - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sov'n <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In-house	2 years
Term deposits - local authorities	UK Sovereign <b>AA-</b>	In-house	2 years
Term deposits - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign <b>AA-</b>	In-house	2 years
Term deposits - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sov'n <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In-house	2 years

Certificates of deposit - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign <b>AA-</b>	In-house and Fund Mgr	2 years
Certificates of deposit - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sov'n <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In-house and Fund Mgr	2 years
Commercial paper - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign <b>AA-</b>	In-house and Fund Mgr	2 years
Commercial paper - banks and building societies	UK Sovereign <b>AA-</b> Non-UK Sov'n <b>AA-</b> Counterparty A, F1, bbb-, 1 or Green if in-house	In-house and Fund Mgr	2 years
Floating rate notes issued by multilateral development banks	AAA	Fund Mgr	5 years
Bonds issued by multilateral development banks	AAA	Fund Mgr	5 years
Sovereign bond issues (other than the UK Government)	AAA	Fund Mgr	5 years
UK Government Gilts	UK Sovereign <b>AA-</b>	In-house and Fund Mgr	Max of 25% 5 years
UK Government Gilts	UK Sovereign <b>AA-</b>	In-house and Fund Mgr	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 sovereign rated as a minimum **AA-** **by each** of the three rating agencies (Fitch, Moody's and Standard and Poor's).

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

As of 28 December 2012 sovereigns meeting the above requirement were:

AAA	Australia
	Canada
	Denmark
	Finland
	Germany
	Luxembourg
	Netherlands
	Norway
	Singapore
	Sweden
	Switzerland
	UK
AA+	France
	Hong Kong
	USA
AA	UAE
	Qatar
AA-	Belgium
	Japan
	Saudi Arabia





# Tonbridge & Malling Borough Council



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## Council budgets



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We prepare a detailed budget of the costs of running the Council every year.

The budget is very complex; we take into account not just running costs, but also longer term finances, our investment strategy, the capital programme and changes to the way the government finances us.

The budget is an important step in calculating the council tax bills for each household.

### Current budget

The current budget is for the year ending 31 March 2014. It was agreed by a full meeting of the Council held on 14 February 2013. It includes the Budget Statement which introduces and explains the context for the budget. It also includes the Medium Term Financial Strategy which shows financial projections beyond the current budget year.

[Download the Budget for 2013-14](#)

The Capital strategy documents the principles that underpin the Council's longer-term capital expenditure plans and provide context for the programme of investments listed in the budget.

[Download the Capital strategy](#)

Income from investments provides a significant source of revenue for the Council. The strategy statement governs our approach to investments.

[Download the Treasury Management and Investment Strategy](#)

### Summary

#### Revenue budget for the year ending 31 March 2014

This table shows a summary of our budgeted income and expenditure per service or department, followed by income and expenditure unrelated to services. The table shows how the budgeted costs of the council affect the council tax charge.

Service	2012/2013			2013/2014		
	Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000
Cultural and Related Services	9,416	(4,828)	4,588	10,426	(5,590)	4,836
Environmental Services	6,593	(1,476)	5,117	6,760	(1,556)	5,204
Planning Services	3,354	(846)	2,508	3,256	(922)	2,334
Highways, roads & transport	2,428	(2,648)	(220)	2,452	(2,520)	(68)
Housing	35,560	(33,844)	1,716	34,651	(32,884)	1,767
Central services to the public	10,048	(8,333)	1,715	2,963	(1,032)	1,931

Corporate & democratic core	2,379	(4)	2,375	2,391	(5)	2,386
Non-distributed costs	570	(394)	176	695	(382)	313
<b>Net Expenditure</b>	70,348	(52,373)	17,975	63,594	(44,891)	18,703
Other Operating Expenditure			369			379
Financing & Investing Income & Exp			(596)			(508)
Pension accounting Adjustments			742			368
Expenditure funded from capital reserve			2,160			1,122
Depreciation & other capital adjustments			(2,558)			(2,481)
Use of Balances & Reserves			(3,674)			(2,827)
Collection Fund Deficit			0			50
Government Grant Income and Expenditure			(5,705)			(6,708)
<b>Council Tax Requirement</b>			8,713			8,098
<b>Band D Council Tax</b>			£176.90			£180.26

## Source and distribution of funds for the year ending 31 March 2014

This table shows how we are budgeting to finance all of our expenditure

Source of funds	£000
Specific Grants	32,724
Business Rate Collection on behalf of Government	19,395
Interest, Fees & Charges, Rent etc	12,762
Council Tax	8,098
Government Grant	6,708
Contributions from Reserves	3,752
<b>Total</b>	<b>83,439</b>

Distribution of Funds	£000
Community Safety	205
Financial Arrangements with Parish Councils	228
Local Land Charges	277
Sports Grounds	473
General Leisure Services	640
Golf Course	683
Council Tax & NNDR Collection Costs	922
Amenity Cleansing	1,421
Environmental Health Services	1,455
Pleasure Grounds & Open Spaces	1,699
Housing	1,956
Corporate Management & Democratic Representation	2,193
Car Parking & Transportation	2,282
Other Services	2,676
Planning & Building Control	3,046
Refuse Collection & Recycling	3,188
Leisure Centres	6,902
Council Tax Benefits and Housing Benefits	33,348
<b>Gross expenditure on Services including depreciation</b>	<b>63,594</b>
Less depreciation	(2,481)
<b>Gross expenditure on Services excluding depreciation</b>	<b>61,113</b>
Collection fund deficit	50
Trading Undertakings	87

Pension Accounting Adjustments	368
Levies and Payments to Other Government Bodies	379
Contributions to Reserves	925
Expenditure on non-current assets funded from the Capital Reserve	1,122
Business Rate Collection Payable to Government	19,395
<b>Total</b>	<b>83,439</b>

## Capital budget for the year ending 31 March 2014

This table shows our budgeted programme of capital investments and how they are to be financed.

Source of funds	£000
Capital Receipts	1
Grants & Contributions	1,023
Revenue reserve for capital schemes	1,941
<b>Total</b>	<b>2,965</b>

Capital Expenditure	Amount
Information technology initiatives	30
Transportation	40
Land drainage	44
Environmental strategy	52
Refuse collection	52
Other schemes	69
Leisure centres & golf course	75
Car parking	85
Sports grounds & open spaces	203
Capital renewals	715
Environmental Improvements	842
<b>Sub-total</b>	<b>2,207</b>
Housing renovation & other grants	758
<b>Total</b>	<b>2,965</b>

## Historic budgets

Budgets for previous years are available for download.

- [Budget for 2012-13](#) PDF
- [Budget for 2011-12](#) PDF
- [Budget for 2010-11](#) PDF
- [Budget for 2009-10](#) PDF
- [Budget for 2008-09](#) PDF

## Contact Financial Services

Contact Financial services if you require a budget book not listed.

Email: [financial.services@tmhc.gov.uk](mailto:financial.services@tmhc.gov.uk)

Phone : 01732 876095

SMS text message : 07781 482959.

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<b>2012/2013</b>				<b>2013/2014</b>		
<b>Council Tax £'000</b>	<b>Band D £</b>	<b>%</b>		<b>Council Tax £'000</b>	<b>Band D £</b>	<b>%</b>
8,713	176.90	12	<b>Borough Council</b>	8,098	180.26	12.2
51,610	1047.78	71.2	<b>Kent County Council</b>	47,071	1047.78	70.8
6,831	138.68	9.5	<b>Kent Police</b>	6,355	141.47	9.6
3,347	67.95	4.6	<b>Kent &amp; Medway Fire &amp; Rescue Authority</b>	3,052	67.95	4.6
1,943	39.44	2.7	<b>Parish Council (average)</b>	1,878	41.79	2.8
<b>72,444</b>	<b>1470.75</b>	<b>100</b>	<b>Total</b>	<b>66,454</b>	<b>1479.25</b>	<b>100</b>

# Tonbridge & Malling Borough Council - Council Tax Set for the year starting 1 April 2013

Part of the Council's Area	Valuation Bands							
	A	B	C	D	E	F	G	H
Tonbridge	£958.30	£1,118.02	£1,277.74	£1,437.46	£1,756.90	£2,076.34	£2,395.76	£2,874.92
Addington	£991.27	£1,156.48	£1,321.70	£1,486.91	£1,817.34	£2,147.76	£2,478.18	£2,973.82
Aylesford	£987.58	£1,152.17	£1,316.77	£1,481.37	£1,810.57	£2,139.76	£2,468.95	£2,962.74
Birling	£982.06	£1,145.74	£1,309.42	£1,473.10	£1,800.46	£2,127.82	£2,455.16	£2,946.20
Borough Green	£1,023.07	£1,193.58	£1,364.10	£1,534.61	£1,875.64	£2,216.66	£2,557.68	£3,069.22
Burham	£986.83	£1,151.30	£1,315.78	£1,480.25	£1,809.20	£2,138.14	£2,467.08	£2,960.50
Ditton	£1,034.30	£1,206.69	£1,379.07	£1,551.46	£1,896.23	£2,241.00	£2,585.76	£3,102.92
East Malling & Larkfield	£988.31	£1,153.03	£1,317.75	£1,482.47	£1,811.91	£2,141.35	£2,470.78	£2,964.94
East Peckham	£1,016.01	£1,185.35	£1,354.68	£1,524.02	£1,862.69	£2,201.37	£2,540.03	£3,048.04
Hadlow	£992.62	£1,158.05	£1,323.49	£1,488.93	£1,819.81	£2,150.68	£2,481.55	£2,977.86
Hildenborough	£967.46	£1,128.70	£1,289.95	£1,451.19	£1,773.68	£2,096.17	£2,418.65	£2,902.38
Ightham	£1,016.88	£1,186.37	£1,355.85	£1,525.33	£1,864.29	£2,203.26	£2,542.21	£3,050.66
Kings Hill	£989.02	£1,153.85	£1,318.69	£1,483.53	£1,813.21	£2,142.88	£2,472.55	£2,967.06
Leybourne	£1,006.42	£1,174.15	£1,341.89	£1,509.63	£1,845.11	£2,180.58	£2,516.05	£3,019.26
Mereworth	£976.40	£1,139.14	£1,301.87	£1,464.61	£1,790.08	£2,115.55	£2,441.01	£2,929.22
Offham	£987.24	£1,151.79	£1,316.33	£1,480.87	£1,809.95	£2,139.04	£2,468.11	£2,961.74
Platt	£997.31	£1,163.53	£1,329.75	£1,495.97	£1,828.41	£2,160.85	£2,493.28	£2,991.94
Plaxtol	£983.66	£1,147.61	£1,311.55	£1,475.50	£1,803.39	£2,131.28	£2,459.16	£2,951.00
Ryarsh	£995.21	£1,161.08	£1,326.95	£1,492.82	£1,824.56	£2,156.30	£2,488.03	£2,985.64
Shipbourne	£981.28	£1,144.83	£1,308.38	£1,471.93	£1,799.03	£2,126.13	£2,453.21	£2,943.86
Snodland	£1,003.16	£1,170.36	£1,337.55	£1,504.75	£1,839.14	£2,173.53	£2,507.91	£3,009.50
Stansted	£1,003.70	£1,170.98	£1,338.27	£1,505.55	£1,840.12	£2,174.69	£2,509.25	£3,011.10
Trottiscliffe	£983.42	£1,147.33	£1,311.23	£1,475.14	£1,802.95	£2,130.76	£2,458.56	£2,950.28
Wateringbury	£1,008.02	£1,176.03	£1,344.03	£1,512.04	£1,848.05	£2,184.06	£2,520.06	£3,024.08
West Malling	£1,002.09	£1,169.11	£1,336.12	£1,503.14	£1,837.17	£2,171.21	£2,505.23	£3,006.28
West Peckham	£970.04	£1,131.71	£1,293.39	£1,455.06	£1,778.41	£2,101.76	£2,425.10	£2,910.12
Wouldham	£994.98	£1,160.82	£1,326.65	£1,492.48	£1,824.14	£2,155.81	£2,487.46	£2,984.96
Wrotham	£1,006.43	£1,174.17	£1,341.91	£1,509.65	£1,845.13	£2,180.61	£2,516.08	£3,019.30

## Parish council precepts (more than £140,000)

The following tables show summarised information for those Parish Councils that have set a precept of more than £140,000.

Aylesford Parish Council	2012/13		2013/14	
	Gross	Net	Gross	Net
	£	£	£	£
Recreation and amenities	63,450	41,556	54,600	34,465
Burial grounds	18,183	4,823	18,073	4,823
Footways and lighting	26,850	23,675	25,300	22,503
Policy and resources	167,800	86,972	170,450	78,302
Other council costs	24,150	24,150	26,000	26,000
<b>Total</b>	<b>300,433</b>	<b>181,176</b>	<b>294,423</b>	<b>166,093</b>
<b>Council tax at Band D</b>	<b>£43.70</b>		<b>£43.91</b>	

Ditton Parish Council	2012/13		2013/14	
	Gross	Net	Gross	Net
	£	£	£	£
Open spaces, recreation and amenities	106,246	88,800	120,051	103,016
Community centre and bars	282,110	20,979	295,416	8,683
Other running costs	118,568	99,373	113,620	78,231
<b>Total</b>	<b>506,924</b>	<b>209,152</b>	<b>529,087</b>	<b>189,930</b>
<b>Council tax at Band D</b>	<b>£114.00</b>		<b>£114.00</b>	

East Malling & Larkfield Parish Council	2012/13		2013/14	
	Gross	Net	Gross	Net
	£	£	£	£
Amenities	22,340	18,650	26,540	23,842
Allotments and open spaces	38,200	31,153	39,340	32,738
Village halls	133,322	75,322	137,922	79,922
Other running costs	158,600	106,594	153,550	71,925
<b>Total</b>	<b>352,462</b>	<b>231,719</b>	<b>357,352</b>	<b>208,427</b>
<b>Council tax at Band D</b>	<b>£43.90</b>		<b>£45.01</b>	

Kings Hill Parish Council	2012/13		2013/14	
	Gross	Net	Gross	Net
	£	£	£	£
Amenities and planning	128,206	6,476	60,712	17,645
Sports and recreation	133,123	22,944	143,098	4,250
Community centre	169,645	0	130,332	450
Other running costs	192,893	124,730	178,086	136,383
<b>Total</b>	<b>623,867</b>	<b>154,150</b>	<b>512,228</b>	<b>158,728</b>
<b>Council tax at Band D</b>	<b>£43.87</b>		<b>£46.07</b>	

Snodland Town Council	2012/13		2013/14	
	Gross	Net	Gross	Net
	£	£	£	£
Open spaces	67,601	42,601	71,850	48,600
Village halls	13,400	3,900	15,200	7,700
Cemeteries and churchyards	24,450	(14,192)	18,900	(18,124)
Street lighting	16,500	13,759	19,500	17,086
Other running costs	228,251	198,908	224,190	158,181
<b>Total</b>	<b>350,202</b>	<b>244,976</b>	<b>349,640</b>	<b>213,443</b>
<b>Council tax at Band D</b>	<b>£66.29</b>		<b>£67.29</b>	

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



# Council budgets

We prepare a detailed budget of the costs of running the Council every year.

The budget is very complex; we take into account not just running costs, but also longer term finances, our investment strategy, the capital programme and changes to the way the government finances us.

The budget is an important step in calculating the council tax bills for each household.

## Current budget

The current budget is for the year ending 31 March 2014. It was agreed by a full meeting of the Council held on 14 February 2013. It includes the Budget Statement which introduces and explains the context for the budget. It also includes the Medium Term Financial Strategy which shows financial projections beyond the current budget year.

The Capital strategy documents the principles that underpin the Council's longer-term capital expenditure plans and provide context for the programme of investments listed in the budget.

Income from investments provides a significant source of revenue for the Council. The strategy statement governs our approach to investments.

## Summary

### Revenue budget for the year ending 31 March 2014

This table shows a summary of our budgeted income and expenditure per service or department, followed by income and expenditure unrelated to services. The table shows how the budgeted costs of the council affect the council tax charge.

Service	2012/2013			2013/2014		
	Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000
Cultural and Related Services	9,416	(4,828)	4,588	10,426	(5,590)	4,836
Environmental Services	6,593	(1,476)	5,117	6,760	(1,556)	5,204
Planning Services	3,354	(846)	2,508	3,256	(922)	2,334
Highways, roads & transport	2,428	(2,648)	(220)	2,452	(2,520)	(68)
Housing	35,560	(33,844)	1,716	34,651	(32,884)	1,767
Central services to the public	10,048	(8,333)	1,715	2,963	(1,032)	1,931
Corporate & democratic core	2,379	(4)	2,375	2,391	(5)	2,386
Non-distributed costs	570	(394)	176	695	(382)	313
<b>Net Expenditure</b>	<b>70,348</b>	<b>(52,373)</b>	<b>17,975</b>	<b>63,594</b>	<b>(44,891)</b>	<b>18,703</b>
Other Operating Expenditure			369			379
Financing & Investing Income & Exp			(596)			(508)
Pension accounting Adjustments			742			368
Expenditure funded from capital reserve			2,160			1,122
Depreciation & other capital adjustments			(2,558)			(2,481)
Use of Balances & Reserves			(3,674)			(2,827)
Collection Fund Deficit			0			50
Government Grant Income and Expenditure			(5,705)			(6,708)
<b>Council Tax Requirement</b>			<b>8,713</b>			<b>8,098</b>
<b>Band D Council Tax</b>			<b>£176.90</b>			<b>£180.26</b>



## Source and distribution of funds for the year ending 31 March 2014

This table shows how we are budgeting to finance all of our expenditure

Source of funds	£000
Specific Grants	32,724
Business Rate Collection on behalf of Government	19,395
Interest, Fees & Charges, Rent etc	12,762
Council Tax	8,098
Government Grant	6,708
Contributions from Reserves	3,752
<b>Total</b>	<b>83,439</b>

Distribution of Funds	£000
Community Safety	205
Financial Arrangements with Parish Councils	228
Local Land Charges	277
Sports Grounds	473
General Leisure Services	640
Golf Course	683
Council Tax & NNDR Collection Costs	922
Amenity Cleansing	1,421
Environmental Health Services	1,455
Pleasure Grounds & Open Spaces	1,699
Housing	1,956
Corporate Management & Democratic Representation	2,193
Car Parking & Transportation	2,282
Other Services	2,676
Planning & Building Control	3,046
Refuse Collection & Recycling	3,188
Leisure Centres	6,902
Council Tax Benefits and Housing Benefits	33,348
<b>Gross expenditure on Services including depreciation</b>	<b>63,594</b>
Less depreciation	(2,481)
<b>Gross expenditure on Services excluding depreciation</b>	<b>61,113</b>
Collection fund deficit	50
Trading Undertakings	87
Pension Accounting Adjustments	368
Levies and Payments to Other Government Bodies	379
Contributions to Reserves	925
Expenditure on non-current assets funded from the Capital Reserve	1,122
Business Rate Collection Payed to Government	19,395
<b>Total</b>	<b>83,439</b>

## Capital budget for the year ending 31 March 2014

This table shows our budgeted programme of capital investments and how they are to be financed.

Source of funds	£000
Capital Receipts	1
Grants & Contributions	1,023
Revenue reserve for capital schemes	1,941
<b>Total</b>	<b>2,965</b>

Capital Expenditure	Amount
Information technology initiatives	30
Transportation	40
Land drainage	44
Environmental strategy	52
Refuse collection	52
Other schemes	69
Leisure centres & golf course	75
Car parking	85
Sports grounds & open spaces	203
Capital renewals	715
Environmental Improvements	842
<b>Sub-total</b>	<b>2,207</b>
Housing renovation & other grants	758
<b>Total</b>	<b>2,965</b>