



EXECUTIVE SERVICES

Chief Executive

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NB - This agenda contains proposals, recommendations and options. These do not represent Council policy or decisions until they have received proper consideration through the full decision making process.

Contact: Committee Services
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27 January 2014

To: MEMBERS OF THE CABINET
(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Cabinet to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Tuesday, 4th February, 2014 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

Members are requested to bring their copies of the Overview and Scrutiny Committee papers

A G E N D A

PART 1 - PUBLIC

1. Apologies for absence
2. Declarations of interest
3. Minutes

To confirm as a correct record the Minutes of the meeting of the Cabinet held on Wednesday, 9 October 2013

4. Matters referred from Advisory Boards 7 - 62

The notes of meetings of Advisory Boards are attached, any recommendations identified by an arrow being for determination by the Cabinet. Notices relating to any decisions already taken by Cabinet Members under the arrangements for delegated decision making are annexed to the notes.

5. Matters referred from Advisory Panels and Other Groups 63 - 84

The minutes of meetings of Advisory Panels and Other Groups are attached, any recommendations being identified by an arrow.

Matters for Recommendation to the Council

6. Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15 85 - 124

7. Setting the Budget for 2014/15 125 - 132

8. Setting the Council Tax for 2014/15 To Follow

This report will take the Cabinet through the process of setting the Council Tax for 2014/15. As the process follows on from "Setting the Budget for 2014/15", a report will be circulated in advance of the meeting once the preceding report has also been finalised.

9. Update of Anti Fraud Policies 133 - 136

10. Response to Draft High Weald and Kent Downs AONB Draft Management Plans and Adoption of Final Plans

Item PE 13/028 referred from Planning and Transportation Advisory Board of 19 November 2013

11. Revenue Estimates 2014/15 137 - 270

Item FIP 14/003 referred from Finance, Innovation and Property Advisory Board minutes of 8 January 2014

12. Capital Plan Review 271 - 352

Item FIP 14/004 referred from Finance, Innovation and Property Advisory Board minutes of 8 January 2014

Executive Key Decisions

13. Review of Environmental Health Services Fees and Charges

Item LEM 13/052 referred from Local Environmental Management Advisory Board minutes of 26 November 2013

14. Leisure Facilities - Establishment of New Trust 353 - 362

Item LAA 13/048 referred from Leisure and Arts Advisory Board minutes of 9 December 2013

15. Leisure Services - Review of Charges 2014/15 363 - 394

Item LAA 13/049 referred from Leisure and Arts Advisory Board minutes of 9 December 2013

16. Review of Fees and Charges 2014/15 395 - 400

Item FIP 14/006 referred from Finance, Innovation and Property Advisory Board minutes of 8 January 2014

17. Review of Fees for Street Naming and Numbering Services 401 - 410

Item FIP 14/007 referred from Finance, Innovation and Property Advisory Board minutes of 8 January 2014

18. Building Regulations Fees 411 - 418

Item PE 14/002 referred from Planning and Transportation Advisory Board minutes of 20 January 2014

19. Car Parking Fees, Charges and Operations 419 - 432

Item PE 14/003 referred from Planning and Transportation Advisory Board minutes of 20 January 2014

Executive Non-Key Decisions

20. Overview and Scrutiny Review of Concessionary Fees and Charges for Benefits Claimants 433 - 438

21. Overview and Scrutiny Review of Disabled Facilities Grant Contributions and Housing Assistance Funding 439 - 442

22. Recent Flooding Emergency 443 - 466

23. West Kent Clinical Commissioning Group Health and Wellbeing Board

Item CH 13/014 referred from Communities and Health Advisory Board minutes of 18 November 2013

Matters submitted for Information

24. Local Indicators 2013/14 467 - 472

25. Urgent Items

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

Matters for consideration in Private

26. Exclusion of Press and Public

The Chairman to move that the press and public be excluded from the remainder of the meeting during consideration of any items the publication of which would disclose exempt information.

PART 2 - PRIVATE

27. Urgent Items

Any other items which the Chairman decides are urgent due to special circumstances and of which notice has been given to the Chief Executive.

MEMBERSHIP

Councillor N J Heslop, (Leader)
Councillor Mrs J A Anderson, (Housing)
Councillor J A L Balcombe, (Economic Regeneration)
Councillor O C Baldock, (Environmental Services)
Councillor M A Coffin, (Finance, Innovation and Property)
Councillor Mrs M F Heslop, (Leisure, Youth and Arts)
Councillor B J Luker, (Communities and Health)
Councillor Mrs S Murray, (Planning and Transportation)
Councillor M R Rhodes, (Community Safety)

Members of the Council who are not members of the executive may attend meetings of the Cabinet. With the agreement of the Leader, any such Member may address the Cabinet on any item on the agenda but may not vote.

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Agenda Item 4

The notes of meetings of Advisory Boards are attached, any recommendations identified by an arrow being for determination by the Cabinet. Notices relating to any decisions already taken by Cabinet Members under the arrangements for delegated decision making are annexed to the notes.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

STRATEGIC HOUSING ADVISORY BOARD

Monday, 11th November, 2013

Present: Cllr A G Sayer (Chairman), Cllr D J Trice (Vice-Chairman), Cllr Ms J A Atkinson, Cllr Mrs J M Bellamy, Cllr Mrs B A Brown, Cllr C Brown, Cllr D J Cure, Cllr Mrs S L Luck, Cllr M Parry-Waller and Cllr Ms S V Spence.

Councillors Mrs Anderson, Balcombe, Baldock, Mrs Bates, Bishop, Bolt, N Heslop, Luker and Mrs Murray were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D Smith and Mrs Woodger.

PART 1 - PUBLIC

**SH
13/042 DECLARATIONS OF INTEREST**

Councillor N Heslop declared an Other Significant Interest in the report regarding the Supporting People Programme on the grounds that he was a member of the Board of the Bridge Trust. He withdrew from the meeting during consideration of this item.

**SH
13/043 MINUTES**

RESOLVED: That the notes of the meeting of the Strategic Housing Advisory Board held on 22 July 2013 be approved as a correct record and signed by the Chairman.

**SH
13/044 GLOSSARY**

The Director of Planning, Housing and Environmental Health submitted a glossary of terms used within the reports to the Advisory Board.

MATTERS FOR RECOMMENDATION TO THE CABINET

**SH
13/045 ENERGY COMPANY OBLIGATION PROGRAMME**

Decision Notice D130132MEM

The joint report of the Director of Planning, Housing and Environmental Health and the Cabinet Member for Housing gave an update on the delivery of Energy Company Obligation (ECO) funding within the Borough and sought endorsement of the proposed roll-out of the project.

RECOMMENDED: That the approach to the roll-out of the ECO funding project within the Borough be endorsed.

MATTERS SUBMITTED FOR INFORMATION

**SH
13/046** **SUPPORTING PEOPLE PROGRAMME UPDATE**

The report set out details of the commissioning intentions of the Kent Supporting People programme for the period 2014-2017.

**SH
13/047** **REVIEW OF THE HOUSING ALLOCATIONS SCHEME**

The report provided an update on the implementation of revisions to the Council's housing allocation scheme to reflect local needs.

**SH
13/048** **LANDLORDS FORUM UPDATE**

The report outlined the aims and operation of the West Kent Landlord Forums and updated Members on the event held on 9 October 2013.

**SH
13/049** **STRATEGY AND ENABLING UPDATE**

The report provided an update on progress made by the Council's Registered Provider (RP) Partners to provide new affordable homes within the Borough and provided an update on various housing strategy initiatives.

**SH
13/050** **HOUSING NEEDS UPDATE**

The report provided an update on the activity of the Housing Options team. It was noted that the number of households seeking housing advice had significantly increased as a result of the economic downturn.

**SH
13/051** **PRIVATE SECTOR HOUSING UPDATE**

The report provided updates on the private sector stock condition survey modelling exercise undertaken by the Building Research Establishment (BRE), the Collective Switching Scheme and other measures taken in support of the private rented sector.

MATTERS FOR CONSIDERATION IN PRIVATE

**SH
13/052** **EXCLUSION OF PRESS AND PUBLIC**

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information the following matter be considered in private.

PART 2 - PRIVATE

**SH
13/053**

SERVICE OF STATUTORY NOTICES

(Reason: LGA 1972 - Sch 12A Paragraph 3 - Financial or business affairs of any particular person)

The report of the Director of Planning, Housing and Environmental Health set out details of statutory notices served since the last meeting of the Advisory Board.

The meeting ended at 2035 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Housing**

Decision No: D130132MEM

Date: 11th November 2013

Decision(s) and Reason(s)

Energy Company Obligation Programme

**(Joint report of Director of Planning, Housing and Environmental
Health and Cabinet Member for Housing)
(Annex 1)**

**The report gave an update on the delivery of Energy Company
Obligation (ECO) funding within the Borough and sought
endorsement of the proposed roll-out of the project.**

Following consideration by the Strategic Housing Advisory Board, the
Cabinet Member for Housing resolved that:
The approach to the roll-out of the ECO funding project within the
Borough be endorsed.

Reasons: As set out in the report submitted to the Strategic Housing
Advisory Board of 11 November 2013.

Signed Cabinet Member for J Anderson
Housing:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 15 November 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE AND MALLING BOROUGH COUNCIL

ECONOMIC REGENERATION ADVISORY BOARD

Tuesday, 12th November, 2013

Present: Cllr C P Smith (Chairman), Cllr Miss S O Shrubsole (Vice-Chairman), Cllr M O Davis, Cllr S M King, Cllr Mrs S L Luck, Cllr M Parry-Waller, Cllr A G Sayer, Cllr Miss J L Sergison and Cllr Mrs E A Simpson.

Councillors Mrs Anderson, Balcombe, Baldock, Bishop, Bolt, Coffin, Cure, N Heslop, Luker, Mrs Murray, Rhodes, Rogers and Sullivan were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Dalton, Lancaster and Taylor.

PART 1 - PUBLIC

**ERG
13/022**

DECLARATIONS OF INTEREST

Councillor Balcombe declared an Other Significant Interest in the item concerning the Christmas Lighting Scheme on the grounds of being a member of Aylesford Parish Council and withdrew from the meeting during its consideration.

Councillor Mrs Luck advised in connection with the item on Local Retail Centres that she had a business in West Malling and was a member of the Chamber of Commerce.

**ERG
13/023**

MINUTES

RESOLVED: That the notes of the meeting of the Economic Regeneration Advisory Board held on 11 September 2013 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

**ERG
13/024**

WEST KENT PRIORITIES FOR GROWTH - DRAFT DOCUMENT

Decision Notice D130133MEM

Consideration was given to the report of the Chief Executive regarding a draft of the West Kent Priorities for Growth document produced by the West Kent Partnership to inform the content of the Kent and Medway growth strategy and, in turn, the higher level plans being prepared by the South East Local Enterprise Partnership (SELEP). It was noted that the document focused on identification of the main

locations for future growth in West Kent, its key future infrastructure requirements and needs in respect of business, skills and learning development.

A number of comments were made regarding the drafting of the references to transport links and these were noted by the officers for reflection in the final document to be submitted in the tight timescale available.

RECOMMENDED: That the draft West Kent Priorities for Growth document, as set out at Annex 1 to the report, be endorsed subject to modification to clarify where good and bad transport links exist and include further examples as appropriate.

**ERG
13/025**

LOCAL RETAIL CENTRES - PROPOSED FUNDING SUPPORT

Decision Notice D130134MEM

Further to Decision No D130083MEM, the joint report of the Cabinet Member for Economic Regeneration and the Chief Executive provided an update on the engagement process with local chambers of trade/traders associations. A time-limited grant scheme was proposed, utilising some of the funding from the Government's Innovation Fund to support measures to help boost trade in the Borough's local retail centres.

RECOMMENDED: That the grant scheme for local retail centres, as set out in Annex 1 to the report, be endorsed.

**ERG
13/026**

CHRISTMAS LIGHTING SCHEME - REVIEW

Decision Notice D130135MEM

The report of the Chief Executive summarised the background to the scheme of annual financial support for Christmas lighting in local centres adopted in 2006 following a review by the former Scrutiny Committee. Consideration was given to a proposal that Aylesford village be included in the scheme following a request from Aylesford Parish Council and a recent review of floor space which indicated that the village now met the criteria for inclusion of local retail centres within the scheme.

RECOMMENDED: That Aylesford village be included in the scheme for Christmas lighting support on the terms set out in paragraph 1.2.2 of the report.

MATTERS SUBMITTED FOR INFORMATION

**ERG
13/027**

BUSINESS SUPPORT UPDATE

The report provided an update on various business support initiatives available locally with particular reference to the launch of the Escalate

Loan Fund in December. Members also discussed support for businesses based at home and the Be Your Own Boss programme.

**ERG
13/028**

WEST KENT PARTNERSHIP - MINUTES

Members received the minutes of the meeting of the West Kent Partnership held on 18 October 2013 which had focused on business support programmes, the Escalate loan scheme and issues regarding future funding via the Local Enterprise Partnership and the LEADER programme.

MATTERS FOR CONSIDERATION IN PRIVATE

**ERG
13/029**

EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 2021 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Economic Regeneration**

Decision No: D130133MEM

Date: 12th November 2013

Decision(s) and Reason(s)

West Kent Priorities for Growth - Draft Document

**(Report of Chief Executive)
(Annex)**

Consideration was given to a draft of the West Kent Priorities for Growth document produced by the West Kent Partnership to inform the content of the Kent and Medway growth strategy and, in turn, the higher level plans being prepared by the South East Local Enterprise Partnership (SELEP). It was noted that the document focused on identification of the main locations for future growth in West Kent, its key future infrastructure requirements and needs in respect of business, skills and learning development.

A number of comments were made and noted by the officers for reflection in the final document to be submitted in the tight timescale available.

Following consideration by the Economic Regeneration Advisory Board, the Cabinet Member for Economic Regeneration resolved that:
The draft West Kent Priorities for Growth document, as set out at Annex 1 to the report, be endorsed subject to modification to clarify where good and bad transport links exist and include further examples as appropriate.

Reasons: As set out in the report submitted to the Economic Regeneration Advisory Board of 12 November 2013.

Signed Cabinet Member for J Balcombe
Economic Regeneration:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 15 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Economic Regeneration**

Decision No: D130134MEM

Date: 12th November 2013

Decision(s) and Reason(s)

Local Retail Centres - Proposed Funding Support

**(Joint report of Cabinet Member for Economic Regeneration and
Chief Executive)
(Annex)**

Further to Decision No D130083MEM, the report provided an update on the engagement process with local chambers of trade/traders associations. A time-limited grant scheme was proposed, utilising some of the funding from the Government's Innovation Fund to support measures to help boost trade in the Borough's local retail centres.

Following consideration by the Economic Regeneration Advisory Board, the Cabinet Member for Economic Regeneration resolved that:
The grant scheme for local retail centres, as set out in Annex 1 to the report, be endorsed.

Reasons: As set out in the report submitted to the Economic Regeneration Advisory Board of 12 November 2013.

Signed Cabinet Member for J Balcombe
Economic Regeneration:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 15 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Communities and Health**

Decision No: D130135MEM

Date: 12th November 2013

Decision(s) and Reason(s)

Christmas Lighting Scheme - Review

(Report of Chief Executive)

The report summarised the background to the scheme of annual financial support for Christmas lighting in local centres adopted in 2006 following a review by the former Scrutiny Committee. Consideration was given to a proposal that Aylesford village be included in the scheme following a request from Aylesford Parish Council and a recent review of floor space which indicated that the village now met the criteria for inclusion of local retail centres within the scheme.

Following consideration by the Economic Regeneration Advisory Board, the Cabinet Member for Communities and Health resolved that: Aylesford village be included in the scheme for Christmas lighting support on the terms set out in paragraph 1.2.2 of the report.

Reasons: As set out in the report submitted to the Economic Regeneration Advisory Board of 12 November 2013.

Signed Cabinet Member for B Luker
Communities and Health:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 15 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

In accordance with Paragraph 2, Annex 1 of the Executive Procedure Rules, the Leader nominated the Cabinet Member for Communities and Health to take this decision in the absence of the Cabinet Member for Economic Regeneration.

TONBRIDGE AND MALLING BOROUGH COUNCIL

COMMUNITIES AND HEALTH ADVISORY BOARD

Monday, 18th November, 2013

Present: Cllr Ms S V Spence (Chairman), Cllr Mrs C M Gale (Vice-Chairman), Cllr A W Allison, Cllr T Bishop, Cllr D Keeley, Cllr Miss J L Sergison, Cllr Miss S O Shrubsole and Cllr R Taylor.

Councillors Mrs Anderson, Baldock, Mrs M Heslop, N Heslop, Luker and Miss Moloney were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Mrs Holland, C Smith and Trice.

PART 1 - PUBLIC

**CH
13/011 DECLARATIONS OF INTEREST**

There were no declarations of interest made in accordance with the Code of Conduct.

**CH
13/012 MINUTES**

RESOLVED: That the notes of the meeting of the Communities and Health Advisory Board held on 5 June 2013 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

**CH
13/013 MIND THE GAP - HEALTH INEQUALITIES ACTION PLAN**

Decision Notice D130136MEM

The report of the Director of Planning, Housing and Environmental Health gave details of the Tonbridge and Malling "Mind the Gap" Health Inequalities Plan and sought adoption of the Plan.

RECOMMENDED: That the Tonbridge and Malling "Mind the Gap" Health Inequalities Action Plan be adopted.

**CH
13/014 WEST KENT CLINICAL COMMISSIONING GROUP HEALTH AND WELLBEING BOARD**

The report of the Director of Planning, Housing and Environmental Health reviewed the recent work of the West Kent Clinical

Commissioning Group (CCG) Health and Wellbeing Board and sought endorsement for the work undertaken for that Board by officers of this Authority.

RECOMMENDED: That

(1) the officer involvement with the Task and Finish Groups referred to in paragraphs 1.2.2 and 1.2.3 of the report be endorsed; and

(2) the action of the Health and Wellbeing Board with regard to Children's and Young People's emotional wellbeing and mental health services (paragraph 1.3.2 of the report refers) be supported.

***Referred to Cabinet**

**CH
13/015**

TONBRIDGE AND MALLING FAMILY FOCUS INITIATIVE - UPDATE

Decision Notice D130137MEM

The report of the Chief Executive provided an update on the initiative focusing on troubled families in the Borough, named locally as 'Family Focus'. Mr Glenn Page, KCC District Manager for the initiative within the Borough, gave a presentation on the local programme and its achievements to date.

RECOMMENDED: That the progress on the delivery of the Family Focus initiative be noted and a further update report be submitted to the Communities and Health Advisory Board in six months' time.

MATTERS SUBMITTED FOR INFORMATION

**CH
13/016**

LOCAL STRATEGIC PARTNERSHIP - MINUTES

The minutes of the meeting of the Local Strategic Partnership held on 13 September 2013 were presented for Members' information.

**CH
13/017**

TONBRIDGE AND MALLING SENIORS FORUM - INFORMATION DAY

Members noted the success of the event organised by the Tonbridge and Malling Seniors Forum in support of National Older Persons Day held at the Angel Centre on 1 October 2013.

MATTERS FOR CONSIDERATION IN PRIVATE

**CH
13/018**

EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 2043 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Environmental Services**

Decision No: D130136MEM

Date: 18th November 2013

Decision(s) and Reason(s)

Mind the Gap - Health Inequalities Action Plan

**(Report of Director of Planning, Housing and Environmental Health)
(Annex 1)
(Annex 2)**

The report gave details of the Tonbridge and Malling "Mind the Gap" Health Inequalities Plan and sought adoption of the Plan.

Following consideration by the Communities and Health Advisory Board, the Cabinet Member for Environmental Services resolved that:
The Tonbridge and Malling "Mind the Gap" Health Inequalities Action Plan be adopted.

Reasons: As set out in the report submitted to the Communities and Health Advisory Board of 18 November 2013.

Signed Cabinet Member for O Baldock
Environmental Services:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 22 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

In accordance with Paragraph 2, Annex 1 of the Executive Procedure Rules, the Leader nominated the Cabinet Member for Environmental Services to take this decision in the absence of the Cabinet Member for Communities and Health.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Communities and Health**

Decision No: D130137MEM

Date: 18th November 2013

Decision(s) and Reason(s)

Tonbridge and Malling Family Focus Initiative - Update

(Report of Chief Executive)

(Annex 1)

(Annex 2)

The report provided an update on the initiative focusing on troubled families in the Borough, named locally as 'Family Focus'.

Following consideration by the Communities and Health Advisory Board, the Cabinet Member for Communities and Health resolved that:
The progress on the delivery of the Family Focus initiative be noted and a further update report be submitted to the Communities and Health Advisory Board in six months' time.

Reasons: As set out in the report submitted to the Communities and Health Advisory Board of 18 November 2013.

Signed Cabinet Member for B Luker
Communities and Health:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 22 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE AND MALLING BOROUGH COUNCIL

PLANNING AND TRANSPORTATION ADVISORY BOARD

Tuesday, 19th November, 2013

Present: Cllr D A S Davis (Chairman), Cllr M Parry-Waller (Vice-Chairman), Cllr J Atkins, Cllr Mrs J M Bellamy, Cllr Ms V M C Branson, Cllr D J Cure, Cllr M O Davis, Cllr Mrs F A Kemp, Cllr R D Lancaster and Cllr A K Sullivan.

Councillors Mrs Anderson, Balcombe, Balfour, Baldock, Bolt, Coffin, N Heslop, Jessel, Mrs Luck, Miss Moloney, Mrs Murray, Rhodes and Sayer were also present pursuant to Council Procedure Rule No 15.21

An apology for absence was received from Councillor D Smith.

PART 1 - PUBLIC

**PE
13/026 DECLARATIONS OF INTEREST**

There were no declarations of interest made in accordance with the Code of Conduct. However, Councillor Mrs Luck referred to the West Malling Local Parking Plan Review and informed the meeting that she was a member of the West Malling Chamber of Commerce. As this interest did not represent a Disclosable Pecuniary Interest or an Other Significant Interest it was not necessary to withdraw from the meeting.

**PE
13/027 MINUTES**

RESOLVED: That the notes of the meeting of the Planning and Transportation Advisory Board held on 4 June 2013 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

**PE
13/028 RESPONSE TO DRAFT HIGH WEALD AND KENT DOWNS AONB
DRAFT MANAGEMENT PLANS AND ADOPTION OF FINAL PLANS**

The report of the Director of Planning, Housing and Environmental Health outlined the process through which the Kent Downs Area of Outstanding Natural Beauty (AONB) Management Plan and the High Weald AONB Management Plan had been reviewed.

It proposed the adoption of the High Weald AONB Management Plan and that further time be given for the consideration of the Kent Downs AONB Management Plan, whilst clarification of potential policy conflicts were sought and resolved.

RECOMMENDED: That

(1) the Council resolve to adopt the third edition of the Management Plan for the High Weald AONB by 1 April 2014; and

(2) in respect of the Kent Downs AONB Management Plan, authority be delegated to the Director of Planning, Housing and Environmental Health to ensure that the Plan does not conflict with, or appear to conflict with, the NPPF/Draft NPPG/Local Plan and agree any further amendments before recommending that the Council resolve to adopt the Management Plan for the Kent Downs AONB by 1 April 2014.

***Referred to Cabinet**

**PE
13/029**

WEST MALLING LOCAL PARKING PLAN REVIEW

Decision Notice D130138MEM

The report of the Director of Planning, Housing and Environmental Health set out a series of action points to improve parking management in West Malling. Comments from the local Steering Group following a review of the outcome of recent changes were also reported.

Members were pleased to note the Steering Group's action points, particularly the request to change from a 4 to 3 hour time limit and extend this to include Saturdays. In addition, Members welcomed the initiative to upgrade ticket machines to require motorists to input registration numbers before a parking ticket was issued.

The use of car parking charges in West Malling as part of an effective car parking management scheme was also discussed and Members hoped that the Steering Group could be encouraged to consider the idea further.

RECOMMENDED: That the report be noted and the Steering Group's Action Points, as set out in the report, be approved.

MATTERS SUBMITTED FOR INFORMATION

**PE
13/030**

PLANNING REFORMS UPDATE

Members were updated on a number of responses to current Department of Communities and Local Government consultations and other associated matters.

It was confirmed that environment protection policies continued to exist and had great weight in the National Planning Policy Framework and needed to be considered and referenced in planning policy.

The Cabinet Member of Planning and Transportation referred to the Chairman's, and his ward colleague's, recent response to the Housing Standards Review Consultation which she was confident encapsulated the views of the Advisory Board. Members were invited to contact the

Chairman if they wished to see this response.

Finally, Members were advised of recent proposals to 'thin-down' the range and content of secondary legislation and further details would be reported to the next meeting of the Advisory Board.

**PE
13/031**

LOCAL PLAN AND DUTY TO COOPERATE UPDATE

The Director of Planning, Housing and Environmental Health provided Members with an update on progress of the Local Plan, together with strategic planning matters relevant to the Duty to Cooperate.

It was reported that significant progress had been made in preparing the Strategic Housing Market Assessment, which was a key piece of the Local Plan evidence base and would, to some extent, determine the amount of housing land that would need to be provided. A briefing on the headline messages, figures and likely challenges would be provided to all Members early in the New Year.

Members were also pleased to note proactive and responsive communication with parish councils.

**PE
13/032**

UPDATE ON TRANSPORT ISSUES

The report provided an update on a range of current transportation issues affecting the Borough, which were noted by Members.

Particular reference was made to the interim report of the Airport Commission which was likely to be published in December 2013. It was reported that the Commission seemed likely to conclude that further new runway capacity was required. The advantages and disadvantages of a second runway at Gatwick, set out in the report, were noted by Members.

The Kent County Councillor for Malling Rural East updated the County's position on several issues including the Dartford Crossing, airport capacity and pinch point bids.

MATTERS FOR CONSIDERATION IN PRIVATE

**PE
13/033**

EXCLUSION OF PRESS AND PUBLIC

There were no matters considered in private.

The meeting ended at 2038 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Planning and Transportation**

Decision No: D130138MEM

Date: 19th November 2013

Decision(s) and Reason(s)

West Malling Local Parking Plan Review

(Report of Director of Planning, Housing and Environmental Health)

The report set out a series of action points to improve parking management in West Malling. Comments from the local Steering Group following a review of the outcome of recent changes were also reported.

Following consideration by the Planning and Transportation Advisory Board, the Cabinet Member for Planning and Transportation resolved that:

The report be noted and the Steering Group's Action Points as set out in the report be approved.

Reasons: As set out in the report submitted to the Planning and Transportation Advisory Board of 19 November 2013

Signed Cabinet Member for S Murray
Planning and
Transportation:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 22 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE AND MALLING BOROUGH COUNCIL

LOCAL ENVIRONMENTAL MANAGEMENT ADVISORY BOARD

Tuesday, 26th November, 2013

Present: Cllr M O Davis (Chairman), Cllr S M King (Vice-Chairman), Cllr Ms V M C Branson, Cllr C Brown, Cllr F R D Chartres, Cllr R W Dalton, Cllr Mrs E M Holland, Cllr Mrs F A Kemp, Cllr Miss A Moloney, Cllr Mrs A S Oakley and Cllr D J Trice.

Councillors Mrs Anderson, Balcombe, Baldock, Coffin, N Heslop, Luker, Mrs Murray and Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors Ms Atkinson and Edmondston-Low.

PART 1 - PUBLIC

**LEM
13/049 DECLARATIONS OF INTEREST**

There were no declarations of interest made in accordance with the Code of Conduct.

**LEM
13/050 MINUTES**

RESOLVED: That the notes of the meeting of the Local Environmental Management Advisory Board held on 3 September 2013 be approved as a correct record and signed by the Chairman.

**LEM
13/051 COMMUNITY PAYBACK - AN OVERVIEW OF THE SERVICE BY
ALISON MAJUGWANA, KENT PROBATION SERVICE**

Alison Majugwana and Gemma Brown of the Kent Probation Service gave a joint presentation on the services provided to the local community by offenders through Community Payback.

MATTERS FOR RECOMMENDATION TO THE CABINET

**LEM
13/052 REVIEW OF ENVIRONMENTAL HEALTH SERVICES FEES AND
CHARGES**

The joint report of the Director of Street Scene and Leisure, the Director of Planning, Housing and Environmental Health, the Director of Finance and Transformation and the Cabinet Member for Environmental Services set out details of the proposed fees and charges for the provision of services in respect of food certificates,

stray dog redemption fees, Private Water Supplies, household bulky refuse collection, pest control and contaminated land monitoring.

RECOMMENDED: That the scale of charges for condemned food certificates, exported food certificates, contaminated land monitoring, sampling private water supplies, stray dog redemption fees and household bulky refuse collection, as detailed in the report, be approved with effect from 1 April 2014.

***Referred to Cabinet**

**LEM
13/053**

**NEW ARRANGEMENTS FOR THE SALE OF GLASS AND CANS
COLLECTED AT RECYCLING BRING SITES**

Decision Notice D130139MEM

The report of the Director of Street Scene and Leisure gave details of the new arrangements for the outletting and sale of glass and cans collected from the Council's recycling bring sites.

RECOMMENDED: That the action taken to ensure the ongoing outletting of glass and cans collected at the Council's bring sites by putting in place a service agreement with Kier Services Ltd, as set out in the report, be endorsed.

**LEM
13/054**

**CONTROL OF EMISSIONS FROM INDUSTRY - ANNUAL REPORT
2012/13**

Decision Notice D130140MEM

The report of the Director of Planning, Housing and Environmental Health summarised the work undertaken by officers in the Environmental Protection Team to ensure that premises to which the Environmental Permitting Regulations apply were complying with the legislation.

RECOMMENDED: That the performance relating to Environmental Permitting activities be endorsed.

**LEM
13/055**

TONBRIDGE ODOUR UPDATE

Decision Notice D130141MEM

The report of the Director of Planning, Housing and Environmental Health provided an update on the continuing issue of odours in Tonbridge.

RECOMMENDED: That

(1) the investigation and actions initiated by officers in their ongoing investigations in endeavouring to address and ultimately resolve the odour complaints in Tonbridge be endorsed;

- (2) the establishment of a multi-agency liaison group be endorsed; and
- (3) a firm timetable of works relating to the improvements to the company's odour abatement equipment be agreed between Drytec and officers.

MATTERS SUBMITTED FOR INFORMATION

**LEM
13/056**

ENVIRONMENTAL PROTECTION TEAM UPDATE

The report of the Director of Planning, Housing and Environmental Health provided an update on a range of environmental protection issues.

**LEM
13/057**

STREET SCENE ACTION PLANS 2013/14 - UPDATE

The report of the Director of Street Scene and Leisure provided details of progress with a range of 'street scene' initiatives scheduled for implementation in 2013/14.

**LEM
13/058**

WASTE SERVICES UPDATE

The report provided an update on a number of Waste and Street Scene Service initiatives.

**LEM
13/059**

FLY-TIPPING - THE NATIONAL AND LOCAL POSITION

The report provided details of current trends in respect of fly-tipping from both a national and local perspective.

**LEM
13/060**

DEPARTMENT FOR ENVIRONMENT, FOOD AND RURAL AFFAIRS ADVICE ON THE CO-MINGLING OF RECYCLING MATERIALS

The report set out details of advice received from the Department for Environment, Food and Rural Affairs (DEFRA) regarding compliance on the co-mingling of recycling materials at the time of collection.

**LEM
13/061**

EXTERNAL CONSULTATIONS

Members noted the consultation documents responded to since the last meeting of the Advisory Board.

**LEM
13/062**

SERVICE OF STATUTORY NOTICES

The report outlined the statutory notices served since the last meeting of the Advisory Board.

**LEM
13/063**

PROSECUTIONS

The report of the Director of Central Services and Monitoring Officer gave details of prosecutions undertaken in respect of a littering offence and for the transportation of waste.

MATTERS FOR CONSIDERATION IN PRIVATE

**LEM
13/064**

EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matter be considered in private.

PART 2 - PRIVATE

MATTERS FOR RECOMMENDATION TO THE CABINET

**LEM
13/065**

PLASTIC BOTTLE COLLECTIONS - TENDER RESULTS (Reason: LGA 1972 Sch 12a Paragraph 3 - Financial or business affairs of any particular person)

Decision Notice D130142MEM

The report of the Director of Street Scene and Leisure gave details of the result of the tendering process associated with the provision and servicing of Plastic Bottle Recycling Banks at the Council's recycling bring sites.

RECOMMENDED: That the contract for the plastic bottle recycling collection service be awarded to Countrystyle Recycling Limited.

The meeting ended at 2107 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Environmental Services**

Decision No: D130139MEM

Date: 26th November 2013

Decision(s) and Reason(s)

New Arrangements for the Sale of Glass and Cans Collected at Recycling Bring Sites

**(Report of Director of Street Scene and Leisure)
(Annex 1)**

The report gave details of new arrangements for the outletting and sale of glass and cans collected from the Council's recycling bring sites.

Following consideration by the Local Environmental Management Advisory Board, the Cabinet Member for Environmental Services resolved that:
The action taken to ensure the ongoing outletting of glass and cans collected at the Council's bring sites by putting in place a service agreement with Kier Services Ltd, as set out in the report, be endorsed.

Reasons: As set out in the report submitted to the Local Environmental Management Advisory Board of 26 November 2013.

Signed Cabinet Member for O Baldock
Environmental Services:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 29 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Environmental Services**

Decision No: D130140MEM

Date: 26th November 2013

Decision(s) and Reason(s)

Control of Emissions from Industry - Annual Report 2012/13

**(Report of Director of Planning, Housing and Environmental Health)
(Annex 1)**

The report summarised the work undertaken by officers in the Environmental Protection Team to ensure that premises to which the Environmental Permitting Regulations apply were complying with the legislation.

Following consideration by the Local Environmental Management Advisory Board, the Cabinet Member for Environmental Services resolved that:
The performance relating to Environmental Permitting activities be endorsed.

Reasons: As set out in the report submitted to the Local Environmental Management Advisory Board of 26 November 2013.

Signed Cabinet Member for O Baldock
Environmental Services:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 29 November 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Environmental Services**

Decision No: D130141MEM

Date: 26th November 2013

Decision(s) and Reason(s)

Tonbridge Odour Update

**(Report of Director of Planning, Housing and Environmental Health)
(Annex 1)**

**The report provided an update on the continuing issue of odours in
Tonbridge.**

Following consideration by the Local Environmental Management
Advisory Board, the Cabinet Member for Environmental Services
resolved that:

- 1) the investigation and actions initiated by officers in their ongoing
investigations in endeavouring to address and ultimately resolve the
odour complaints in Tonbridge be endorsed;
- 2) the establishment of a multi-agency liaison group be endorsed; and
- 3) a firm timetable of works relating to the improvements to the
company's odour abatement equipment be agreed between Drytec and
officers.

Reasons: As set out in the report submitted to the Local Environmental
Management Advisory Board of 26 November 2013.

Signed Cabinet Member for O Baldock
Environmental Services:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 29 November 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Environmental Services**

Decision No: D130142MEM

Date: 26th November 2013

Decision(s) and Reason(s)

Plastic Bottle Collections - Tender Results

**LGA 1972 Sch 12A Paragraph 3 - Financial or business affairs of
any particular person**

**(Report of Director of Street Scene and Leisure)
(Annex 1)**

**The report gave details of the result of the tendering process
associated with the provision and servicing of Plastic Bottle
Recycling Banks at the Council's recycling bring sites.**

Following consideration by the Local Environmental Management
Advisory Board, the Cabinet Member for Environmental Services
resolved that:

The contract for the plastic bottle recycling collection service be awarded
to Countrystyle Recycling Limited.

Reasons: As set out in the report submitted to the Local Environmental
Management Advisory Board of 26 November 2013 (contains exempt
information)

Signed Cabinet Member for O Baldock
Environmental Services:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 29 November 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE AND MALLING BOROUGH COUNCIL

LEISURE AND ARTS ADVISORY BOARD

Monday, 9th December, 2013

Present: Cllr Mrs J M Bellamy (Chairman), Cllr Mrs E M Holland (Vice-Chairman), Cllr T Bishop, Cllr P F Bolt, Cllr S R J Jessel, Cllr D Keeley, Cllr R D Lancaster, Cllr Ms S V Spence and Cllr R Taylor.

Councillors Mrs Anderson, Baldock, Coffin, Mrs M Heslop, N Heslop, Luker and Rhodes were also present pursuant to Council Procedure Rule No 15.21.

Representative: Mr A Nicholl (Tonbridge Sports Association)

Apologies for absence were received from Councillors Mrs Brown, Miss Elks and Trice.

PART 1 - PUBLIC

**LAA
13/046**

DECLARATIONS OF INTEREST

There were no declarations of interest made in accordance with the Code of Conduct.

However, Councillor N Heslop referred to a potential interest in the item on Leisure Services - Review of Charges 2014/15 which might have implications for the Bridge Trust on the grounds that he was a member of its Board. Councillor Mrs Anderson, similarly, advised regarding that item that she was the Chairman of the Tonbridge and Malling Citizens' Advice Bureau.

**LAA
13/047**

MINUTES

RESOLVED: That the notes of the meeting of the Leisure and Arts Advisory Board held on 16 September 2013 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

**LAA
13/048**

LEISURE FACILITIES - ESTABLISHMENT OF NEW TRUST

The joint report of the Director of Street Scene and Leisure and the Director of Finance and Transformation gave an update on the successful transfer of the management of the Council's main leisure facilities to a new Trust on 1 November 2013. Reference was made to the recruitment of the Board of Trustees and election of Mr Alan Nicholl

as its first Chairman. It was noted that regular update reports on the performance of the Trust against the agreed outcomes would be presented to the Advisory Board.

The report also brought forward a review of the core charges for each facility and explained the basis on which the Trust's proposals could be made in accordance with the Management Agreement. It was agreed that in future the percentage increases be shown in the schedule of proposed charges.

Members expressed appreciation of the efforts of everyone involved in establishment of the new Trust.

RECOMMENDED: That

(1) the successful transfer of the management of the Council's main leisure facilities to a new Trust be noted;

(2) the proposed core charges outlined in Annex 1 to the report be approved and implemented from 1 April 2014; and

(3) a report on the charges for Poult Wood Golf Centre be considered at the next meeting of the Advisory Board.

***Referred to Cabinet**

**LAA
13/049**

LEISURE SERVICES - REVIEW OF CHARGES 2014/15

The joint report of the Director of Street Scene and Leisure and the Director of Finance and Transformation outlined the charging proposals in respect of Tonbridge Cemetery, Allotments in Tonbridge, Tonbridge Pitch Hire Charges, Tonbridge Castle Council Chamber, Weddings and the Summer Playscheme. Members were advised that the proposed charges took into account a range of factors including policy objectives for each facility/service, the Council's overall financial position, market conditions and customer feedback. Reference was made to the Council's Leisure Pass Scheme which enabled financially disadvantaged residents to participate in leisure activities at concessionary rates.

RECOMMENDED: That

(1) the proposed charges for Tonbridge Cemetery, as detailed at Annex 3 to the report, be agreed and implemented with effect from 1 April 2014;

(2) the proposed charges for Tonbridge Allotments, as detailed in the report, be agreed and implemented with effect from 1 October 2014;

(3) pitch hire charges at Tonbridge Sportsground be increased as outlined within the report for implementation from 1 April 2014;

(4) the proposed amendments to the list of Tonbridge Castle Chamber

concessionary users, as set out at Annex 5 to the report, be approved;

(5) the proposed charges for Tonbridge Castle Chamber, as shown at Annex 7 to the report, be approved and implemented from 1 April 2014;

(6) the proposed charges for weddings in 2015/16 at Tonbridge Castle be agreed as detailed in the report; and

(7) the proposed charges for the 2014 Summer Playscheme, as detailed at Annex 9 to the report, be approved.

***Referred to Cabinet**

**LAA
13/050**

LEYBOURNE LAKES COUNTRY PARK - LICENCE ARRANGEMENTS

Decision Notice D130146MEM

The joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts brought forward proposed terms and conditions for the catering concession and fishing rights at Leybourne Lakes Country Park.

It was noted that discussions would be taking place with two local Snodland clubs currently sub-letting from Mid Kent Fisheries to investigate opportunities for them to be retained at the site through direct agreements with the Council.

RECOMMENDED: That

(1) the proposed terms and conditions for the Mobile Catering Concession and Fishing Rights at Leybourne Lakes Country Park, as outlined in the report, be noted and reported for consideration to the Finance, Innovation and Property Advisory Board on 8 January 2014; and

(2) the outcome of the competitive quotations be reported to the Leisure and Arts Advisory Board in February 2014.

**LAA
13/051**

CAPITAL PROJECTS - POST IMPLEMENTATION REVIEW

Decision Notice D130147MEM

A capital plan post implementation review was presented for consideration in respect of Tonbridge Farm Sportsground Pavilion Refurbishment.

RECOMMENDED: That the Post Implementation Review for Tonbridge Farm Sportsground Pavilion Refurbishment be endorsed.

LAA

PUBLIC OPEN SPACES - ACCESS AUDITS

13/052

Decision Notice D130148MEM

The joint report of the Director of Street Scene and Leisure and Cabinet Member for Leisure, Youth and Arts gave details of Access Audits undertaken at Tonbridge Cemetery, Tonbridge Racecourse Sportsground and Tonbridge Farm Sportsground.

RECOMMENDED: That

(1) the Access Audits for Tonbridge Cemetery, Tonbridge Racecourse Sportsground and Tonbridge Farm Sportsground, as set out respectively at Annexes 1 to 3 of the report, be noted;

(2) suggestions within the Access Audits be progressed on a priority basis as funding is identified; and

(3) Access Audits be undertaken of Tonbridge Castle Grounds in 2014, Haysden Country Park in 2015 and Leybourne Lakes Country Park in 2016.

MATTERS SUBMITTED FOR INFORMATION

**LAA
13/053**

OVERVIEW OF EVENTS

The Advisory Board received a presentation which provided an overview of the range of events that had taken place in the Borough throughout the year. The Chairman invited Members to send any photographs of local events supported by the Council for incorporation in future presentations.

**LAA
13/054**

MUSIC AT MALLING

The report provided feedback on the 2013 Festival which featured outstanding musicians in historic venues in and around West Malling. Members congratulated the organisers on a successful festival.

**LAA
13/055**

CHILDREN AND YOUNG PEOPLE UPDATE

The report provided an update on key areas of the Children and Young People work programme, including Activate, the Summer Playscheme, the Y2 Crew programme, the Local Children's Trust Board, Kent's Multi-agency Strategic Plan for Children and Young People and the Youth Forum.

Members were advised of the outcome of Kent County Council's review of Children's Centres, resulting in the closure of those at Hadlow and Larkfield. It was noted, however, that investigations were ongoing with the County Council regarding the future provision of services and activities in those locations. Local Members would be advised when any information became available.

LAA

ACTIVE PEOPLE SURVEY RESULTS

13/056

The report gave details of the results of the latest Active People Survey undertaken by Sport England which focussed on sports participation rates. Members were pleased to note that Tonbridge and Malling had the third highest adult participation rates in Kent, showing an increase of 7% since the first survey in 2005.

**LAA
13/057**

CAPITAL PLAN SCHEMES

The report updated the Advisory Board on progress with schemes contained in the Leisure Services section of the Capital Plan.

MATTERS FOR CONSIDERATION IN PRIVATE

**LAA
13/058**

EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 2030 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Leisure, Youth and Arts**

Decision No: D130146MEM

Date: 9th December 2013

Decision(s) and Reason(s)

Leybourne Lakes Country Park - Licence Arrangements

**(Report of Director of Street Scene and Leisure and Cabinet
Member for Leisure, Youth and Arts)**

The report brought forward proposed terms and conditions for the catering concession and fishing rights at Leybourne Lakes Country Park.

It was noted that discussions would be taking place with two local Snodland clubs currently sub-letting from Mid Kent Fisheries to investigate opportunities for them to be retained at the site through direct agreements with the Council.

Following consideration by the Leisure and Arts Advisory Board, the Cabinet Member for Leisure, Youth and Arts resolved that:

- 1) the proposed terms and conditions for the Mobile Catering Concession and Fishing Rights at Leybourne Lakes Country Park, as outlined in the report, be noted and reported for consideration to the Finance, Innovation and Property Advisory Board on 8 January 2014; and
- 2) the outcome of the competitive quotations be reported to the Leisure and Arts Advisory Board in February 2014.

Reasons: As set out in the report submitted to the Leisure and Arts Advisory Board of 9 December 2013.

Signed Cabinet Member for M Heslop
Leisure, Youth and Arts:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 13 December 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Leisure, Youth and Arts**

Decision No: D130147MEM

Date: 9th December 2013

Decision(s) and Reason(s)

Capital Projects - Post Implementation Review

**(Report of Director of Street Scene and Leisure and Cabinet
Member for Leisure, Youth and Arts)
(Annex 1)**

**A capital plan post implementation review was presented for
consideration in respect of Tonbridge Farm Sportsground Pavilion
Refurbishment.**

Following consideration by the Leisure and Arts Advisory Board, the
Cabinet Member for Leisure, Youth and Arts resolved that:
The Post Implementation Review for Tonbridge Farm Sportsground
Pavilion Refurbishment be endorsed.

Reasons: As set out in the report submitted to the Leisure and Arts
Advisory Board of 9 December 2013.

Signed Cabinet Member for M Heslop
Leisure, Youth and Arts:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 13 December 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Leisure, Youth and Arts**

Decision No: D130148MEM

Date: 9th December 2013

Decision(s) and Reason(s)

Public Open Spaces - Access Audits

**(Report of Director of Street Scene and Leisure and Cabinet
Member for Leisure, Youth and Arts)**

(Annex 1)

(Annex 2)

(Annex 3)

**The report gave details of Access Audits undertaken at Tonbridge
Cemetery, Tonbridge Racecourse Sportsground and Tonbridge
Farm Sportsground.**

Following consideration by the Leisure and Arts Advisory Board, the
Cabinet Member for Leisure, Youth and Arts resolved that:

- 1) the Access Audits for Tonbridge Cemetery, Tonbridge
Racecourse Sportsground and Tonbridge Farm Sportsground, as set out
respectively at Annexes 1 to 3 of the report, be noted;
- 2) suggestions within the Access Audits be progressed on a priority
basis as funding is identified; and
- 3) Access Audits be undertaken of Tonbridge Castle Grounds in
2014, Haysden Country Park in 2015 and Leybourne Lakes Country
Park in 2016.

Reasons: As set out in the report submitted to the Leisure and Arts
Advisory Board of 9 December 2013.

Signed Cabinet Member for M Heslop
Leisure, Youth and Arts:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 13 December 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE AND MALLING BOROUGH COUNCIL

FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD

Wednesday, 8th January, 2014

Present: Cllr A K Sullivan (Chairman), Cllr R Taylor (Vice-Chairman), Cllr J Atkins, Cllr T Bishop, Cllr D A S Davis, Cllr M O Davis, Cllr P J Homewood, Cllr S R J Jessel, Cllr Mrs F A Kemp, Cllr Miss A Moloney and Cllr C P Smith.

Councillors Mrs Anderson, Balcombe, Baldock, Balfour, Coffin, Cure, N Heslop, King, Lancaster, Luker, Mrs Murray, Rhodes and Rogers were also present pursuant to Council Procedure Rule No 15.21.

PART 1 - PUBLIC

FIP 14/001 DECLARATIONS OF INTEREST

Councillor M Davis declared an Other Significant Interest in the Application for Discretionary Rate Relief by Tonbridge and Malling Leisure Trust on the grounds of being a member of the Trust's Board and withdrew from the meeting during its consideration. He also indicated a potential interest in some items in the Capital Plan for the same reason.

FIP 14/002 MINUTES

RESOLVED: That the notes of the meeting of the Finance, Innovation and Property Advisory Board held on 2 October 2013 be approved as a correct record and signed by the Chairman.

MATTERS FOR RECOMMENDATION TO THE CABINET

FIP 14/003 REVENUE ESTIMATES 2014/15

The report of the Director of Finance and Transformation referred to the responsibility of the Cabinet under the constitution for formulating initial proposals in respect of the budget. Reference was made to the role of the Advisory Board in assisting the Council and Cabinet in the preparation of the budget within the context of the Medium Term Financial Strategy and the Council's priorities. An outline was given of the process for referring the Advisory Board's recommendations to the Overview and Scrutiny Committee prior to consideration by the Cabinet on 4 February and thereafter by the Council at its Budget meeting.

The report set out the framework for considering the estimates in terms of the Medium Term Financial Strategy together with a number of service specific issues. Attention was drawn to the alteration of the

format of the Estimates Booklet to mirror the composition of the new directorates following the corporate establishment changes.

The Director of Finance and Transformation drew attention to the key messages arising from the provisional local government finance settlement including the position regarding New Homes Bonus funding. The implications of implementing the Council Tax 'freeze' grant were discussed and concern expressed at the uncertainty in respect of the threshold set by the Secretary of State for local referenda to approve or veto council tax increases above a level which had yet to be notified.

Further to the report to the Advisory Board on 28 August 2013, Members were updated on the achievement of the first savings tranche of £1.1 million together with the issues which had a negative effect on the 'funding gap'. It was noted that the Medium Term Financial Strategy would continue to be updated during the budget cycle as more information became available.

RECOMMENDED: That

(1) the draft Revenue Estimates contained in the booklet be endorsed; and

(2) within the context of the financial pressures outlined in the report, the Overview and Scrutiny Committee be requested to consider the draft Revenue Estimates contained in the booklet and make appropriate recommendations to the Cabinet for its special meeting on 4 February 2014.

***Referred to Cabinet**

**FIP
14/004**

CAPITAL PLAN REVIEW

Consideration was given to the report of the Director of Finance and Transformation which reviewed the current position of the existing Capital Plan (List A). It also recommended new schemes for adding to List C, some existing List C schemes for deletion or evaluation over the coming year and schemes for inclusion on List B from those List C schemes previously selected for evaluation. Members were reminded that any aspirations in respect of capital schemes needed to be set within the context of the significant financial challenge facing the Council.

Attention was drawn to the effect of the increase in Disabled Facilities Grant in 2014/15 and the scrutiny review of Housing Assistance which were likely to result in the provisions being adjusted at the Cabinet meeting.

RECOMMENDED: That the following be endorsed for consideration by the Overview and Scrutiny Committee:

(1) the Capital Plan (List A) position as shown in Annex 2 to the report;

(2) the amendment of List C as detailed in paragraph 1.5.1 of the

report;

(3) the selection for evaluation of those List C schemes shown in paragraph 1.6.3 of the report;

(4) the transfer of the schemes listed in paragraph 1.7.3 of the report from List C to List B and in the case of the river wall, Wouldham scheme a specific earmarked reserve be established in the sum of £700,000 and this scheme sit outside the annual allowance of £320,000 with an implementation date for Capital Plan purposes of 2015/16; and

(5) endorsement of the draft Capital Strategy, as set out at Annex 5 to the report, for adoption and publication on the Council's website.

***Referred to Cabinet**

**FIP
14/005**

APPLICATIONS FOR DISCRETIONARY RATE RELIEF

Decision Notice D140001MEM

The joint report of the Director of Finance and Transformation and Cabinet Member for Finance, Innovation and Property gave details of renewal applications for discretionary rate relief and new applications for discretionary rate relief and rural rate relief which were considered in accordance with the previously agreed criteria for determining such applications.

RECOMMENDED: That

(1) in respect of the reapplications for relief set out at Annex 2 to the report, 20% discretionary rate relief be awarded in each case with effect from 1 April 2013, time limited to 31 March 2015;

(2) the new applications for discretionary rate relief be determined as follows:

Tonbridge and Malling Leisure Trust Facilities at 1-5 Martin Square, Larkfield; Larkfield Leisure Centre; Angel Centre, Tonbridge; Tonbridge Swimming Pool and Poulton Wood Golf Centre – 20% discretionary relief be awarded as set out at Annex 3 to the report, time limited to 31 March 2015;

Think Twice Limited in respect of 17 Kings Hill Avenue and Suite 1, 35 Kings Hill Avenue, Kings Hill, West Malling – no discretionary relief be awarded; and

(3) in respect of the new application for rural rate relief for the Post Office at 30 Swan Street, West Malling, 40% discretionary relief be awarded time limited to 31 March 2015.

**FIP
14/006**

REVIEW OF FEES AND CHARGES 2014/15

The joint report of the Director of Finance and Transformation and Director of Central Services brought forward for consideration proposals in respect of those fees and charges which fell within the remit of the Cabinet Member for Finance, Innovation and Property and those where there was no appropriate Advisory Board.

RECOMMENDED: That

(1) in respect of the recovery of legal fees payable by third parties, the Council's fees continue to follow the Supreme Court guideline hourly rates as set out at paragraph 1.2.1 of the report;

(2) the proposed unchanged scale of fees for local land charges searches and enquiries set out at paragraph 1.3.5 of the report be adopted with effect from 1 April 2014; and

(3) the current photocopying charge of 10p (inclusive of VAT) for each page of the same document or additional copies of the same page plus postage as appropriate be retained.

***Referred to Cabinet**

**FIP
14/007**

REVIEW OF FEES FOR STREET NAMING AND NUMBERING SERVICES

Consideration was given to the report of the Chief Executive on a review of fees for Street Naming and Numbering services, responsibility for which had transferred to the GIS officer in IT Services.

RECOMMENDED: That the fee schedule for Street Naming and Numbering, as set out at Annex 2 to the report and summarised at paragraph 1.9.1 thereof, be adopted from 1 April 2014.

***Referred to Cabinet**

**FIP
14/008**

COUNCIL TAX AND BUSINESS RATES UPDATE REPORT

Decision Notice D140002MEM

The report of the Director of Finance and Transformation gave details of recent developments in respect of council tax and business rates and recommended a change to the options available for the payment of council tax.

RECOMMENDED: That payment books no longer be produced for council tax payments.

[In accordance with Council Procedure Rule No 8.5 Councillor C Smith requested that his vote against the motion be recorded.]

**FIP
14/009**

EXTENSION OF INSURANCE ARRANGEMENTS

Decision Notice D140003MEM

Consideration was given to the report of the Director of Finance and Transformation in respect of the extension of the Council's current insurance contract for a further three years.

RECOMMENDED: That the existing insurance arrangements with Zurich Municipal be extended for a period of three years to June 2017.

MATTERS SUBMITTED FOR INFORMATION

**FIP
14/010**

BENEFITS UPDATE

Members were advised of current issues arising in the benefits field including performance and workload of the Benefits Section and progress with various aspects of welfare reform. A copy of a letter from Lord Freud, Minister for Welfare Reform, was presented which set out the new timetable for the introduction of universal credit and the planned transfer of housing benefit claims to nationally administered pension credit. Details were also given of the discretionary housing payments scheme and the reasons for not making a bid for additional funding.

**FIP
14/011**

CHANCELLOR'S AUTUMN STATEMENT

The report provided an overview of the main issues affecting local authorities contained within the Chancellor's Autumn Statement. A copy of a letter to local authority leaders from the Secretary of State for Communities and Local Government was annexed to the report, confirming that the Government would be fully refunding local authorities for the loss in revenue resulting from the changes to business rates.

**FIP
14/012**

INFORMATION TECHNOLOGY UPDATE REPORT

The report of the Chief Executive provided an update on a number of work streams being carried out by IT Services in support of the Council's Transformation Strategy. This included reference to Quick Response Codes, Resource Space, My Account, online forms and Modern.gov.

MATTERS FOR CONSIDERATION IN PRIVATE

**FIP
14/013**

EXCLUSION OF PRESS AND PUBLIC

The Chairman moved, it was seconded and

RESOLVED: That as public discussion would disclose exempt information, the following matters be considered in private.

PART 2 - PRIVATE

MATTERS FOR RECOMMENDATION TO THE CABINET

**FIP
14/014** **DEBTS FOR WRITE OFF**
(Reason: LGA 1972 Sch 12A Para 2 - Information likely to reveal information about an individual)

Decision Notice D140004MEM

The report of the Director of Finance and Transformation recommended approval of the writing-off of debts considered to be irrecoverable. The circumstances surrounding one particular business rate debt were drawn to the attention of Members and discussed. Details were also given of debts under £1,000 which had been written-off in accordance with Financial Procedure Rule 17.2 together with cumulative totals of debts in the current and previous financial years and information on budgeted bad debt provision.

RECOMMENDED: That the 55 items shown in the schedule totalling £201,159.56 be written off for the reasons stated without adjustment.

**FIP
14/015** **PROPOSED NEW LEASES OF SHOP UNITS AT TWISDEN ROAD, EAST MALLING**
(Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs of any particular person)

Decision Notice D140005MEM

The report of the Director of Central Services gave details of proposed terms and conditions for new leases on four premises located at Twisden Road, East Malling.

RECOMMENDED: That the new leases be offered on the terms outlined in the report.

**FIP
14/016** **PROPOSED LICENCE AGREEMENTS FOR CATERING AND FISHING ARRANGEMENTS AT LEYBOURNE LAKES COUNTRY PARK**
(Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs of any particular person)

Decision Notice D140006MEM

Further to Decision No D130146MEM, the report of the Director of Central Services gave details of proposed licences for catering and fishing arrangements to be granted following the results of competitive quotations.

RECOMMENDED: That

(1) licences be granted to the two local fishing clubs as detailed in the report; and

(2) on the results of the 'Best Quotations' exercise, the catering and main fishing licences be granted to the successful applicants on the basis set out in the report.

**FIP
14/017**

**PROPOSALS FOR THE FUTURE OF TWO DISUSED PUBLIC
CONVENIENCES**

**(Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs
of any particular person)**

Decision Notice D140007MEM

The report of the Director of Central Services referred to the decision to close the Council's public conveniences at Lamberts Yard and The Ridgeway, Tonbridge with effect from 1 April 2013 (Decision No D120156MEM). Consideration was given to the future options for the buildings.

RECOMMENDED: That the future of the disused public conveniences be progressed via public auction on the basis set out in the report.

The meeting ended at 2148 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140001MEM

Date: 8th January 2014

Decision(s) and Reason(s)

Applications for Discretionary Rate Relief

(Joint report of Director of Finance & Transformation and Cabinet Member for Finance, Innovation & Property)

(Annex 1)

(Annex 2)

(Annex 3)

(Annex 4)

Details were given of renewal applications for discretionary rate relief and new applications for discretionary rate relief and rural rate relief which were considered in accordance with the previously agreed criteria for determining such applications.

Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that:

1) in respect of the reapplications for relief set out at Annex 2 to the report, 20% discretionary rate relief be awarded in each case with effect from 1 April 2013, time limited to 31 March 2015;

2) the new applications for discretionary rate relief be determined as follows:

Tonbridge and Malling Leisure Trust Facilities at 1-5 Martin Square, Larkfield; Larkfield Leisure Centre; Angel Centre, Tonbridge; Tonbridge Swimming Pool and Poult Wood Golf Centre – 20% discretionary relief be awarded as set out at Annex 3 to the report, time limited to 31 March 2015;

Think Twice Limited in respect of 17 Kings Hill Avenue and Suite 1, 35 Kings Hill Avenue, Kings Hill, West Malling – no discretionary relief be awarded; and

3) in respect of the new application for rural rate relief for the Post Office at 30 Swan Street, West Malling, 40% discretionary relief be awarded time limited to 31 March 2015.

Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014.

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140002MEM

Date: 8th January 2014

Decision(s) and Reason(s)
Council Tax and Business Rates Update Report
(Report of Director of Finance & Transformation)
The report gave details of recent developments in respect of council tax and business rates and recommended a change to the options available for the payment of council tax.
Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that: Payment books no longer be produced for council tax payments.
Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014.

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140003MEM

Date: 8th January 2014

Decision(s) and Reason(s)
Extension of Insurance Arrangements (Report of Director of Finance & Transformation)
Consideration was given to the extension of the Council's current insurance contract for a further three years.
Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that: The existing insurance arrangements with Zurich Municipal be extended for a period of three years to June 2017.
Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014.

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140004MEM

Date: 8th January 2014

Decision(s) and Reason(s)

Debts for Write Off

(Reason: LGA 1972 Sch 12A Para 2 - Information likely to reveal information about an individual)

**(Report of Director of Finance & Transformation)
(Annex)**

Approval of the writing-off of debts considered to be irrecoverable. The circumstances surrounding one particular business rate debt were drawn to the attention of Members and discussed. Details were also given of debts under £1,000 which had been written off in accordance with Financial Procedure Rule 17.2 together with cumulative totals of debts in the current and previous financial years and information on budgeted bad debt provision.

Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that:
The 55 items shown in the schedule totalling £201,159.56 be written off for the reasons stated without adjustment.

Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014 (contains exempt information).

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140005MEM

Date: 8th January 2014

Decision(s) and Reason(s)
Proposed New Leases of Shop Units at Twisden Road, East Malling (Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs of any particular person)
(Report of Director of Central Services)
The report gave details of proposed terms and conditions for new leases on four premises located at Twisden Road, East Malling.
Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that: The new leases be offered on the terms outlined in the report.
Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014 (contains exempt information).

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140006MEM

Date: 8th January 2014

Decision(s) and Reason(s)

**Proposed Licence Agreements for Catering and Fishing Arrangements at Leybourne Lakes Country Park
(Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs of any particular person)**

(Report of Director of Central Services)

Further to Decision No D130146MEM, the report gave details of proposed licences for catering and fishing arrangements to be granted following the results of competitive quotations.

Following consideration by the Finance, Innovation and Property Advisory Board, the Cabinet Member for Finance, Innovation and Property resolved that:

- 1) licences be granted to the two local fishing clubs as detailed in the report; and
- 2) on the results of the 'Best Quotations' exercise, the catering and main fishing licences be granted to the successful applicants on the basis set out in the report.

Reasons: As set out in the report submitted to the Finance, Innovation and Property Advisory Board of 8 January 2014 (contains exempt information).

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Finance, Innovation and Property**

Decision No: D140007MEM

Date: 8th January 2014

Decision(s) and Reason(s)

**Proposals for the Future of Two Disused Public Conveniences
(Reason: LGA 1972 Sch 12A Para 3 - Financial or business affairs
of any particular person)**

**(Report of Director of Central Services)
(Annex 1)
(Annex 2)**

**Following the decision to close the Council's public conveniences
at Lamberts Yard and The Ridgeway, Tonbridge with effect from 1
April 2013 (Decision No D120156MEM), consideration was given to
the future options for the buildings.**

Following consideration by the Finance, Innovation and Property
Advisory Board, the Cabinet Member for Finance, Innovation and
Property resolved that:
The future of the disused public conveniences be progressed via public
auction on the basis set out in the report.

Reasons: As set out in the report submitted to the Finance, Innovation
and Property Advisory Board of 8 January 2014 (contains exempt
information).

Signed Cabinet Member for M Coffin
Finance, Innovation and
Property:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 10 January 2014

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

PLANNING AND TRANSPORTATION ADVISORY BOARD

Monday, 20th January, 2014

Present: Cllr D A S Davis (Chairman), Cllr M Parry-Waller (Vice-Chairman), Cllr J Atkins, Cllr Mrs J M Bellamy, Cllr Ms V M C Branson, Cllr F R D Chartres, Cllr D J Cure, Cllr M O Davis, Cllr Mrs F A Kemp and Cllr R D Lancaster.

Councillors Mrs Anderson, Balcombe, Baldock, Balfour, Bolt, N Heslop, Luker, Mrs Murray, Miss Moloney and M Taylor were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Councillors D Smith and Sullivan.

PART 1 - PUBLIC

**PE
14/001 DECLARATIONS OF INTEREST**


There were no declarations made in accordance with the Code of Conduct.

MATTERS FOR RECOMMENDATION TO THE CABINET

**PE
14/002 BUILDING REGULATIONS FEES**

Consideration was given to the report of the Director of Planning, Housing and Environmental Health which recommended that, following the significant review last year, the scheme of charges for the fee earning aspects of the Building Control Service be held at their current level for 2014/15.

Members were updated on recent changes to the resourcing of the Building Control team and preliminary discussions regarding the potential development of a full shared service arrangement with Sevenoaks District Council.

RECOMMENDED: That the current Building Control fee scheme, as set out at Annex 1 to the report, be retained for the year 2014/15. 

***Referred to Cabinet**

**PE
14/003 CAR PARKING FEES, CHARGES AND OPERATIONS**

The report of the Director of Planning, Housing and Environmental Health referred to the regular review of fees and charges for parking in the Borough in the context of current and planned service

improvements and the operational management of the parking service.

It was noted that there had been no increase in parking charges in the Borough for two and a half years and the report reviewed all current and potential fees and charges. An appropriate way forward was recommended through a careful balance of considerations of parking management objectives and support for the local economy. Particular reference was made to the proposed retention of the current policy of not charging on Sundays or evenings, the current charges for business and residents preferential parking permits and on-street parking charges, and the 50p half hour stay band.

Members expressed concern about the increase in business rates to be borne by the Council in respect of its car parks and were advised that such information was being sought from all Kent authorities with a view to making representations to ministers.

RECOMMENDED: That the following proposals be approved with effect from April 2014:

- (1) the schedule of tariffs for short and long stay parking in Tonbridge be introduced as shown in Table 1 of the report;
- (2) the schedule of season ticket prices shown in Table 2 of the report be adopted;
- (3) the schedule of tariffs for Blue Bell Hill car park shown in Table 3 of the report be introduced;
- (4) the schedule of prices for Haysden and Leybourne Lakes country parks shown in Table 4 of the report be introduced;
- (5) the maximum stay in the West Malling High Street car park be reduced from 4 hours to 3 hours; and
- (6) any objections received by written representations to the administrative process of making the Off-Street Order be considered by the Cabinet Member for Planning and Transportation.

[In accordance with Council Procedure Rule No 8.5 Councillor Cure requested that his vote against recommendation (4) be recorded.]

***Referred to Cabinet**

**PE
14/004**

LONDON AIRSPACE MANAGEMENT PROGRAMME - CONSULTATION

Decision Notice D140008MEM

The report of the Director of Planning, Housing and Environmental Health gave details of a consultation by the National Air Traffic Service and Gatwick Airport on the management of airspace associated with flights from Gatwick and London City Airports. It was noted that the introduction of new technology (Performance Based Navigation) would

enable a different approach to organising aircraft from further afield and remove the need for conventional stacking. Consideration was given to a suggested response to the two questions raised in the consultation which were relevant to the Borough.

RECOMMENDED: That the Director of Planning, Housing and Environmental Health, in consultation with the Cabinet Member for Planning and Transportation, be authorised to respond to the specific consultation questions and comment generally on the proposals as outlined in the report.

MATTERS FOR CONSIDERATION IN PRIVATE

**PE
14/005**

EXCLUSION OF PRESS AND PUBLIC

There were no items considered in private.

The meeting ended at 2024 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Planning and Transportation**

Decision No: D140008MEM

Date: 20th January 2014

Decision(s) and Reason(s)

London Airspace Management Programme - Consultation

(Report of Director of Planning, Housing and Environmental Health)

The report gave details of a consultation by the National Air Traffic Service and Gatwick Airport on the management of airspace associated with flights from Gatwick and London City Airports. It was noted that the introduction of new technology (Performance Based Navigation) would enable a different approach to organising aircraft from further afield and remove the need for conventional stacking. Consideration was given to a suggested response to the two questions raised in the consultation which were relevant to the Borough.

Following consideration by the Planning and Transportation Advisory Board, the Cabinet Member for Planning and Transportation resolved that:

The Director of Planning, Housing and Environmental Health, in consultation with the Cabinet Member for Planning and Transportation, be authorised to respond to the specific consultation questions and comment generally on the proposals as outlined in the report.

Reasons: As set out in the report submitted to the Planning and Transportation Advisory Board of 20 January 2014.

Signed Cabinet Member for S Murray
Planning and
Transportation:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 22 January 2014

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

Agenda Item 5

The minutes of meetings of Advisory Panels and Other Groups are attached, any recommendations being identified by an arrow.

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TONBRIDGE AND MALLING BOROUGH COUNCIL

PARISH PARTNERSHIP PANEL

Thursday, 14th November, 2013

Present: Cllr N J Heslop (Chairman), Cllr B J Luker (Vice-Chairman), Cllr Mrs J A Anderson, Cllr J Atkins, Cllr J A L Balcombe, Cllr M A C Balfour, Cllr Mrs J M Bellamy, Cllr D Keeley, Cllr Miss A Moloney and Cllr M Parry-Waller.

Councillors Baldock, Coffin and D Davies were also in attendance.

Together with Kent County Councillors Mrs Dagger (Malling West), Mrs Hohler (Malling North) and representatives from Kent Police, Kent Fire and Rescue Services and Borough Green, East Peckham, Hadlow, Kings Hill, Leybourne, Plaxtol, Trottiscliffe, Watlington and Wrotham Parish Councils and Snodland Town Council.

Apologies for absence were received from Borough Councillor Sayer, County Councillor Homewood and Platt Parish Council.

PART 1 - PUBLIC

PPP 13/029 MINUTES

RESOLVED: That the Minutes of the meeting held on 5 September 2013 be approved as a correct record and signed by the Chairman.

PPP 13/030 UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES.

There were no actions identified that could not be addressed under the agenda.

However, Plaxtol Parish Council referred to future funding of Section 136 payments for parishes, set out at Minute Number PPP 13/022, and thanked the Borough Council for proposals to modify the formula for 2014/15.

PPP 13/031 MAPPING THE FUTURE: SETTING OUT FUTURE PROJECTS AND LAUNCH OF WEBSITE

Apologies were received from the West Kent Clinical Commissioning Group (CCG) and this item was withdrawn from the agenda. The CCG would be invited to attend the next Parish Partnership Panel in February 2014.

KENT FIRE AND RESCUE SERVICES (GUEST SPEAKER - MR JAMES FINCH)

The Head of Policy and Performance (Mr James Finch) of Kent Fire and Rescue Services advised of the changes within the organisation and outlined the significant budget pressures being faced. Savings of £40m were needed to help address the deficit and the Service was looking at changing the way services were delivered. Members were reassured that there would be no loss of performance to residents.

Particular reference was made to the continued decrease in overall demand levels, due in part to people's changing social habits. This, together with the need to make savings, had resulted in a review of how and where services were delivered. However, it was not proposed to close any fire stations and emergency planning was being discussed with Kent Police and local authorities.

Proposed changes to station times were set out and it was explained that there would always be full time fire fighters available based on local demand.

Consultation with parish councils, via the Kent Association of Local Councils, was expected to start in approximately two weeks.

In response to questions raised by Members, Mr Finch reported that Medway Council had approved plans for a new fire station at Rochester Airport, reviewed salaries of senior staff and deleted a number of senior posts and provided an update on the fire fighters dispute.

The Chairman thanked Mr Finch for his contribution to the meeting and advised that the Borough Council would also carefully consider a response to the consultation.

POLICE LIAISON

Chief Inspector Kirby, Borough Commander for Tonbridge and Malling, addressed concerns raised by the Kent Association of Local Councils regarding the closure of local stations, the deployment of officers to central locations and the critical loss of policing by experienced local officers.

It was explained that as a result of significant budget pressures a new policing model had been successfully implemented and neighbourhood policing remained the foundation of that model. A further £20m budget reduction for the financial year 2015/16 was necessary and plans were in place to achieve this through evolving the current policing model. Further detail was not yet available as this was still in development.

Chief Inspector Kirby was pleased to report that PCSOs were highly valued and the Police Crime Commissioner remained committed to neighbourhood policing. An excellent quality of service had been maintained in Tonbridge and Malling and the co-location of Kent Police

in the Borough Council offices had proved beneficial.

A review of police contacts point was being undertaken as a result of low attendance in some locations. Future plans included attending events, local risks and areas of raised crime or routine.

Current issues in the borough, particularly burglary from dwellings, were highlighted and Members were reminded to report anything that seemed suspicious.

Hadlow Parish Council thanked Kent Police for their contribution to the local skate park and also referred to revised national guidance on cautioning. It was suggested that Chief Inspector Kirby summarise the Kent approach to these new guidelines at the Panel meeting in February 2014.

Borough Green Parish and Snodland Town Councils asked about policing priorities, feeling that community events were not given the support required. The Panel was reminded that the onus was now on local communities and parishes to deal with events, although advice and support was given by Kent Police as appropriate. In addition, the Borough Council's Safety Advisory Group liaised with other external agencies and assistance could be offered to local communities via this route. Parish councils were encouraged to contact the Community Safety Partnership and Licensing Manager for further advice.

The Chairman thanked Chief Inspector Kirby for his contribution to the meeting.

**PPP
13/034**

PARISH CARETAKER SCHEME UPDATE

The Kent Association of Local Councils (Tonbridge and Malling) confirmed the names of the parish council representatives on the Parish Caretaker Working Group, as follows:

- § Mr M Taylor (Borough Green)
- § Mr M Means (Leybourne)
- § Mr H Rayner (KALC and Wrotham)
- § Mr P Street (East Peckham)

The Chairman of the Working Group, the Cabinet Member for Finance, proposed an initial meeting as soon as possible and offered to report back on progress before the end of the financial year. The County Council's contribution to the Working Group was also welcomed and County Councillor Balfour was invited to attend the meetings.

East Peckham Parish Council was grateful that a Working Group had been established and was keen to move the initiative forward as they had been encouraged by the Ashford pilot scheme.

JOINT STANDARDS COMMITTEE

The report of the Director of Central Services and Monitoring Officer set out the nominations received from Town and Parish Councils to serve on the Joint Standards Committee for the municipal year 2013/14.

An additional six nominations had been received and these were tabled for consideration.

RESOLVED: That

(1) the Parish and Town Councillors set out at paragraph 1.2.1 of the report, and in the paper tabled at the meeting, be appointed to the pool of Parish and Town representatives on the Joint Standards Committee for the municipal year 2013/14; and

(2) these nominations be formally noted at the first meeting of the Joint Standards Committee.

KENT COUNTY COUNCIL SERVICES UPDATE

The Kent County Council Community Engagement Manager reported on the key points of the Transformation Programme which proposed different thinking surrounding service delivery and expenditure. It was reported that residents were at the very heart of the transformation plans and services would be redesigned according to the needs of customer groups. The programme included a change to top tier management posts and directorate structures. Parishes were invited to comment on the proposals and responses should be sent to transformation@kent.gov.uk by Friday 22 November 2013.

In addition, the County Council had launched its 2014/15 budget consultation and residents and partners were invited to comment on the proposals by 13 December. Details of the consultation were available on:

www.kent.gov.uk/your_council/council_spending/budget_consultation.aspx

Reference was made to the Warm Homes scheme which provided eligible households with energy saving improvements at no cost to the resident. Members were pleased to note that the initiative was now available in Tonbridge and Malling. Parishes were asked to promote the scheme and volunteers to become 'community champions' were invited. Further details were available from the Kent County Council website.

Finally, reference was made to the continued and significant increase in primary pupil numbers and the need for new provision of schools. Due to high demand Leybourne Chase, Kings Hill and Holborough Lakes had been identified as potential new school sites. Drop in sessions at these sites had been arranged and more information on

dates and times could be found on the County Council's website.

Hadlow Parish Council commented that the new 'outcomes' based Ofsted inspections could prove challenging and that the new Children and Family Bill could have implications for local authorities regarding adoption. However, Members were advised that Families and Social Care were liaising with the Communications Team on how to get appropriate messages delivered.

The County Councillor for Malling North advised that a petition on social care would be presented to the relevant Committee for consideration and that the local adoption process and take up had improved.

**PPP
13/037**

TONBRIDGE AND MALLING BOROUGH COUNCIL SERVICES UPDATE

An update on recent events and other key points relevant to Tonbridge and Malling was provided by the Chief Executive. The headline messages included:

- Leisure Trust: It was confirmed that the Trust was now operating the Borough Council's leisure facilities and that customers should not be aware of any change in the level of service.

- Local Plan: Following the parish councils event on 26 September 2013 a series of one to one meetings had been held, which had received positive feedback. Those parishes still undecided about an individual meeting were encouraged to participate.

Both Aylesford and Kings Hill Parish Councils commented that they found the meetings useful and extremely positive.

- Local Business Support: It was reported that the Cabinet Member for Economic Regeneration continued to meet local retail centres across the borough and had had positive dialogue with a number of businesses.

- Tax based figures: It was announced that the Director of Finance and Transformation intended to calculate the tax based figures for parish councils during the first week of December. This information would be shared once it was finalised.

Wrotham Parish Council asked what governed the timetable for the calculations and the Director of Finance and Transformation would be invited to provide details.

The meeting ended at 2125 hours

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TONBRIDGE AND MALLING BOROUGH COUNCIL

TONBRIDGE FORUM

Monday, 25th November, 2013

Present: Cllr O C Baldock (Chairman), Cllr N J Heslop (Vice-Chairman), Cllr Mrs J A Anderson, Cllr P F Bolt and Cllr Ms V M C Branson.

Councillor Mrs Murray was also in attendance pursuant to Council Procedure Rule No 15.21

Members of the Forum: Kent County Councillor Smith, Kent Police, The Skinners Company, Tonbridge Art Group, Tonbridge Civic Society, Tonbridge Historical Society, Tonbridge Line Commuters, Tonbridge Music Club, Tonbridge Rotary Club, Tonbridge Round Table, Tonbridge Sports Association and Tonbridge Theatre and Arts Club.

Other organisations present: Tonbridge Town Team

Apologies for absence were received from Borough Councillors Allison, Ms Atkinson, Edmondston-Low, Mrs Heslop, Ms Spence and Russet Homes, Society of Friends, University of the Third Age and Women's Institute.

ACTION
BY

PART 1 - PUBLIC

TF
13/026

MINUTES

RESOLVED: That the Minutes of the meeting held on 9 September 2013 be approved as a correct record and signed by the Chairman.

TF
13/027

UPDATE ON ANY ACTION IDENTIFIED IN THE LAST MINUTES.

§ Minute TF 13/020 - Town Team Initiatives

Howard Porter of the Tonbridge Town Team reported that since the launch of the loyalty card scheme on 1 October, 58 businesses had registered and were currently participating. The scheme was proving very successful and highlighted the strength of community spirit in the town.

The Town Team were pleased to announce that a special Christmas gift voucher was being developed. These would

cost £10 and be available from the High Street. A full list of businesses participating was available at www.tonbridgetownteam.org.uk

TF
13/028

TONBRIDGE FORUM MEMBERSHIP

The Chairman proposed and it was agreed that the Tonbridge Town Team be confirmed as a new member of the Forum.

TF
13/029

MAPPING THE FUTURE: SETTING OUT FUTURE PROJECTS AND LAUNCH OF WEBSITE

The Chief Officer for NHS West Kent Clinical Commissioning Group (Mr Ian Ayres) set the financial context behind the mapping the futures exercise. It was reported that if delivery of health services remained unchanged there would be a widening gap between income and spend. West Kent had an ageing population that was increasing by 2.5% per year and the challenge was how to deliver more with the same amount of money.

Reference was made to the need for additional investment in community support services and mobile health care, which could prevent a need for an A and E admission being required. It was explained that the greatest savings were likely to come from reducing emergency admissions by taking proactive measures.

Members were reassured that hospital closures were not being considered.

Mr Ayres indicated that other Clinical Commissioning Groups in Kent were undertaking similar exercises and common themes and approaches were likely to be adopted. Therefore, it made sense to work closely with these Groups. It was also important to work with local authorities and other agencies, such as the voluntary sector, to streamline services.

The full presentation would be available to view on the Tonbridge and Borough Council website in due course.

The Chairman thanked Mr Ayres for his valuable contribution to the meeting.

TF
13/030

KENT POLICE UPDATE

The Chairman welcomed Inspector Hutcheon, who had recently taken over responsibility for Tonbridge, to the

meeting and invited him to update on issues relating to Kent Police.

It was reported that the Christmas Festival and switching on of the lights, held on Sunday 24 November, had been a successful event with no incidents over and above normal police duties.

In the lead up to Christmas Members were warned of a potential increase in theft. Additional staff were being deployed into Tonbridge to discourage theft and opportunistic crime. Measures were also in place to increase police visibility.

Members were reminded to keep an eye on personal possessions and to be aware of distraction thefts.

Another initiative operated in the town recently was Op Pilot which involved a passive drug dog targeting areas to detect drugs. This had resulted in two arrests and a formal warning.

Extra patrols had been used to deal with a recent spate of burglaries and offenders were now awaiting trial.

Reference was made to Police Contact Points which was a mobile police station funded by the Police and Crime Commissioner to visit rural areas to provide a police presence. Unfortunately, there had been limited uptake at the present time and these were likely to be reviewed. Members suggested that communities needed time to get used to the new initiative and hoped that contact points would not be withdrawn too soon.

Finally, the next step of the comprehensive spending review was ongoing and although the final detail was still to be announced, further reductions were anticipated.

In response to a question from the floor, Inspector Hutcheon indicated that catalytic converter thefts appeared to have stopped for the time being although no arrests had been made.

The Leader of the Borough Council expressed appreciation for the work of the PCSOs, particularly in support of the litter enforcement work undertaken by borough council staff.

The Chairman thanked Inspector Hutcheon for his contribution to the meeting.

TF
13/031

KENT COUNTY COUNCIL SERVICES UPDATE

The Kent County Council Community Engagement Manager reported on the key points of the Transformation Programme which proposed different thinking surrounding service delivery and expenditure. It was reported that residents were at the very heart of the transformation plans and services would be redesigned according to the needs of customer groups. The programme included a change to top tier management post and directorate structures.

In addition, the County Council had launched its 2014/15 budget consultation and residents and partners were invited to comment on the proposals by 13 December. Details of the consultation were available on:

www.kent.gov.uk/your_council/council_spending/budget_consultation.aspx

Reference was made to the Warm Homes scheme which provided eligible households with energy saving improvements at no cost to the resident. Members were pleased to note that the initiative was now available in Tonbridge and Malling. Further details were available from the Kent County Council website or by calling 0800 521 660

Finally, reference was made to the proposal to enlarge Slade Primary School to address a continued and significant increase in primary pupil numbers. Details of the related consultation were available on www.kent.gov.uk/consultations The deadline for responses was Friday 29 November.

Serious concern was expressed over the consultation process, particularly the lack of promotion to nearby residents and the lack of detailed information on the website. These concerns were noted and would be reported back to the consultation authors. In addition, the Chairman proposed that further discussions took place after the meeting so that the full concerns could be understood.

TF
13/032

TONBRIDGE AND MALLING SERVICES UPDATE

An update on recent events and other key points relevant to Tonbridge and Malling was provided by the Chief Executive. The headline messages included:

- Troubled Families: Members were advised that officers dealing with the delivery of this programme at a local level

were based at the Borough Council offices in Kings Hill. The Royal British Legion was also developing a Military Mentoring pilot and the Chief Executive was pleased to report that this would take place in Tonbridge and Malling. This was a good example of partnership working between County and District councils.

- Christmas Festival and Lights: The success of this event demonstrated the important contribution of community groups.

- Leisure Trust: It was confirmed that the Trust was now operating the Borough Council's leisure facilities and that customers should not be aware of any change.

- Tonbridge Town Centre development: The Chief Executive thanked the many visitors who had attended the public exhibition or viewed the proposals on line. A detailed response to the comments received was currently being considered.

- Tonbridge and Malling Borough Council website: Recent developments included 'My account' which provided regular updates on a range of issues or initiatives related to a postal code area, including bad weather arrangements.

'My location' provided information on nearby interests such as current planning applications and nearest recycling points.

Members were encouraged to visit the website and register.

<https://www.tmbc.gov.uk/my-account>

The meeting ended 2120 hours

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TONBRIDGE AND MALLING BOROUGH COUNCIL

JOINT TRANSPORTATION BOARD

Monday, 2nd December, 2013

Present: Borough Council Members of the Board

Cllr Mrs S M Murray (Chairman), Cllr D A S Davis, Cllr N J Heslop, Cllr Mrs F A Kemp, Cllr R D Lancaster and Cllr A K Sullivan.

County Council Members of the Board

Mr C Smith (Vice-Chairman), Mr M Balfour, Mrs V Dagger, Mrs S Hohler and Mr R Long.

Borough Councillors Mrs Anderson, Atkins, Balcombe, Baldock, Bolt, Ms Branson, Cure, Mrs Luck, Luker and Miss Moloney were also present pursuant to Council Procedure Rule No 15.21.

Apologies for absence were received from Borough Councillor Mrs Oakley and County Councillor Homewood.

PART 1 - PUBLIC

**JTB
13/036 DECLARATIONS OF INTEREST**

There were no declarations of interest made.

**JTB
13/037 MINUTES**

RESOLVED: That the Minutes of the meeting of the Joint Transportation Board held on 23 September 2013 be approved as a correct record and signed by the Chairman.

**JTB
13/038 PARKING ACTION PLAN**

Decision Notice D130143MEM

The report of the Director of Planning, Housing and Environmental Health gave an update on the phased approach undertaken to on-street parking management with a focus on the current initiatives, Phase 7 and the review of the Snodland Local Parking Plan.

RESOLVED: That the following be commended to the Borough Council Cabinet

(1) the 'Recommendation' stated for each location within Annex 1 and Annex 3 be endorsed; and

(2) the endorsed proposals proceed to formal consultation, with any arising objections reported to the next meeting of the Board for consideration.

**JTB
13/039**

TONBRIDGE TOWN CENTRE TRANSPORT STRATEGY - UPDATE

Decision Notice D130144MEM

The joint report of the Director of Highways and Transportation and the Director of Planning, Housing and Environmental Health provided an update on the revised strategy following the informal briefing session for Members and identified appropriate ways in which the strategy would be taken forward.

RESOLVED: That the following be commended to the Borough Council Cabinet

(1) the work to date and the next steps, as set out in the report, be endorsed; and

(2) the County and Borough Council officers work together to establish a timetable for the resolution of the traffic light issue in respect of the 'Star and Garter' junction.

**JTB
13/040**

TONBRIDGE AND MALLING CYCLING STRATEGY

Decision Notice D130145MEM

Consideration was given to the Tonbridge and Malling Cycling Strategy which had been prepared by officers from Kent County Council, working in partnership with colleagues from Tonbridge and Malling Borough Council, the sustainable transport charity, Sustrans, and local cyclists. The report summarised the responses received to the public consultation held between May and June 2013.

A number of Members expressed concern about the phraseology used within the strategy, set out at Annex 1 to the report, which gave an impression that the strategy would be a policy statement rather than provide guidance to the decision making process. Kent County Council offered to clarify the text of the document to ensure that it could be adopted as a material consideration for the purposes of development control.

RESOLVED: That the following be commended to the Borough Council Cabinet

The revised Tonbridge and Malling Cycling Strategy be submitted to the next meeting of the Borough Council's Planning and Transportation Advisory Board for consideration of its incorporation into the Local Plan Process.

**JTB
13/041**

**B245 LONDON ROAD JUNCTION WITH DRY HILL PARK ROAD -
PEDESTRIAN CROSSING IMPROVEMENTS**

The report of the Head of Transportation, Kent Highways and Transportation, summarised the consultant's findings regarding the options for improving the pedestrian crossing facilities at the Dry Hill Park Road junction with the B245 London Road, Tonbridge. The Board was disappointed that the report recommended that it was not possible to install additional pedestrian crossing facilities and

RESOLVED: That Kent County Council be invited to look again at a pedestrian crossing and submit a further report to the next meeting of the Joint Transportation Board.

MATTERS SUBMITTED FOR INFORMATION

**JTB
13/042**

TRAFFIC SCHEMES

The report of the Head of Transportation, Kent Highways and Transportation, provided a summary of the current position on a number of traffic and transportation initiatives in the Borough and identified those funded from each County Member Highway Fund.

**JTB
13/043**

HIGHWAY WORKS PROGRAMME 2013/14

The report of KCC Highways and Transportation provided an update on schemes programmed for construction by the County Council in 2013/14.

MATTERS FOR CONSIDERATION IN PRIVATE

**JTB
13/044**

EXCLUSION OF PRESS AND PUBLIC

No matters were considered in private.

The meeting ended at 2129 hours

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Planning and Transportation**

Decision No: D130143MEM

Date: 2nd December 2013

Decision(s) and Reason(s)

Parking Action Plan

**(Report of Director of Planning, Housing and Environmental Health)
(Annex 1)
(Annex 2)
(Annex 3)
(Annex 4)**

The report gave an update on the phased approach undertaken to on-street parking management with a focus on the current initiatives, Phase 7 and the review of the Snodland Local Parking Plan.

Following consideration by the Joint Transportation Board, the Cabinet Member for Planning and Transportation resolved that:

- 1) the 'Recommendation' stated for each location within Annex 1 and Annex 3 be endorsed; and
- 2) the endorsed proposals proceed to formal consultation, with any arising objections reported to the next meeting of the Board for consideration.

Reasons: As set out in the report submitted to the Joint Transportation Board of 2 December 2013.

Signed Cabinet Member for S Murray
Planning and
Transportation:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 06 December 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Planning and Transportation**

Decision No: D130144MEM

Date: 2nd December 2013

Decision(s) and Reason(s)

Tonbridge Town Centre Transport Strategy - Update

**(Joint Report of Director of Highways and Transportation and
Director of Planning, Housing and Environmental Health)
(Annex 1)**

**The report provided an update on the revised strategy following the
informal briefing session for Members and identified appropriate
ways in which the strategy would be taken forward.**

Following consideration by the Joint Transportation Board, the Cabinet
Member for Planning and Transportation resolved that:

- 1) the work to date and the next steps, as set out in the report, be
endorsed; and
- 2) the County and Borough Council officers work together to establish a
timetable for the resolution of the traffic light issue in respect of the 'Star
and Garter' junction.

Reasons: As set out in the report submitted to the Joint Transportation
Board of 2 December 2013.

Signed Cabinet Member for S Murray
Planning and
Transportation:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 06 December 2013

This decision will come into force and may then be implemented on the expiry of 5
working days after publication unless it is called in.

TONBRIDGE & MALLING BOROUGH COUNCIL

RECORD OF DECISION

**Decision Taken By: CABINET MEMBER FOR
Planning and Transportation**

Decision No: D130145MEM

Date: 2nd December 2013

Decision(s) and Reason(s)

Tonbridge and Malling Cycling Strategy

**(Joint Report of Director of Highways and Transportation and
Director of Planning, Housing and Environmental Health)**

(Annex 1)

(Annex 2)

(Annex 3)

Consideration was given to the Tonbridge and Malling Cycling Strategy which had been prepared by officers from Kent County Council, working in partnership with colleagues from Tonbridge and Malling Borough Council, the sustainable transport charity, Sustrans, and local cyclists. The report summarised the responses received to the public consultation held between May and June 2013.

A number of Members expressed concern about the phraseology used within the strategy, set out at Annex 1 to the report, which gave an impression that the strategy would be a policy statement rather than provide guidance to the decision making process. Kent County Council offered to clarify the text of the document to ensure that it could be adopted as a material consideration for the purposes of development control.

Following consideration by the Joint Transportation Board, the Cabinet Member for Planning and Transportation resolved that:

The revised Tonbridge and Malling Cycling Strategy be submitted to the next meeting of the Borough Council's Planning and Transportation Advisory Board for consideration of its incorporation into the Local Plan Process.

Reasons: As set out in the report submitted to the Joint Transportation Board of 2 December 2013.

Signed Cabinet Member for S Murray
Planning and
Transportation:

Signed Leader: N Heslop

Signed Chief Executive: J Beilby

Date of publication: 06 December 2013

This decision will come into force and may then be implemented on the expiry of 5 working days after publication unless it is called in.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

04 February 2014

Report of the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Council

1 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY FOR 2014/15

The report provides details of investments undertaken and returns achieved in the first nine months of the current financial year. Members are invited to consider amending the current split of investment responsibilities for in-house and externally managed funds. The report concludes with a recommendation to adopt the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15.

1.1 Introduction

- 1.1.1 The Local Government Act 2003 requires the Council to 'have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable'.
- 1.1.2 The Act also requires the Council to set out its Treasury Management Strategy Statement for borrowing and to prepare an Annual Investment Strategy; setting out the Council's policies for managing its investments and for giving priority to the security and liquidity of those investments.
- 1.1.3 The Strategies are set out in a single document at **[Annex 3]** to this report.
- 1.1.4 The portfolio of the Audit Committee includes the review of treasury management activities. Accordingly, that Committee was asked to review the matters covered by this report and **[Annex 3]** on 27 January 2014. Due to timing issues it will be necessary to verbally report upon any recommendations and observations made by the Audit Committee.
- 1.1.5 The Strategy is a complex technical document and is a specialist area of work, I should be grateful if Members could **raise any queries with the author of this report (Michael Withey ext. 6103) in advance of the meeting as Michael will not be present on 4 February.**

1.2 Return on Investments

- 1.2.1 In accordance with the CIPFA Treasury Management Code of Practice, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. We find ourselves in a very difficult investment market. Yields are very low, in line with the 0.5% Bank Rate and have been suppressed further in recent months by the Bank of England's 'Funding for Lending' scheme introduced to support economic recovery. As a consequence, investment returns are expected to remain low relative to pre 2008 financial crisis levels throughout the remainder of this financial year and the next (2014/15).
- 1.2.2 Cash flow funds are available on a temporary basis and their amount varies from month to month and during the course of each month dependent on the timing of receipts (collection of business rates, council tax, grants and other sources of income) and payments (to government, precepting authorities, housing benefit recipients, staff and suppliers). The authority holds £15.4m of core cash balances for investment purposes which are managed by our external fund manager. These funds which comprise our revenue and capital reserves are for the most part available to invest for more than one year.
- 1.2.3 At the end of December 2013 funds invested and interest earned is set out in the table below:

	Funds invested at 31 Dec 2013 £m	Average duration to maturity Yrs	Weighted average rate of return %	Interest earned to 31 Dec 2013 £	Gross annualised return to 31 Dec 2013 %	7 day Libid benchmark %
In-house cash flow excluding Landsbanki	8.0	0.12	0.77	55,600	0.68	0.41
Externally managed core funds	15.4	0.81	0.60	65,000	0.56	0.41
Total	23.4	0.57	0.66	120,600	0.61	0.41

- 1.2.4 Whilst the authority bettered the 7 day LIBID benchmark by 20 basis points interest earned of £120,600 is £58,600 lower than our 2013/14 original estimate for the same period. This underperformance against budget is mainly attributed to the lower than expected return delivered by our external fund manager and is explored in more detail below.
- 1.2.5 **In-house managed cash flow.** Our daily cash flow balances for the year ahead are modelled at the start of the financial year. That cash flow model is then updated daily and reviewed on a regular basis. The majority of our cash flow surpluses are invested overnight in bank deposit accounts and money market funds to ensure sufficient short term liquidity to meet payment obligations.

However, when cash surpluses permit, fixed term investments are made to take advantage of the higher yields available. Thus far in this financial year the following fixed term investments have been made:

£m	Bank/Building Society	Duration	Rate	Period
1.0	Bank of Scotland	12 Months	1.10%	12/4/13 – 11/4/14
1.0	Lloyds TSB	12 Months	1.10%	12/4/13 – 11/4/14
0.6	Lloyds TSB	11 Months	1.05%	12/4/13 – 11/3/14

- 1.2.6 In addition to term deposits the opportunity to generate additional yield is also achieved by utilising notice accounts. At 31 December 2013, £1.0m was deposited in a National Westminster 95 day notice account at a rate of 0.60% per annum and £1.0m deposited in a 35 day notice account with Barclays at 0.54% per annum.
- 1.2.7 The Council achieved a return of 0.68% on its in-house managed cash flow investments for the period ended December 2013, compared to a 7-day LIBID benchmark of 0.41%. However, in cash terms investment income achieved fell short of budget by £7,600. Our revised estimates assume income for the year of £72,000 implying a shortfall against the original 2013/14 estimate of £9,800 for the year as a whole.
- 1.2.8 **Externally managed core funds.** In accordance with our 2013/14 Investment Strategy all of the Council's core funds are being managed by our external fund manager. The Council's fund manager achieved a gross return of 0.56% for the period ended December 2013, compared to a 7-day LIBID benchmark of 0.41%. Excluding unrealised losses on recent UK Gilt purchases of £71,000 investment income achieved for the period ended December 2013 is £65,000.
- 1.2.9 At the end of December 2013 the value of the fund stood at £15.4m. This was invested at an average rate of 0.60% and an average maturity of 0.81 years. The fund manager lowered their expected return for the year to 0.90% at our meeting with them in March. This return implies a shortfall against budget provision for externally managed funds of £20,000 for the year as a whole. However, given performance to date coupled with no real prospect of an improvement in yields for the remainder of this financial year a return of 0.60% is considered more realistic. Our revised estimates for this financial year have been prepared using this lower return and anticipate income for the year as a whole will be £92,400. This represents a shortfall against the original estimate of £61,850.
- 1.2.10 **Current investment position.** A full list of investments held on 31 December 2013 is provided at **[Annex 1]** of this report and a copy of our internal lending list of the same date is provided at **[Annex 2]**. The yields on the total sum invested of £23.4m exclusive of Landsbanki is 0.66% comprising internally managed investments of £8.0m at 0.77% and externally managed investments of £15.4m at 0.60%.

1.3 Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15

- 1.3.1 **Risk appetite.** Three years ago Members supported a rationalisation of our counterparty and non-UK sovereign exposure limits around a single figure of 25% and applied the result to both the in-house and externally managed portfolios. At that time Members also reviewed and made a modest amendment to the minimum credit criteria taking it to Fitch long term AA- (very high), short term F1+ (exceptionally strong). Two years ago, in response to an avalanche of downgrades to bank credit ratings, Members supported a lowering of our minimum counterparty credit criteria to Fitch A (high), F1 (strong) and provided some offset by reducing our counterparty and non-UK sovereign exposure limits to 20%. Audit Committee in October 2012 recommended that the exposure limits for investment in the UK nationalised / part nationalised banks revert back to a maximum of 25% per bank / group and also lowered our minimum AAA (highest) sovereign requirement for the UK to Fitch AA- (very high) or equivalent. That AA- requirement was extended to all sovereigns in the current investment strategy.
- 1.3.2 Officers are content that the current criteria to invest in highly rated financial institutions regulated by similarly rated sovereigns is considered appropriate to safeguard the authority's interests and provides an appropriate balance between the security and diversity of our investments and the desire to generate an income stream. As a consequence, **no changes to the minimum sovereign / counterparty credit rating or exposure limits are proposed in the Annual Investment Strategy for the 2014/15 financial year.**
- 1.3.3 **Management of cash flow and core funds.** The Council splits the funds available for investment into two categories, core funds and cash flow funds. Core funds comprise the Council's revenue and capital reserves which are used to support the Council's spending plans over a number of years. Cash flow funds are monies consumed during the course of a financial year and arise from timing differences between the receipt of income and its subsequent expenditure to meet payment obligations.
- 1.3.4 The 2013/14 Investment Strategy requires that all core funds are managed by our external fund manager. Cash flow funds that are available for more than three months should also be passed to the external fund manager unless a better return can be achieved via in-house investment without undue added risk. In each of the last three years, in-house investment has been the preferred option for investing such surpluses. **The 2014/15 Annual Investment Strategy presumes all cash flow funds will be managed in-house with no requirement to transfer funds to the external fund manager.**
- 1.3.5 In 1991 the Council sold its stock of council houses. The sale proceeds enabled the Council to repay all borrowing and the balance (over £50m) has been used ever since to fund the Council's capital expenditure plans and provide an income stream from investments to support the revenue budget. Some £8m of sale

proceeds remains today and forms part of the core funds managed by our external fund manager. The core fund balance, currently £15.4m, is expected to average £11.4m during 2014/15 and the Council's Treasury Management Team are of the view that the core fund is now of a size that its investment can be managed in-house.

- 1.3.6 External fund management has enabled the Council to maintain a well diversified portfolio with investments in numerous high quality financial institutions. The fund manager's longer term exposure to banks has generally been via certificates of deposit (CDs) which are preferred by some institutions. CDs can be traded on secondary markets and thus provide a source of liquidity should the need arise. In-house longer term investment in banks has in the past been via broker or directly arranged fixed term deposits. Such deposits, as their name implies, are fixed for the duration. Early redemption of fixed term deposits may be possible in some cases but not without penalty. The Council has now secured a custody facility via King & Shaxon to enable CDs and other market tradable instruments (e.g. Gilts and Treasury Bills) to be acquired (and sold) direct. The addition of this facility will, subject to counterparty investment limits, ensure the Council continues to have access to a broad range of high quality institutions.
- 1.3.7 UK Gilts are seen as a safe haven in times of market stress. In the past our external fund manager has been able to take advantage of 'blips' in Gilt prices that the market stress (caused by an event) generates to make additional income by trading Gilts. In the first nine month of this financial year, whilst there have been opportunities to generate capital profits on Gilt trades (e.g. US budget / debt ceiling negotiations), they have not been taken. Going forward Gilt yields are expected to rise in anticipation of interest rate increases. Our external treasury advisor, Capita, are of the view that whilst there may be geo-political factors that result in Gilts being treated as a safe haven investment option by investors such opportunities are less likely in the medium term. Moreover, the current gilt holding (£2m maturing in 2018) that was acquired in May and June of this year is currently recording an unrealised loss of some £71,000. To avoid that loss materialising the investment will need to be maintained to maturity. The yield at purchase of 1.16% whilst attractive given current interest rates is likely to underwhelm in three and four years time.
- 1.3.8 In-house management of cash flow surpluses involves on average five investments per day (a mix of new investments, recalling existing investments and or repeating the previous day's investments). Management of the core fund is expected to involve only two / three investments each month which can be readily absorbed within the existing in-house staff resource. In addition, although the overriding motivation for in-house management of the core fund is its diminishing size, the transfer will generate a saving in external fund management fees. The fees payable on a portfolio of £11.4m will be circa £17,000 and provide a useful contribution to the Council's revenue savings targets.

- 1.3.9 Whilst a specific date for the transfer of responsibility has yet to be determined the expectation is that **by the end of the 2014 /15 financial year all core fund investments will be managed in-house.**
- 1.3.10 **External treasury advisor's recommended duration.** Our advisor's assessment of counterparty creditworthiness assigns financial institutions to a duration band. The bands for those institutions considered appropriate for local authority investment range from 100 days to five years. Institutions which are considered inappropriate for investment are assigned a nil duration. The assessment incorporates a market view of risk using credit default swap data. A credit default swap (CDS) can be likened to insurance taken out by investors to guard against the risk of default. The aggregate value of CDS trades reached a peak at the height of the Eurozone sovereign debt crisis in December 2011 prompting the Bank of England Financial Policy Committee to warn UK banks to prepare to withstand an 'extraordinarily serious and threatening' economic environment. Since then, the European Central Bank has introduced measures to ease bank liquidity, established a mechanism to contain sovereign bond yields and made progress on a European Banking Union. The aggregate value of CDS trades has been on a downward trajectory since December 2011 and is now broadly in line with levels pre the 2008 financial crisis.
- 1.3.11 The CDS data for individual banks has generally followed the same downward trajectory described above. However, in recent weeks and on a limited number of occasions, the fall in CDS data for Barclays Bank has failed to keep pace with the fall in the aggregate value of CDS trades. This has resulted in Barclays CDS data being elevated above the norm triggering a change in Capita's duration recommendation from 100 days, based on credit ratings alone, to nil days when CDS data is also taken into consideration. The 'nil duration' applied at the time of writing this report and explains why Barclays, which has featured on our lending list in previous reports to Audit Committee, is absent from our lending list of 31st December **[Annex 2]**. In recent months 'blips' in CDS data have affected other counterparties on our lending list in a similar fashion including the Nationwide Building Society and Santander UK.
- 1.3.12 Our current Investment strategy requires that at the time an investment is placed we use Capita's duration recommendation to 'determine' the duration of an investment. **The strategy for 2014/15 introduces a degree of flexibility and requires that Capita's recommended duration is used to 'inform' the duration of an investment.** This flexibility will be incorporated into our detailed Treasury Management Practices that support the Annual Investment Strategy. The flexibility will be limited to Capita's recommended duration plus three months and will only be applied to UK financial institutions.
- 1.3.13 **Updated strategies.** Whilst no changes are being made to the Council's risk appetite, the proposed changes in management arrangements and investment duration flexibility have been incorporated into the Treasury Management Strategy and Annual Investment Strategy for 2014/15. Both strategies are combined into a

single document and are provided at **[Annex 3]**. Except where outlined above no other material changes to the strategies have been made. A recommendation to adopt **[Annex 3]** appears at paragraph 1.9.1(6).

1.4 Money Market Fund Regulatory Changes

- 1.4.1 Both the Securities Commission in America and more importantly from our perspective, the European Commission are in the process of consulting on changes to the regulatory framework governing money market funds. Money market funds (MMFs) form a critical component in our daily cash flow management. They provide the same day access to cash as a traditional bank deposit account; allow surplus cash to be placed in a AAA credit rated product and; ensure our peak monthly cash balances are disbursed across a range of counterparties.
- 1.4.2 The current yield on a typical fund used by the Council is 0.4% and falls roughly mid-way between the yield from our bank deposit accounts at 0.6% and that offered by the UK Debt Management Office at 0.25%. Most commentators believe that if all of the proposed regulatory changes came into being, MMFs would no longer be viable. Any regulatory change will involve a 'bedding-in period' to allow MMFs to adapt to the new requirements. So whilst change is inevitable it is unlikely to impact on our cash management operation during 2014/15. Members will be updated as regulations develop and our existing MMFs response to those regulatory changes emerges.

1.5 Legal Implications

- 1.5.1 These are set out above and at **[Annex 3]** to this report. In addition, Capita are employed to provide independent advice on legislative and professional changes that impact on the treasury management function.

1.6 Financial and Value for Money Considerations

- 1.6.1 The Bank Rate is expected to remain at a historical low (0.5%) throughout the remainder of this financial year and the next (2014/15). The 'Funding for Lending' initiative introduced by the Bank of England in summer 2012 has had a significant downward impact on returns being offered by financial institutions. As a consequence budgeted returns for both cash flow and core funds have been revised downward for 2013/14. Similar low returns are anticipated in 2014/15 at 0.75% for cash flow and 0.85% for core funds.
- 1.6.2 The performance of our fund manager is monitored against all of the players in the public sector cash management market place using data provided by Capita. In addition, the performances of both externally and internally managed investments are monitored against relevant benchmarks. In-house returns are also monitored against other Kent authorities and the broader local authority pool via Capita's benchmarking service.

- 1.6.3 The Council invested £1m in a three month fixed term deposit with the Icelandic bank, Landsbanki. The bank went into administration a few days prior to the investments intended maturity in October 2008. The Council has participated in a joint action, co-ordinated by the Local Government Association, to recover the investment and associated interest. To date the Council has received £542,700 in partial payments from the Landsbanki Winding-up Board. Members are referred to the Part 2 report submitted to Audit Committee 7 October 2013 detailing current recovery action.

1.7 Risk Assessment

- 1.7.1 Capita are employed to advise on the content of the Treasury Management Strategy Statement and Annual Investment Strategy and this, coupled with a regular audit of treasury activities ensures that the requirements of the Strategy and the Treasury Policy Statement adopted by this Council are complied with.
- 1.7.2 Credit ratings remain a key tool in assessing risk. It is recognised that their use should be supplemented with sovereign ratings and market intelligence. Appropriate sovereign, group and counterparty limits need to be established to ensure an appropriate level of diversification.
- 1.7.3 In the light of these safeguards and stringent Treasury Management Procedures it is considered that any risks to the authority implicit in the 2014/15 Strategy have been minimised.

1.8 Equality Impact Assessment

- 1.8.1 See 'Screening for equality impacts' table at end of report.

1.9 Recommendations

- 1.9.1 Cabinet are invited to consider and **RECOMMEND** that full Council:
- 1) note the treasury management position as at 31 December 2013;
 - 2) retain the current minimum counterparty credit ratings and the current maximum sovereign / counterparty exposure limits.
 - 3) agrees all cash flow funds in 2014/15 be managed in-house with no requirement to transfer funds to the external fund manager;
 - 4) agrees to the transfer of responsibility for the Council's core fund investments from the external fund manager to in-house management during 2014/15;
 - 5) allows some flexibility over the duration of investments placed with UK financial institutions as outlined in paragraph 1.3.12;

- 6) adopts the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15 set out at **[Annex 3]**.

Background papers:

contact: Michael Withey

Templates and forecasts provided by Capita
Fitch Rating Definitions.

Sharon Shelton
Director of Finance and Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	N/A
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	N/A
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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Investment Summary as at 31 December 2013

Counterparty	Sovereign	Fitch Credit rating				Investment type (Specified/Non- specified) [Statement date to Maturity]	Investment from	Maturity Date	Investment at purchase value £	Coupon Rate of return	% of total investments	Instrument type	Managed by:	Externally Managed Core Funds £	Internally Managed Cash Flow £	Non-specified Investments (NSI) £
		Long Term	Short Term	Viability	Support											
Bank of Nova Scotia	Canada	AA-	F1+	aa-	1	Specified	03/12/2013	03/03/2014	1,000,000	0.43%		CDs	Externally Managed	1,000,000		
Bank of Nova Scotia Total									1,000,000		4.18%					
Bank of Scotland	UK	A	F1	-	1	Specified	12/04/2013	11/04/2014	1,000,000	1.10%		Fixed deposit	Internally Managed		1,000,000	
Bank of Scotland Total									1,000,000		4.18%					
Barclays Bank 35 Day Notice	UK	A	F1	a	1	Specified	09/08/2013	17/03/2014	1,000,000	0.54%		Call - Notice	Internally Managed		1,000,000	
Barclays Bank Total									1,000,000		4.18%					
Commonwealth Bank of Australia	Australia	AA-	F1+	aa-	1	Specified	20/11/2013	20/03/2014	600,000	0.48%		CDs	Externally Managed	600,000		
Commonwealth Bank of Australia Total									600,000		2.51%					
Deutsche Bank	Germany	A+	F1+	a	1	Specified	14/11/2013	14/02/2014	2,500,000	0.48%		CDs	Externally Managed	2,500,000		
Deutsche Bank Total									2,500,000		10.45%					
Handelsbanken		AA-	F1+	aa-	1	Specified	31/12/2013	02/01/2014	2,100,000	0.60%		Call	Internally Managed		2,100,000	
Handelsbanken		AA-	F1+	aa-	1	Specified	29/11/2013	30/05/2014	2,100,000	0.52%		CDs	Externally Managed	2,100,000		
Handelsbanken Bank Total	Sweden								4,200,000		17.56%					
ING Bank	Netherlands	A+	F1+	a	1	Specified	08/10/2013	08/01/2014	2,000,000	0.50%		CDs	Externally Managed	2,000,000		
ING Bank Total									2,000,000		8.36%					
Investec Sterling MF	Luxembourg	AAA	-	-	-	Specified	31/12/2013	02/01/2014	108,000	0.37%		Call - EMF	Externally Managed	108,000		
Investec Sterling MF Total									108,000		0.45%					
Landsbanki	Iceland	-	-	-	-	Specified	30/07/2008	In default	457,000	5.86%		Fixed deposit	Internally Managed		457,000	
Landsbanki Bank Total									457,000		1.91%					
Lloyds TSB Bank	UK	A	F1	bbb+	1	Specified	12/04/2013	11/04/2014	1,000,000	1.10%		Fixed deposit	Internally Managed		1,000,000	
Lloyds TSB Bank		A	F1	bbb+	1	Specified	12/04/2013	12/03/2014	600,000	1.05%		Fixed deposit	Internally Managed		600,000	
Lloyds TSB Bank Total									1,600,000		6.69%					
NatWest Bank Call Account	UK	A	F1	-	1	Specified	31/12/2013	02/01/2014	500,000	0.60%		Call	Internally Managed		500,000	
NatWest Bank 95 Day Notice		A	F1	-	1	Specified	13/05/2013	17/03/2014	1,000,000	0.60%		Call - Notice	Internally Managed		1,000,000	
National Westminster Bank Total									1,500,000		6.27%					
Nordea Bank (Finland)	Finland	AA-	F1+	aa-	1	Specified	08/10/2013	08/01/2014	1,900,000	0.50%		CDs	Externally Managed	1,900,000		
Nordea Bank (Finland) Total									1,900,000		7.94%					
Rabobank	Netherlands	AA	F1+	aa	1	Specified	31/12/2013	02/01/2014	10,000	0.35%		TD	Externally Managed	10,000		
Rabobank Total									10,000		0.04%					
Santander UK Plc	UK	A	F1	a	1	Specified	31/12/2013	02/01/2014	850,000	0.80%		Call	Internally Managed		850,000	
Santander UK Plc Total									850,000		3.55%					
Standard Chartered Bank	UK	AA-	F1+	aa-	1	Specified	29/11/2013	28/02/2014	400,000	0.44%		CDs	Externally Managed	400,000		
Standard Chartered Bank Total									400,000		1.67%					
Toronto Dominion Bank	Canada	AA-	F1+	aa-	1	Specified	28/06/2013	31/12/2013	2,000,000	0.51%		CDs	Externally Managed	2,000,000		
Toronto Dominion Bank Total									2,000,000		8.36%					
UK Treasury Gilt [1]	UK	AA+	-	-	-	Non-specified	29/05/2013	22/07/2018	2,281,000	1.25%		UK Gilt	Externally Managed	2,281,000		2,281,000
UK Treasury Bill		AA+	-	-	-	Specified	16/12/2013	16/06/2014	499,000	0.36%		UK Bill	Externally Managed	499,000		
UK Treasury Total									2,780,000		11.62%					
Investec/Citibank uninvested balance		A	F1	-	1	Specified			10,000	0.25%		F Mgr cash bal	Externally Managed	10,000		
Investec/Citibank uninvested balance									10,000		0.04%					
Total invested									23,915,000		100.00%			15,408,000	8,507,000	2,281,000

Number of investments	22	Average investment value £	1,087,000	
Number of counter parties	18	Average investment per counter party £	1,329,000	
Group exposures (UK Nationalised) - max 25% for core funds or £2.6m cash flow.		Core £	Core %	Cash £
RBS + National Westminster excluding RBS managed Global Treasury Fund		0	0.00%	1,500,000
Bank of Scotland + Lloyds TSB		0	0.00%	2,600,000

Management Split :	£	%	NSI limit = 60% of core funds
Externally Managed Core Funds	15,408,000	64.43%	14.80%
Internally Managed Cash Funds	8,507,000	35.57%	
Total	23,915,000	100.00%	

Notes: (Eq)=Equivalent. Investec data provided on an unaudited basis. [1]Represents date of initial purchase.

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Tonbridge and Malling Borough Council Internal Lending List as at 31 December 2013

Checked against Sector Duration Matrix dated 27/12/13								
Minimum investment criteria is Sector Green (100 days) Duration Band (entry point broadly equates to Fitch A, F1, bbb-, 1 unless UK nationalised / semi-nationalised).								
Counterparty	Sovereign	Sovereign Rating [1]	Fitch Long Term	Fitch Short Term	Fitch Viability	Fitch Support	Exposure Limit	Sector Duration [2]
Svenska Handelsbanken AB	Sweden	AAA	AA-	F1+	aa-	1	£2.1m	12 months
HSBC Bank plc	UK	AA+	AA-	F1+	a+	1	£2.1m	12 months
Santander UK plc	UK	AA+	A	F1	a	1	£2.1m	100 days
Nationwide Building Society	UK	AA+	A	F1	a	1	£2.1m	100 days
Bank of Scotland plc [3] Group limit with BOS and Lloyds TSB of £2.6m	UK	AA+	A	F1	-	1	£2.6m	1 year
Lloyds TSB Bank plc [3] Group limit with BOS and Lloyds TSB of £2.6m	UK	AA+	A	F1	bbb+	1	£2.6m	1 year
National Westminster Bank plc [3] Group limit with Nat West and RBS of £2.6m	UK	AA+	A	F1	-	1	£2.6m	1 year
The Royal Bank of Scotland plc [3] Group limit with Nat West and RBS of £2.6m	UK	AA+	A	F1	bbb	1	£2.6m	1 year
Debt Management Office	UK	AA+	N/A	N/A	N/A	N/A	No limit	N/A
UK Local Authorities	UK	AA+	N/A	N/A	N/A	N/A	£2.1m	N/A
[1] Reflects the lowest of the three rating agencies views (Fitch, Moody's and Standard and Poor's). Strategy requires sovereigns to be rated at least AA-. [2] All deposits overnight unless otherwise approved by the Director of Finance and Transformation AND Chief Financial Services Officer. If other than overnight duration must not exceed Sector's recommendation. [3] UK nationalised / semi-nationalised.								

Money Market Funds				
Minimum investment criteria one of AAA-mf, AAmmf or AAAm.				
Fund Name	Moody	Fitch	S&P	Exposure Limit
Blackrock	AAA-mf	-	AAAm	£2.1m
BNP Paribas	-	-	AAAm	£2.1m
Global Treasury Fund	AAA-mf	AAmmf	AAAm	£2.1m
Goldman Sachs	AAA-mf	AAmmf	AAAm	£2.1m
Deutsche Fund	AAA-mf	-	AAAm	£2.1m
Insight	-	AAmmf	AAAm	£2.1m
Ignis	-	AAmmf	AAAm	£2.1m
Morgan Stanley	AAA-mf	AAmmf	AAAm	£2.1m
Prime Rate	AAA-mf	AAmmf	AAAm	£2.1m

Enhanced Cash Funds				
Minimum investment criteria AAA.				
Fund Name	Moody	Fitch	S&P	Exposure Limit
Insight Liquidity Plus	-	-	AAAf /S1	£1.05m

Approved by Director of Finance
and Transformation
31st December 2013

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Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15

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 2014/15

1.4.1 The suggested strategy for 2014/15 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, Capita Asset Services (previously known as 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 2014/15 to 2016/17

- 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 31 December 2013 comprised only investments, which totalled £23.4m (excluding Landsbanki) generating an average return of 0.66%.

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. All capital expenditure in 2014/15 will be funded from the Revenue Reserve for Capital Schemes, grants, developer contributions and capital receipts arising from the sale of assts.

5 Prudential and Treasury Indicators for 2014/15 – 2016/17

- 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. Subsequent Code amendments are also complied with.

6 Prospects for Interest Rates

- 6.1 The Council has appointed Capita Asset Services as treasury advisor to the Council and part of their service is to assist the Council to formulate a view on interest rates. **[Appendix 4]** draws together a number of current City forecasts for short term (Bank Rate) and longer fixed interest rates. Capita's expectation for the Bank Rate for the financial year ends (March) is:
- 2013/ 2014 0.50%
 - 2014/ 2015 0.50%
 - 2015/ 2016 0.50%
 - 2016/ 2017 1.25%
- 6.2 The recession that followed the global financial crisis of 2008 has been the deepest and recovery from it the slowest the UK has experienced in recent history. However, growth in the UK economy has rebounded during 2013 to surpass all expectations. Growth prospects remain strong for 2014, not only in the UK economy as a whole, but in all three main sectors, services, manufacturing and construction. One downside is that wage inflation continues to remain significantly below inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. A rebalancing of the economy towards exports has started but as 40% of UK exports go to the Eurozone, the difficulties in this region are likely to continue to

dampen UK growth. There are, therefore, concerns that a UK recovery currently based mainly on consumer spending and the housing market, may not endure much beyond 2014. The US, the main world economy, faces similar debt problems to the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth.

6.3 The current economic outlook and structure of market interest rates and government debt yields have two key treasury management implications:

- Although Eurozone concerns have subsided in 2013, Eurozone sovereign debt difficulties have not gone away and there are concerns over how these will be managed. Government debt to GDP ratios in some countries will continue to rise to levels that may result in a loss of investor confidence in the financial viability of such countries. Counterparty risks therefore remain elevated suggesting the use of higher quality counterparties for shorter time periods; and
- Investment returns are likely to remain relatively low during 2014/15 and beyond.

6.4 A more detailed view of the current economic background, provided by Capita, is contained in **[Appendix 5]**.

7 Annual Investment Strategy

7.1 Investment Policy

7.1.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (adopted 2009 Code and subsequent revisions). As a consequence, the Council's investment priorities are:

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

7.1.2 The Council also aims 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 Capita. This service has been progressively enhanced over the last few 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;
- Credit Default Swap (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 **inform** (previously 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 Capita'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	100 Days (previously 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 Capita 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 Capita 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 and 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 and are applicable to both cash flow and core fund investment.

Annex 3

Country, Counterparty and Group exposure	Maximum Proportion of Cash Flow and Core Funds
UK Sovereign (subject to a minimum rating of AA-)	100%
Each non-UK Sovereign rated AA- or better	20%
Group limit excluding UK nationalised / part nationalised banks	20%
Each counterparty rated Fitch A, F1, bbb-, 1 (green using Capita's credit methodology) or better	20%
Each UK nationalised or part nationalised bank / group	25%
Each AAA multilateral / supranational bank	20%
Each AAA rated bond fund / gilt fund / enhanced cash fund / government liquidity fund / equity fund or property fund subject to maximum 20% exposure to all such funds	10%
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 balance 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 during the course of a financial year places a natural limit on the maximum duration of investments (up to one year). 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.

Cash flow investments

- 7.4.2 The average daily cash flow balance throughout 2014/15 is expected to be £9.3m. Of that figure some £4m is likely to be available for longer than three months. The Investment Strategy for 2013/14 required such funds (those available for longer than three months) to be passed to the Council's external fund manager unless a better rate of return could be achieved from managing those funds in-house without undue added risk. In each of the last three years, in-house management has been the preferred option and **for 2014/15 all cash flow fund investments will be managed in-house with no requirement to transfer funds to the external fund manager.**
- 7.4.3 Investments in respect of cash flow will be made with reference to cash flow requirements (liquidity) and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Liquidity will be maintained by using bank deposit accounts and money markets funds. Where duration can be tolerated, additional yield will be generated by utilising notice accounts, term deposits with banks and building societies and enhanced cash funds.
- 7.4.4 In compiling the Council's estimates for 2014/15 a return on cash flow investments of 0.75% has been assumed. This return is consistent with return being achieved in 2013/14 and reflects a continuation throughout 2014/15 of the current 0.5% Bank Rate.

Core fund investments

- 7.4.5 During 2014/15 the Council's core funds will be part managed on a discretionary basis by the Council's external fund manager (Investec Asset Management Ltd). The fund manager is 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]**.
- 7.4.6 Historically all core funds have been managed by an external fund manager. However, the core fund balance is diminishing as a proportion is consumed each year (approximately £2.25m per annum) to support the Council's revenue budget and capital expenditure plans. The average core fund balance during 2014/15 is expected to be £11.4m and the Council's Treasury Management Team are of the view that the core fund is now of a size that its investment can be managed in-house. Whilst a specific date for the transfer of responsibility has yet

to be determined the expectation is that **by the end of the 2014 /15 financial year all core fund investments will managed in-house.**

- 7.4.7 Regardless of management responsibility (in-house or external) 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 are within the risk parameters set by this Council.
- 7.4.8 In compiling the Council's estimates for 2014/15 a return on core fund investments of 0.85% has been assumed. This return anticipates a small uplift in yield will be generated over cash flow investment expectations (paragraph 7.4.4). Subject to the credit quality and exposure limits outlined in paragraph 7.3.2, liquidity and yield will be achieved by a mix of investments using predominantly fixed term deposits, certificates of deposit, notice accounts and enhanced cash funds. The existing UK Gilt position is likely to be retained to maturity but not added to (yield at purchase of 1.16%, maturing 2018).

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 Capita 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.

Appendices

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

Appendix 1 Treasury management scheme of delegation

(i) Full council

- budget approval.
- approval of treasury management policy.
- approval of the annual Treasury Management Strategy Statement and Annual Investment Strategy.
- approval of amendments to the Council's adopted clauses, Treasury Management Policy Statement and the annual Treasury Management Strategy Statement and Annual Investment Strategy.
- 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, Innovation 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 2014/15 report that is to be submitted to Cabinet on 4 February 2014.

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

TREASURY MANAGEMENT INDICATORS	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£'000	£'000	£'000	£'000	£'000
Authorised Limit for external debt :					
borrowing	Nil	5,000	5,000	5,000	5,000
other long term liabilities	Nil	Nil	Nil	Nil	Nil
TOTAL	Nil	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	16,767 (80.5%)	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	Nil	60% of core funds			

Maturity structure of fixed rate borrowing during 2014/15	upper limit	lower limit
under 12 months	100 %	0 %
Over 12 months	0 %	0 %

Appendix 4 Interest Rate Forecasts (November 2013)

Capita Asset Services Interest Rate View														
	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17
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%	1.00%	1.25%
3 Month LIBID	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.60%	0.70%	0.90%	1.30%
6 Month LIBID	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.60%	0.70%	0.80%	1.00%	1.20%	1.40%
12 Month LIBID	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	0.80%	1.00%	1.20%	1.40%	1.60%	1.80%	2.00%	2.30%
5yr PWLB Rate	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.40%
10yr PWLB Rate	3.60%	3.60%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.30%	4.40%	4.50%
25yr PWLB Rate	4.40%	4.40%	4.50%	4.50%	4.60%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.10%
50yr PWLB Rate	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.20%
Bank Rate														
Capita Asset Services	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%	1.00%	1.00%	1.25%
UBS	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%	-	-	-	-	-
5yr PWLB Rate														
Capita Asset Services	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.40%
UBS	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital Economics	2.10%	2.30%	2.30%	2.30%	2.30%	2.30%	2.50%	2.90%	3.30%	-	-	-	-	-
10yr PWLB Rate														
Capita Asset Services	3.60%	3.60%	3.70%	3.80%	3.80%	3.90%	3.90%	4.00%	4.10%	4.20%	4.30%	4.30%	4.40%	4.50%
UBS	3.90%	4.00%	4.00%	4.10%	4.10%	-	-	-	-	-	-	-	-	-
Capital Economics	3.30%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.55%	3.80%	-	-	-	-	-
25yr PWLB Rate														
Capita Asset Services	4.40%	4.40%	4.50%	4.50%	4.60%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.10%	5.10%	5.10%
UBS	4.40%	4.50%	4.50%	4.60%	4.60%	-	-	-	-	-	-	-	-	-
Capital Economics	4.10%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.20%	4.30%	-	-	-	-	-
50yr PWLB Rate														
Capita Asset Services	4.40%	4.40%	4.50%	4.50%	4.60%	4.70%	4.80%	4.90%	5.00%	5.10%	5.20%	5.20%	5.20%	5.20%
UBS	4.50%	4.50%	4.60%	4.60%	4.70%	-	-	-	-	-	-	-	-	-
Capital Economics	4.30%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.40%	4.50%	-	-	-	-	-

Appendix 5 Economic Background Provide by Capita Asset Services

1 THE GLOBAL ECONOMY

The Eurozone (EZ). The sovereign debt crisis has eased during 2013 which has been a year of comparative calm after the hiatus of the Cyprus bailout in the spring. The EZ finally escaped from seven quarters of recession in quarter 2 of 2013 but growth is likely to remain weak and so will dampen UK growth. The ECB's pledge to buy unlimited amounts of bonds of countries which ask for a bail out, has provided heavily indebted countries with a strong defence against market forces. This has bought them time to make progress with their economies to return to growth or to reduce the degree of recession. However, debt to GDP ratios (2012 figures) of 176% Greece, Italy 131%, Portugal 124%, Ireland 123% and Cyprus 110%, remain a cause of concern, especially as many of these countries are experiencing continuing rates of increase in debt in excess of their rate of economic growth i.e. these debt ratios are continuing to deteriorate. Any sharp downturn in economic growth would make these countries particularly vulnerable to a new bout of sovereign debt crisis. It should also be noted that Italy has the third biggest debt mountain in the world behind Japan and the US. Greece remains particularly vulnerable and continues to struggle to meet EZ targets for fiscal correction. Many commentators still view a Greek exit from the Euro as inevitable and there are concerns that austerity measures in Cyprus could also end up in forcing an exit. The question remains as to how much damage an exit by one country would do and whether contagion would spread to other countries. However, the longer a Greek exit is delayed, the less are likely to be the repercussions beyond Greece on other countries and on EU banks. It looks increasingly likely that Slovenia will be the next country to need a bailout.

Sentiment in financial markets has improved considerably during 2013 as a result of firm Eurozone commitment to support struggling countries and to keep the Eurozone intact. However, the foundations to this current "solution" to the Eurozone debt crisis are still weak and events could easily conspire to put this into reverse. There are particular concerns as to whether democratically elected governments will lose the support of electorates suffering under EZ imposed austerity programmes, especially in countries like Greece and Spain which have unemployment rates of over 26% and unemployment among younger people of over 50%. The Italian political situation is also fraught with difficulties in maintaining a viable coalition which will implement an EZ imposed austerity programme and undertake overdue reforms to government and the economy.

USA. The economy has managed to return to reasonable growth in Q2 2013 of 2.5% y/y and 2.8% in Q3, in spite of the fiscal cliff induced sharp cuts in federal expenditure that kicked in on 1 March, and increases in taxation. The Federal Reserve has continued to provide huge stimulus to the economy through its \$85bn per month asset purchases programme of quantitative

easing. However, it is expected that this level of support will start to be tapered down early in 2014. It has also pledged not to increase the central rate until unemployment falls to 6.5%; this is probably unlikely to happen until early 2015. Consumer, investor and business confidence levels have improved markedly in 2013. The housing market has turned a corner and house sales and increases in house prices have returned to healthy levels. Many house owners have, therefore, been helped to escape from negative equity and banks have also largely repaired their damaged balance sheets so that they can resume healthy levels of lending. All this portends well for a reasonable growth rate looking forward.

China. Concerns that Chinese growth could be heading downwards have been allayed by recent stronger statistics. There are still concerns around an unbalanced economy which is heavily dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector. There are also increasing concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates. This primarily occurred during the government promoted expansion of credit, which was aimed at protecting the overall rate of growth in the economy after the Lehmans crisis.

Japan. The initial euphoria generated by “Abenomics”, the huge QE operation instituted by the Japanese government to buy Japanese debt, has tempered as the follow through of measures to reform the financial system and the introduction of other economic reforms, appears to have stalled. However, at long last, Japan has seen a return to reasonable growth and positive inflation during 2013 which augurs well for the hopes that Japan can escape from stagnation and deflation and so help to support world growth. The fiscal challenges though are huge; the gross debt to GDP ratio is about 245% in 2013 while the government is currently running an annual fiscal deficit of around 50% of total government expenditure. Within two years, the central bank will end up purchasing about Y190 trillion (£1,200 billion) of government debt. In addition, the population is ageing due to a low birth rate and will fall from 128m to 100m by 2050.

2 THE UK ECONOMY

Economic growth. Until 2013, the economic recovery in the UK since 2008 had been the worst and slowest recovery in recent history. However, growth strongly rebounded in 2013 - quarter 1 (+0.3%), 2 (+0.7%) and 3 (+0.8%), to surpass all expectations as all three main sectors, services, manufacturing and construction contributed to this strong upturn. The Bank of England has, therefore, upgraded growth forecasts in the August and November quarterly

Inflation Reports for 2013 from 1.2% to 1.6% and for 2014 from 1.7% to 2.8%, (2015 unchanged at 2.3%). The November Report stated that:

“In the United Kingdom, recovery has finally taken hold. The economy is growing robustly as lifting uncertainty and thawing credit conditions start to unlock pent-up demand. But significant headwinds — both at home and abroad — remain, and there is a long way to go before the aftermath of the financial crisis has cleared and economic conditions normalise. That underpins the MPC’s intention to maintain the exceptionally stimulative stance of monetary policy until there has been a substantial reduction in the degree of economic slack. The pace at which that slack is eroded, and the durability of the recovery, will depend on the extent to which productivity picks up alongside demand. Productivity growth has risen in recent quarters, although unemployment has fallen by slightly more than expected on the back of strong output growth”.

So very encouraging - yes, but, still a long way to go! However, growth is expected to be strong for the immediate future. One downside is that wage inflation continues to remain significantly below CPI inflation so disposable income and living standards are under pressure, although income tax cuts have ameliorated this to some extent. A rebalancing of the economy towards exports has started but as 40% of UK exports go to the Eurozone, the difficulties in this area are likely to continue to dampen UK growth.

Forward guidance. The Bank of England issued forward guidance in August which said that the Bank will not start to consider raising interest rates until the jobless rate (Labour Force Survey / ILO i.e. not the claimant count measure) has fallen to 7% or below. This would require the creation of about 750,000 jobs and was forecast to take three years in August, but revised to possibly quarter 4 2014 in November. The UK unemployment rate currently stands at 2.5 million i.e. 7.6 % on the LFS / ILO measure. The Bank's guidance is subject to three provisos, mainly around inflation; breaching any of them would sever the link between interest rates and unemployment levels. This actually makes forecasting Bank Rate much more complex given the lack of available reliable forecasts by economists over a three year plus horizon. The recession since 2007 was notable for how unemployment did NOT rise to the levels that would normally be expected in a major recession and the August Inflation Report noted that productivity had sunk to 2005 levels. There has, therefore, been a significant level of retention of labour, which will mean that a significant amount of GDP growth can be accommodated without a major reduction in unemployment.

Credit conditions. While Bank Rate has remained unchanged at 0.5% and quantitative easing has remained unchanged at £375bn in 2013, the Funding for Lending Scheme (FLS), aimed at encouraging banks to expand lending to small and medium size enterprises, has been extended. The FLS certainly seems to be having a positive effect in terms of encouraging house purchases

(though levels are still far below the pre-crisis level), FLS is also due to be bolstered by the second phase of Help to Buy aimed at supporting the purchase of second hand properties, which is now due to start in earnest in January 2014. While there have been concerns that these schemes are creating a bubble in the housing market, the house price increases outside of London and the south-east have been minimal. However, bank lending to small and medium enterprises continues to remain weak and inhibited by banks still repairing their balance sheets and anticipating tightening of regulatory requirements.

Inflation. Inflation has fallen from a peak of 3.1% in June 2013 to 2.2% in October. It is expected to fall back to reach the 2% target level within the MPC's two year time horizon.

AAA rating. The UK has lost its AAA rating from Fitch and Moody's but that caused little market reaction.

3 **Capita Asset Services forward view**

Economic forecasting remains difficult with so many external influences weighing on the UK. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, and safer bonds.

There could well be volatility in gilt yields over the next year as financial markets await the long expected start of tapering of asset purchases by the Fed. The timing and degree of tapering could have a significant effect on both Treasury and gilt yields. Equally, at the time of writing, the political deadlock and infighting between Democrats and Republicans over the budget, and the raising of the debt limit, has only been kicked down the road, rather than resolved. Resolving these issues could have a significant effect on gilt yields during 2014.

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 of bond issuance in other major western countries. Increasing investor confidence in economic recovery is also likely to compound this effect as a continuation of recovery will further encourage investors to switch back from bonds to equities.

The overall balance of risks to economic recovery in the UK is currently evenly weighted. However, only time will tell just how long this period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis, or a break-up of the EZ, but rather that there will be a managed resolution of the debt crisis

where EZ institutions and governments do what is necessary. Under this assumed scenario, growth within the EZ will be tepid for the next couple of years and some EZ countries experiencing low or negative growth, will, over that time period, see a significant increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the large countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks currently include:

- UK strong economic growth is currently very dependent on consumer spending and recovery in the housing market. This is unlikely to endure much beyond 2014 as consumer borrowing is already high and wage inflation is less than CPI inflation, so disposable income is being eroded.
- A weak rebalancing of UK growth to exporting and business investment causing a major weakening of overall economic growth beyond 2014
- Weak growth or recession in the UK's main trading partners - the EU and US, depressing economic recovery in the UK.
- Prolonged political disagreement over the US Federal Budget and raising of the debt ceiling
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis
- The potential for a significant increase in negative reactions of populations in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- Italy has the third highest level of government debt in the world. Given the political situation difficulties may arise in implementing austerity measures and a programme of reform.
- Problems in other Eurozone heavily indebted countries (e.g. Cyprus and Portugal) which could also generate safe haven flows into UK gilts, especially if it looks likely that one, or more countries, will need to leave the Eurozone.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Geopolitical risks e.g. Syria, Iran, North Korea, which could trigger safe haven flows back into bonds

The potential for upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates include:

- A sharp upturn in investor confidence that sustainable robust world economic growth is firmly expected, causing a surge in the flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status on a sustainable improvement in financial stresses in the Eurozone.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
- In the longer term – an earlier than currently expected reversal of QE in the UK; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.

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 Capita (**+3 months for UK Financial Institutions** 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 1 year):

Investment	Minimum Credit Criteria	Use
UK Debt Management Agency Deposit Facility	UK Sovereign AA-	In-house
Term deposits - UK local authorities	UK Sovereign AA-	In-house
Term deposits - UK nationalised and part nationalised banks	UK Sovereign AA-	In-house and Fund Manager
Term deposits - banks and building societies	UK / Non-UK Sovereign AA-. Counterparty A, F1, bbb-, 1 or Green excl. CDS 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 AA-	In-house and Fund Manager
Certificates of deposit - banks and building societies	UK / Non-UK Sovereign AA-. Counterparty A, F1, bbb-, 1 or Green excl. CDS if in-house	In-house and Fund Manager
UK Treasury Bills	UK Sovereign AA-	In-house and Fund Manager
UK Government Gilts	UK Sovereign AA-	In-house and Fund Manager
Bonds issued by multi-lateral development banks	AAA	In-house and Fund Manager
Sovereign bond issues (other than the UK govt)	AAA	In-house and Fund Manager

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs):		
1. 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
6. Equity Funds	AAA	In-house and Fund Manager
7. Property Funds	AAA	In-house and Fund Manager

Non-specified Investments (maturities in excess of 1 year and any maturity if not included above):

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

Annex 3

Term deposits - banks and building societies	UK / Non-UK Sovereign AA- Counterparty A, F1, bbb-, 1 (Green)	In-house	2 years
Certificates of deposit - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign AA-	In-house and Fund Mgr	2 years
Certificates of deposit - banks and building societies	UK / Non-UK Sovereign AA- Counterparty A, F1, bbb-, 1 (Green)	In-house and Fund Mgr	2 years
Commercial paper - UK nationalised and part nationalised banks excluding Ulster Bank (part of RBS)	UK Sovereign AA-	In-house and Fund Mgr	2 years
Commercial paper - banks and building societies	UK / Non-UK Sovereign AA- Counterparty A, F1, bbb-, 1 (Green)	In-house and Fund Mgr	2 years
Floating rate notes issued by multilateral development banks	AAA	In-house and Fund Mgr	5 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Mgr	5 years
Sovereign bond issues (other than the UK Government)	AAA	In-house and Fund Mgr	5 years
UK Government Gilts	UK Sovereign AA-	In-house and Fund Mgr	Max of 25% 5 years
UK Government Gilts	UK Sovereign AA-	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 and Transformation.

As of 31 December 2013 sovereigns meeting the above requirement were:

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

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

04 February 2014

Report of the Chief Executive and Director of Finance and Transformation

Part 1- Public

A MORE DETAILED SUPPLEMENTARY REPORT ON “SETTING THE BUDGET FOR 2014/15” AND A REPORT ON “SETTING THE COUNCIL TAX FOR 2014/15” WILL BE CIRCULATED BEFORE THE MEETING ON 4 FEBRUARY

Matters for Recommendation to Council

1 SETTING THE BUDGET FOR 2014/15

This is a short report to update Members on issues relating to the setting of the Budget for 2014/15. More detailed supplementary reports in liaison with the Leader of the Council and the Cabinet Member for Finance, Property and Innovation will be circulated before the meeting on the 4 February.

1.1 Medium Term Financial Strategy

1.1.1 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. 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.

1.1.2 Since it was introduced in 2003 **the Medium Term Financial Strategy has been instrumental in protecting the services that are provided by the Council and it has enabled us to take a more measured approach than would have been possible without it.** However, it is not a panacea which can insulate the Council from the severe cuts in government funding.

1.1.3 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. Underneath the Strategy for the budget setting year sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures.

1.1.4 Members are fully aware that 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 the 'funding gap' will influence the timescales we afford ourselves to address the problem.

1.2 Revenue Estimates 2014/15

- 1.2.1 The draft Revenue Estimates for 2014/15 were presented to the meeting of the Finance, Innovation and Property Advisory Board and the Overview and Scrutiny Committee earlier in the cycle. The role of the Board and of the Committee is to assist both the Cabinet and the Council in the preparation of the Budget within the context of the Medium Term Financial Strategy and the Council's priorities. At the Finance, Innovation and Property Advisory Board meeting the Revenue Estimates as presented were endorsed. Any adjustments made following the meeting of the Overview and Scrutiny Committee will be reflected in the supplementary report to be circulated before the meeting on 4 February.
- 1.2.2 During this cycle of meetings Members have deliberated on whether or not the 'council tax freeze' grant on offer from the Government for 2014/15 should be accepted and Members of the Cabinet, and the Full Council, will need to deliberate (and ultimately make a decision on) the best course of action for Tonbridge & Malling Borough Council. From a **technical point of view** whether the Council makes a decision to accept the 'freeze' grant or not affects the 'Summary Total' for the 2014/15 Estimates. Therefore, for completeness and transparency, the table below illustrates the position for both scenarios.

	Revised Estimate 2013/14 £	Original Estimate 2014/15 (no freeze) £	Original Estimate 2014/15 (freeze) £
Summary Total reported to Finance, Innovation and Property Advisory Board on 8 January	13,494,300	13,419,200	13,419,200
Council Tax Freeze Grant 2014/15			(87,300)
Current Summary Total	13,494,300	13,419,200	13,331,900

1.3 Local Government Finance Settlement

- 1.3.1 On 18 December 2013, provisional Settlement Funding Assessments for 2014/15 were published along with indicative figures for 2015/16. Each local authority's actual allocation for 2014/15 is expected to be confirmed shortly.
- 1.3.2 Our provisional Settlement Funding Assessment for 2014/15 is £4,356,517. This represents a cash decrease of £676,738 or 13.4% when compared to the equivalent figure of £5,033,255 in 2013/14. Included in the Settlement Funding Assessment is the parish councils' indicative allocation in respect of the council tax support scheme, however, it is not separately identified as it was in 2012/13.
- 1.3.3 In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2014/15 is £2,395,874 compared to £1,636,217 in 2013/14. Grant funding including NHB is, therefore, £6,752,391. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2013/14 £	2014/15 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,010,774	2,049,944	39,170	1.9
Revenue Support Grant	3,022,481	2,306,573	(715,908)	(23.7)
Settlement Funding Assessment	5,033,255	4,356,517	(676,738)	(13.4)
New Homes Bonus	1,636,217	2,395,874	759,657	46.4
Total Grant Funding	6,669,472	6,752,391	82,919	1.2

- 1.3.4 In recent years the government has referred to the increase / (decrease) in an authority's **spending power**; and this is what tends to be quoted in media coverage. The calculation of the spending power is rather complex but, for **simplicity purposes**, although it is not exactly the same, TMBC's spending power can be taken to be the percentage increase / (decrease) in **total** grant funding. As can be seen from the table above our total grant funding increased by 1.2% and the increase in spending power calculated by the government is given as 1.1%. Members will note that the increase in overall funding and spending power is attributable to the fact that our grant award under the NHB more than negates the decrease in our Settlement Funding Assessment.
- 1.3.5 This outcome is not entirely surprising because the Council has been doing exactly what is being asked of it by the government: **facilitating housing investment and, in turn, stimulating economic growth**. The number of new dwellings completed and included in the calculation for NHB in 2014/15 was extremely good and surpassed our own 'realistic' expectation. This was,

therefore, a 'good' year; however the risk is that this is an extremely volatile form of funding and other years may not prove to be so good!

- 1.3.6 Our concern has always been what happens when NHB in its current form 'ceases' and/or it is replaced by something else, and we hit the metaphorical 'cliff edge'. Putting to one side NHB, it is worth noting that, **of the twelve district councils in Kent, Tonbridge & Malling Borough Council continues to receive the lowest Settlement Funding Assessment both in total and per head.**
- 1.3.7 The provisional Settlement also gives indicative figures for 2015/16 – to assist us in forward planning. Our indicative Settlement Funding Assessment for 2015/16 is £3,684,595. This represents a cash decrease of £671,922 or 15.4% when compared to the equivalent figure of £4,356,517 in 2014/15. Again, the Settlement Funding Assessment includes the parish councils' indicative allocation in respect of the council tax support scheme.
- 1.3.8 In addition, the Council's grant award under the NHB scheme in 2015/16 is estimated to be £2,943,073 compared to £2,395,874 in 2014/15. (The 'actual' NHB for 2015/16 will not be known until returns have been compiled during the course of next year regarding completions, so this is truly an estimate at this point.)
- 1.3.9 **Total** grant funding including NHB is, therefore, anticipated to be £6,627,668 in 2015/16; which is a 1.8% reduction on the 2014/15 total funding. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2014/15 £	2015/16 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,049,944	2,106,525	56,581	2.8
Revenue Support Grant	2,306,573	1,578,070	(728,503)	(31.6)
Settlement Funding Assessment	4,356,517	3,684,595	(671,922)	(15.4)
New Homes Bonus	2,395,874	2,943,073	547,199	22.8
Total Grant Funding	6,752,391	6,627,668	(124,723)	(1.8)

- 1.3.10 Also, the Localism Act requires a local authority to seek the approval of their electorate via a local referendum if it proposes to raise council tax above the threshold set by the Secretary of State. As Members are aware, we are awaiting details of the referendum threshold limit from the Secretary of State for 2014/15. Whilst this was originally thought to be 2%, recent press coverage has suggested this could be 1.5% or even lower. In addition, there is a lack of clarity, at the time

of writing this report, as to whether the payment of any special levies is 'in or 'out' of the calculation.

1.4 Capital Plan Review

- 1.4.1 Capital expenditure is currently funded from the revenue reserve for capital schemes, grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets. The revenue reserve for capital schemes provides the main source of funding for existing and any new schemes that are introduced into the Capital Plan.
- 1.4.2 It is important to ensure that the revenue reserve for capital schemes can continue to fund capital expenditure at least until we reach a position where the annual contribution to the reserve matches the funding required for the replacement of our assets which deliver services as well as recurring capital expenditure.
- 1.4.3 In order to get to this position 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. Members are reminded that in setting the budget for 2013/14 that allowance was set at £320,000. It should be noted that the Council in due course will need to borrow to fund such expenditure.
- 1.4.4 The Capital Plan Review process started at the Finance, Innovation and Property Advisory Board on 8 January followed by the Overview and Scrutiny Committee on 28 January.
- 1.4.5 At the Finance, Innovation and Property Advisory Board meeting Members endorsed the recommendations as detailed in the report. Due to the timing of meetings any adjustments made following the meeting of the Overview and Scrutiny Committee will be reflected in the supplementary report to be circulated before the meeting on 4 February. The recommendations set out in the report to the Finance, Innovation and Property Advisory Board were:
 - 1) Cabinet be asked to endorse the Capital Plan (List A) position as shown in Annex 2 of the Capital Plan Booklet.
 - 2) Cabinet be asked to amend List C as detailed in paragraph 1.5.1 of the report.
 - 3) Cabinet be asked to select those schemes listed in paragraph 1.6.3 for evaluation.
 - 4) Cabinet be asked to endorse:

The transfer of the schemes listed in paragraph 1.7.3 from List C to List B:

In the case of the river wall, Wouldham scheme a specific earmarked reserve is established in the sum of £700,000 and that this scheme sits

outside the annual allowance of £320,000 with an implementation date for capital plan purposes of 2015/16.

- 5) Cabinet be asked to endorse the Capital Strategy at Annex 5 for adoption by Council and publication on the Council's website.

1.5 Supplementary Reports

- 1.5.1 Detailed supplementary reports on "Setting the Budget for 2014/15" and on "Setting the Council Tax for 2014/15" will be circulated to Members in advance of the meeting to enable the Cabinet to make appropriate recommendations to Council.

1.6 Legal Implications

- 1.6.1 There are a number of legislative requirements to consider in setting the Budget which will be addressed as we move through the budget cycle.
- 1.6.2 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 veto the rise.

1.7 Financial and Value for Money Considerations

- 1.7.1 As set out above.

1.8 Risk Assessment

- 1.8.1 The Local Government Act 2003 requires the Chief Financial Officer, when calculating the Council Tax Requirement, to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. Consideration will and is given to the risks associated with any budget setting process where various financial and other assumptions have to be made. To mitigate the risks detailed estimates are formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures and external advice on assumptions obtained where appropriate.
- 1.8.2 The Medium Term Financial Strategy sets out the high level financial objectives the Council wishes to fulfil and underpins the budget setting process for the forthcoming year and over the Strategy period. As the Council's high level financial planning tool the Strategy needs to be reviewed and updated at least annually and in the current climate regularly reviewed by Management Team.
- 1.8.3 There is so much uncertainty and volatility particularly in some of our major sources of income that financial planning is becoming increasingly difficult with the increased risk of significant variances compared to projections.

- 1.8.4 Any increase in council tax above the relevant threshold, even by a fraction of a percentage point, would require a referendum to be held.
- 1.8.5 In addition, not identifying and implementing the requisite savings will put at risk the integrity of the Medium Term Financial Strategy.
- 1.9 Further information will be provided in a supplementary report which will be circulated prior to the meeting.**

Background papers:

contact: Sharon Shelton

Nil

Neil Lawley

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance and Transformation

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Report of the Director of Finance & Transformation

Part 1- Public

Matters for Recommendation to Council

1 UPDATE OF ANTI-FRAUD POLICIES

Summary

This report informs Members of the outcome of a review of the Anti-Fraud Policies of the Council by the Audit Committee. The review has identified that some changes are required and recommends that these changes are adopted.

1.1 Introduction

- 1.1.1 As part of the overall Governance process the Audit Committee undertakes an annual review of the Anti-Fraud policies. Following this review the policies require adoption by full Council via Cabinet.

1.2 Update

- 1.2.1 The policies have been reviewed by the Audit Committee and any additional amendments requested will be notified to Cabinet on the night.
- 1.2.2 The majority of changes are relatively minor, referring to changes in job titles and job holders. Members are requested to refer to the Audit Committee report for changes referred to in detail on the individual policies.
- 1.2.3 The most significant change is the introduction of a separate Council Tax Reduction, Discount and Exemption Anti-Fraud Policy. Previously Council Tax Reduction Scheme cases fell under the Housing and Council Tax Benefit Anti-Fraud Policy. During the last year there have been a number of legislative changes that have introduced new offences and sanctions relating to the Council Tax Reduction Scheme.
- 1.2.4 Following these changes it was considered timely to introduce a separate policy and to include other Council Tax Exemptions and Discounts that remain offences under the Fraud Act.

1.3 Financial and Value for Money Considerations

- 1.3.1 Fraud prevention and detection is an area subject to central government focus with initiatives such as Protecting the Public Purse, National Fraud Initiative and Fighting Fraud Locally maintaining a high profile. The message coming from these initiatives is that effective fraud prevention and detection releases resources from fraud.
- 1.3.2 These policies comply with recognised best practice and reinforce the zero tolerance stance of the Council towards fraud. Effective fraud prevention minimises losses to the Council through fraud.

1.4 Risk Assessment

- 1.4.1 The policies reflect best practice and the culture of the Council is aimed at minimising the risk of fraud. The policies are supported by the internal control mechanisms in place and form part of the overall control environment of the Council.

1.5 Equality Impact Assessment

- 1.5.1 There are no negative impacts identified as a result of the policies but they do give a process of how fraud will be treated in accordance with the public interest test ensuring equitable treatment in an investigation.

1.6 Recommendations

- 1.6.1 Members are asked to **RECOMMEND** that Council approve the following draft policies:

- Anti-Fraud and Corruption Policy
- Housing and Council Tax Benefit Anti-Fraud Policy;
- Council Tax Reduction, Discount and Exemption Anti-Fraud Policy

Background papers:

contact: David Buckley

Nil

Sharon Shelton

Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Policies are designed to be a statement of how the Council will treat fraud
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	Any investigations resulting from these policies will consider the public interest test and will take vulnerability into consideration.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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TONBRIDGE & MALLING BOROUGH COUNCIL

FINANCE, INNOVATION and PROPERTY ADVISORY BOARD

08 January 2014

Report of the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Cabinet - Council Decision

1 REVENUE ESTIMATES 2014/15

The Council has a statutory duty to set the level of council tax for the forthcoming financial year by 11 March. Under the Budget and Policy Framework Rules of the Constitution, the Cabinet is responsible for formulating initial draft proposals in respect of the Budget. The role of this Advisory Board is to assist both the Cabinet and the Council in the preparation of the Budget for 2014/15 within the context of the Medium Term Financial Strategy and the Council's priorities.

1.1 Introduction and Timetable

- 1.1.1 The Cabinet is responsible for formulating initial draft proposals in respect of the Budget for 2014/15. This report is intended as the basis for recommendations from this Board to the Cabinet.
- 1.1.2 The proposals will also be referred to the Overview and Scrutiny Committee for further consideration and advice. The Overview and Scrutiny Committee has a meeting on the 28 January in order to address this responsibility. A special meeting of the Cabinet is scheduled for the 4 February to consider the recommendations of this Board and the Overview and Scrutiny Committee and, in addition, take into account the Council's final grant settlement.
- 1.1.3 At that special meeting on the 4 February, the Cabinet will need to formulate its final proposals in respect of the Budget for 2014/15 and the council tax to be levied in respect of the Borough Council. The Full Council will meet on the 13 February to approve the Budget and set the Council Tax. The Full Council may adopt or amend the Cabinet's proposals.
- 1.1.4 The role of this Advisory Board is to consider in detail both the Revised Estimates for 2013/14 and the Estimates for 2014/15 within the context of the Medium Term Financial Strategy and the Council's priorities. For completeness, details of how we are updating the Medium Term Financial Strategy are contained within this report for information.

1.2 Medium Term Financial Strategy

1.2.1 To recap, the Council's current Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets over a rolling ten-year period, and it is this Strategy that underpins the budget setting process each year and over the strategy period. The aim of the Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities. The MTFS sets out the high level objectives the Council wishes to fulfil over the agreed time span. These are:

- 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.

1.2.2 Based on current financial information, the MTFS sets out, 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. Underneath the Strategy for the budget setting year sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures.

1.2.3 Members are fully aware that the Council faces an increasingly 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.

1.2.4 We believe, however, that our MTFS is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way. Clearly, the absolute size of the budget 'funding gap' will influence the timescales we can afford ourselves to address the problem.

1.2.5 Members will recall that when setting the budget for 2013/14 in February 2013 projections at that time suggested a 'funding gap' between expenditure and

income of circa £2.8 million. Based on the above projection it was further suggested that the savings target could be broken down 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 ideally the start of the year 2014/15, 2016/17, 2017/18 and 2019/20 respectively).

- 1.2.6 The MTFs will need to be updated and rolled forward as part of the 2014/15 budget setting process. Further information about this, together with the issues that Cabinet will need to address when updating the MTFs are set out later in this report at paragraph 1.12.

1.3 Provisional Local Government Finance Settlement

- 1.3.1 On 18 December 2013, provisional Settlement Funding Assessments for 2014/15 were published along with indicative figures for 2015/16. Each local authority's actual allocation for 2014/15 is expected to be confirmed in January 2014.
- 1.3.2 Our provisional Settlement Funding Assessment for 2014/15 is £4,356,517. This represents a cash decrease of £676,738 or 13.4% when compared to the equivalent figure of £5,033,255 in 2013/14. Included in the Settlement Funding Assessment is the parish councils' indicative allocation in respect of the council tax support scheme, however, it is not separately identified as it was in 2012/13.
- 1.3.3 In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2014/15 is £2,395,874 compared to £1,636,217 in 2013/14. Grant funding including NHB is, therefore, £6,752,391. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2013/14 £	2014/15 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,010,774	2,049,944	39,170	1.9
Revenue Support Grant	3,022,481	2,306,573	(715,908)	(23.7)
Settlement Funding Assessment	5,033,255	4,356,517	(676,738)	(13.4)
New Homes Bonus	1,636,217	2,395,874	759,657	46.4
Total Grant Funding	6,669,472	6,752,391	82,919	1.2

- 1.3.4 In recent years the government has referred to the increase / (decrease) in an authority's **spending power**; and this is what tends to be quoted in media coverage. The calculation of the spending power is rather complex but, for **simplicity purposes**, although it is not exactly the same, TMBC's spending power can be taken to be the percentage increase / (decrease) in **total** grant funding. As can be seen from the table above our total grant funding increased by

1.2% and the increase in spending power calculated by the government is given as 1.1%. Members will note that the increase in overall funding and spending power is attributable to the fact that our grant award under the NHB more than negates the decrease in our Settlement Funding Assessment.

- 1.3.5 This outcome is not entirely surprising because the Council has been doing exactly what is being asked of it by the government: **facilitating housing investment and, in turn, stimulating economic growth**. The number of new dwellings completed and included in the calculation for NHB in 2014/15 was extremely good and surpassed our own 'realistic' expectation. This was, therefore, a 'good' year; however the risk is that this is an extremely volatile form of funding and other years may not prove to be so good!
- 1.3.6 Our concern has always been what happens when NHB in its current form 'ceases' and/or it is replaced by something else, and we hit the metaphorical 'cliff edge'. Putting to one side NHB, it is worth noting that, **of the twelve district councils in Kent, Tonbridge & Malling Borough Council continues to receive the lowest Settlement Funding Assessment both in total and per head**.
- 1.3.7 The Provisional Settlement also gives indicative figures for 2015/16 – to assist us in forward planning. Our indicative Settlement Funding Assessment for 2015/16 is £3,684,595. This represents a cash decrease of £671,922 or 15.4% when compared to the equivalent figure of £4,356,517 in 2014/15. Again, the Settlement Funding Assessment includes the parish councils' indicative allocation in respect of the council tax support scheme. In addition, the Council's grant award under the NHB scheme in 2015/16 is estimated to be £2,943,073 compared to £2,395,874 in 2014/15. (The 'actual' NHB for 2015/16 will not be known until returns have been compiled during the course of next year regarding completions, so this is truly an estimate at this point.)
- 1.3.8 **Total** grant funding including NHB is, therefore, anticipated to be £6,627,668 in 2015/16; which is a 1.8% reduction on the 2014/15 total funding. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2014/15 £	2015/16 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,049,944	2,106,525	56,581	2.8
Revenue Support Grant	2,306,573	1,578,070	(728,503)	(31.6)
Settlement Funding Assessment	4,356,517	3,684,595	(671,922)	(15.4)
New Homes Bonus	2,395,874	2,943,073	547,199	22.8
Total Grant Funding	6,752,391	6,627,668	(124,723)	(1.8)

1.4 Local Referendums to Veto Excessive Council Tax Increases

- 1.4.1 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.
- 1.4.2 In previous years, the referendum limit in respect of council tax increases was announced at the same time as the provisional local government finance settlement. Earlier in the year, as part of the Spending Review, Members may recall that we were advised that this was to be set at 2% for two years. However, as the Minister unveiled the local government finance settlement, a written statement revealed that he and his department remained undecided about what level of council tax increases will require a referendum and an announcement would be made in the New Year. Members will, I am sure, agree that this is extremely late and makes the budget setting process that more difficult to bring together and present to Cabinet.
- 1.4.3 At this stage, for financial planning purposes, I have **assumed a council tax referendum threshold of 2% for 2014/15 and 2015/16**. Members might wish to note that the Minister gave no hint as to whether parish councils would be included in the referendum rules or not.
- 1.4.4 It was also announced that funding for council tax freezes in 2014/15 and 2015/16 will **become part of local authority's baseline funding**. To this end the Government has announced that it will provide funding equivalent to a 1.0% increase in council tax in 2014/15 and 2015/16. **If interpreted correctly, this is important because it appears that the government is to adopt a different approach to 'freeze grant' than in previous years** where the 'benefit' of the grant funding disappeared after one (or possibly two) years and it became a bit of a 'double-edged sword'.
- 1.4.5 In order to present 'options' to the Cabinet in due course, and in the absence of information to the contrary, I am assuming that the **freeze funding due to be handed out in 2014/15 will continue indefinitely**.
- 1.4.6 Members might recall that, in his Autumn Statement, the Chancellor said that local government would be protected from further reductions in public sector expenditure for 2014/15 to 2015/16 of 1.1% *"to help local authorities to freeze council tax in 2014/15 and 2015/16."*

1.5 Business Rates Retention

- 1.5.1 Members will be aware that, from April 2013, the Government introduced the Business Rates Retention scheme. For medium term financial planning purposes we have assumed that the business rates baseline attributed to TMBC is not notably different to the actual business rates income. If our actual income is less than the baseline set the authority will have to **meet a share of that shortfall up to a maximum of circa £150,000 in year one**. It should be noted that this figure increases each year in line with inflation.

1.6 New Homes Bonus

- 1.6.1 Following the outcome of a consultation undertaken by the government which was reported to this Advisory Board in October, it has been announced that the New Homes Bonus **will not be pooled** to Local Enterprise Partnerships outside of London as was previously proposed. This is, of course, most welcome and is in line with the response submitted by this Council; but, looking forward, the sustainability of the New Homes Bonus in its current form remains a concern. The government has said it intends to carry out an evaluation of NHB and consult on measures to improve the incentive provided.
- 1.6.2 For medium term financial planning purposes, I have assumed that there will be a phased withdrawal of the current NHB model from 2015/16 onwards and that the model will be replaced with something else, but with a reduced level of funding. It should be noted that, depending on how any replacement 'model' allocates funding to individual local authorities, there is a real risk that the Council could see its **overall grant funding reduce by more than is presently reflected in the Medium Term Financial Strategy**.
- 1.6.3 It is of course impossible to estimate with any certainty what that might mean for TMBC, but our working assumption is that this could require a **further potential savings tranche of circa £700,000**.

1.7 Specific Issues

- 1.7.1 Members are advised that increased customer use of Freedom of Information (FoI) and Environmental Information Regulations (EiR) may impact on a range of income streams over the life of the Medium Term Financial Strategy and the Management Team will continue to monitor this.
- 1.7.2 In terms of the council tax base, built into the Medium Term Financial Strategy is an expectation about future growth in the number of band D equivalents over the ten-year period. Members will be aware that this growth (or otherwise) will impact on the level of the New Homes Bonus that the Council might receive in the future.
- 1.7.3 It is important to recognise, however, that, currently, the timing of development growth is very difficult to predict given the market as well as other site specific

conditions. Therefore, our assumption about the growth in the tax base for the Medium Term Financial Strategy comes with a 'health warning'.

- 1.7.4 Recommendations regarding fees and charges shown elsewhere on this agenda or to be reported to the appropriate Advisory Board during this cycle of meetings are incorporated within the Estimates. Any changes required following consideration of fees and charges presented to this and other meetings will be incorporated before the Estimates are reported to Cabinet on 4 February.
- 1.7.5 Other than loss of investment income the draft Estimates presented do not take account of the revenue consequences of new capital schemes to the Capital Plan. At its meeting on 4 February, the Cabinet will need to give consideration to both the Revenue and Capital Estimates in the context of the Medium Term Financial Strategy and, where appropriate, recommend additions to the Capital Plan.
- 1.7.6 The contribution to the Building Repairs Reserve for the year 2013/14 is to be increased from £400,000 to £525,000. The additional contribution is required in order to 'boost' the balance held in the reserve; and to pay for some unexpected works, e.g. to the air handling unit at Larkfield Leisure Centre and to meet the refurbishment costs in respect of 1 – 5 Martin Square. In order to meet the one-off costs associated with the removal of asbestos from the Gibson Building loft areas, the contribution to the Building Repairs Reserve for the year 2014/15 is to be set at £650,000.
- 1.7.7 A sum of £50,000 is to be added to the Invest to Save Reserve to meet costs associated with Service reviews with the aim of identifying savings opportunities.
- 1.7.8 As part of the agreement with the newly created Tonbridge and Malling Leisure Trust, the Council is to meet increases in utility costs over and above inflation where the Trust does not achieve its annual operating surplus target; and the cost of increases in the employer's pension contribution rate from that set at the date of transfer. I shall be establishing a specific earmarked reserve in the sum of £200,000 for such eventualities.
- 1.7.9 The Council will at sometime in the not too distant future have to carry out reinstatement works to the river wall, Wouldham and I propose to establish a specific earmarked reserve in the sum of £700,000 for this purpose.
- 1.7.10 Members may note from the Estimates booklet circulated with this report that the presentation 'format' has altered from previous years. Management Team agreed that, following the corporate establishment changes, it would be preferable to mirror the composition of the new Directorates within the format for the Estimates to aid transparency and accountability. Service budgets are, therefore, collated and presented within Directorates; with an overarching 'Corporate Services' element being the collective responsibility of the whole Management Team.
- 1.7.11 Turning to the individual Estimates, particular issues that need to be drawn to Members attention are set out below:

Corporate Services

1.7.12 The key issues are:

- 1) The forward estimate includes the Executive and Central Services restructure; a provision for the April 2014 pay award; additional temporary staff in the Housing Benefits and Revenues Sections to assist with the significant increased workload; and that element of the employer's pension contribution in respect of the former Leisure Services Business Unit remaining with the Council.
- 2) Review of the rateable value of Gibson Building resulted in a £71,000 rebate in 2013/14.

Chief Executive

1.7.13 The key issues are:

- 1) The recent Overview and Scrutiny Committee recommendation to discontinue producing 'Here and Now' and to seek alternative communication methods has generated savings of £50,000.

Director of Central Services

1.7.14 The key issues are:

- 1) The completion of rent reviews at Vale Rise industrial estate has generated an additional £10,450 per annum. An additional £25,000 is included within the revised estimate in respect of backdated rent.

Director of Finance & Transformation

1.7.15 The key issues are:

- 1) Housing benefits estimates reflect the delay in the government's programme to transfer claims to Universal Credit.
- 2) The Council received additional one-off funding of £28,800 from the Department for Work and Pensions (DWP) in 2013/14 to assist with the additional workload arising from the current economic climate.
- 3) The DWP administration grant for 2014/15 has been reduced by 8.6%.
- 4) A Council Tax empty home review cost £43,000 with the aim to increase the grant award under the New Homes Bonus scheme (this had a positive impact on the NHB for 2014/15 – see paragraph 1.3.3). KCC have been asked to contribute towards the cost.
- 5) The Council has received a new burdens grant of £56,550 following introduction of a local Council Tax support scheme.

- 6) Investment income continues to reflect the delay in the bank rate rise from its current low of 0.5%.

Director of Planning, Housing and Environmental Health

1.7.16 The key issues are:

- 1) Applications and appeals and planning application fee income budgets have been increased to reflect increase in demand for services.
- 2) The winter maintenance budget has been reduced following a review.
- 3) Penalty Charge Notice income has been reduced to better reflect recent experience.
- 4) Street naming and numbering income has increased following a change to the fee structure.
- 5) Changes to the CCTV monitoring station contract have generated savings.
- 6) Homelessness accommodation costs and associated recharges have increased due to the impact of welfare reform.
- 7) The Home Improvement Agency contract awarded to In Touch by Kent County Council with effect from 1 October 2012 does not require any financial contribution from this Council.

Director of Street Scene and Leisure

1.7.17 The key issues are:

- 1) Refuse, recycling and street cleansing contract payments have been reduced following a review.
- 2) Recycling income is lower than originally estimated primarily as a result of tonnages collected being lower than anticipated.
- 3) Public conveniences reflect a revised service from 1 July 2013.
- 4) Pest control reflects a revised service from 1 November 2013.
- 5) Estimates reflect management of Larkfield Leisure Centre, Angel Centre, Tonbridge Swimming Pool and Poult Wood Golf Centre transferring to Tonbridge and Malling Leisure Trust from 1 November 2013.

1.8 Revised Revenue Estimates 2013/14

- 1.8.1 Overall, the Revised Estimates show a **decrease over the Original Estimates of £282,850 prior** to making a contribution to/from the General Revenue Reserve. The principal variations are given in the table below.

Description	DR £	CR £	
Tonbridge & Malling Leisure Trust Reserve	200,000		
Building Repairs Reserve	125,000		
Investment Income	96,650		
Invest to Save Reserve	50,000		
Empty Homes Review	36,000		
Termination Payments	30,600		
Application & Appeals	30,000		
Benefits Administration Grant		28,800	
Commercial Property/Industrial Estate Rent		35,100	
Public Conveniences		40,550	
Home Improvement Agency		45,000	
Housing Benefits		48,000	
Salaries & Contributions		48,050	
Council Tax Support Grant		56,550	
Leisure Services Business Unit / Trust		76,750	
Rates		76,750	
Refuse, Recycling & Street Cleansing Contract Payments		81,850	
Major Income Streams		93,650	
Other Net Changes		220,050	CR
Total	568,250	851,100	282,850

1.9 Revenue Estimates 2014/15

- 1.9.1 Overall, the draft Estimates 2014/15 total £13,419,200 **prior** to making a contribution to/from the General Revenue Reserve. This represents a **decrease of £357,950** or 2.6% over the Original Estimates for 2013/14. The principal variations are given in the table below.

Description	DR £	CR £
River Wall at Wouldham Reserve	700,000	
Building Repairs Reserve	250,000	
Corporate MTFs Reserve	250,000	
Investment Income	94,050	
Salaries & Contributions	50,900	
Refuse, Recycling & Street Cleansing Contract Payments	40,050	
Council Tax Reduction Transition Grant	25,550	
Recruitment & Training		26,000
CCTV Monitoring Station		28,000
Pest Control		39,400
Home Improvement Agency		45,000

Public Conveniences		46,450	
Housing Benefits		48,000	
Information & Publicity		50,000	
Off-Street Car Parking Charges		137,750	
Tonbridge & Malling Leisure Trust		425,300	
New Homes Bonus		759,650	
Other Net Changes		162,950	CR
Total	1,410,550	1,768,500	357,950

1.9.2 It is likely that there will need to be changes made to the Estimates as we move through the budget setting process. It is my intention to bring these together for the Cabinet Budget meeting in February, rather than introduce them in a piecemeal fashion.

1.10 Draft Capital Plan

1.10.1 A report elsewhere on this agenda seeks to advise Members of the way forward on the Capital Plan. A few years ago Members agreed a set of criteria to guide the inclusion of new schemes to List C ('wish' list) and ultimately the inclusion of schemes on List A (schemes assigned budget provision). The criteria are:

- to meet legislative requirements including health and safety obligations;
- funded from external resources; and
- generate income or reduce revenue expenditure.

1.10.2 The Capital Plan review report recommends schemes for inclusion on List B, the short-list of schemes for possible inclusion in the Capital Plan. Members are reminded that the selection from List B, of schemes to be included in the Capital Plan (List A) – if any – will be made at Cabinet on the 4 February for endorsement by Council. With this in mind Members are advised that other than loss of investment income the revenue consequences of new capital schemes **have yet to be incorporated within the Estimates**.

1.10.3 It is important to ensure that the revenue reserve for capital schemes can continue to fund capital expenditure at least until we reach a position where the annual contribution to the reserve matches the funding required for the replacement of our assets which deliver services as well as recurring capital expenditure.

1.10.4 In order to get to this position 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. Members are reminded that in setting the budget for 2013/14 that allowance was set at £320,000. It should be noted that the Council in due course will need to borrow to fund such expenditure.

1.11 Consultation with Non-Domestic Ratepayers

- 1.11.1 Before the Borough Council determines the amount of its total estimated expenditure and makes calculations of its requirements for the ensuing financial year, it consults representatives of its non-domestic ratepayers about its expenditure proposals (including capital expenditure). The consultees, who include the local Chambers of Commerce as well as a group of the larger ratepayers in the Borough, receive on request information and copies of the draft budgets and are invited to make written representations if they deem it appropriate. Any points of clarification required are dealt with by telephone, written correspondence or, if appropriate, an informal meeting with officers.
- 1.11.2 Any comments or representations received from the consultees will be reported to Members throughout the budget process.

1.12 Update of our Medium Term Financial Strategy

- 1.12.1 Members may recall the report to the Advisory Board in August 2013 which gave an early assessment of the impact, on the Council's finances and MTFS, of the 2013 Spending Review announced in June and subsequent consultation papers.
- 1.12.2 Based on that assessment it was suggested that the first savings tranche would need to increase by £200,000 to £1.1m and that the additional pressure of £200,000 was tackled as part of the 2014/15 budget setting process leaving the timing and scale of the further three savings tranches to be achieved unchanged (for the time being).
- 1.12.3 When updating the MTFS we need to take into account the following (not exclusive) factors:
- those factors that have contributed towards addressing the 'funding gap';
 - those factors that have taken matters in the 'wrong' direction;
 - the announcement on the level of council tax increase for 2014/15 above which the local authority would be required to seek the approval of their electorate via a local referendum and the government's commitment in partnership with local authorities to freeze council tax in England for a further year;
 - the ongoing impact of the Business Rates Retention scheme; and
 - award of New Homes Bonus.
- 1.12.4 I am extremely pleased to report that in total, and after taking into account issues that take the 'funding gap' in the wrong direction, **net savings in excess of £1.2 million have been achieved against the target set of £1.1 million** when compiling the Revenue Estimates for 2014/15. Although there is little or no time to

take stock of this achievement, given that there are more challenges ahead, we should do so if only for a moment.

- 1.12.5 Assuming a **council tax referendum threshold of 2%** (but see paragraph 1.4.2) **the updated 'funding gap' (savings target) is circa £1.9 million.** As in previous iterations of the MTFS we could breakdown the savings target into tranches. For example, the savings target could be broken down into three tranches (two equal tranches of £700,000 and a final tranche of £500,000) to be achieved by 2016/17, 2017/18 and 2019/20 respectively. However, in order to maintain momentum and focus, following discussion with the Leader and Cabinet Member for Finance, Innovation and Property it is the Management Team's intention to set a savings target for next year by breaking out the first savings tranche into two parts – i.e. say £250,000 followed by £450,000. Please note that the council tax increase may differ slightly due to the arrangements to be applied in respect of the payment of any special levies in the calculation.
- 1.12.6 If Members were minded, in due course, **to implement a council tax 'freeze'**, then, **assuming the 2014/15 freeze funding continues indefinitely in the 'baseline'** (see paragraph 1.4.5) **the updated 'funding gap' (savings target) would be in the order of £2.050 million.** In this case, the savings target could again be broken down into three tranches (two equal tranches of £775,000 and a final tranche of £500,000) to be achieved by 2016/17, 2017/18 and 2019/20 respectively. Again, in order to maintain momentum and focus it would be the Management Team's intention to set a savings target for next year by breaking out the first savings tranche into two parts – i.e. say £250,000 followed by £525,000.
- 1.12.7 The figures above are, presently, indicative figure intended to give Members a 'flavour' of the choices and challenges ahead. However, it can be seen from the above that the implications of accepting the grant to freeze council tax as opposed to a council tax increase of 2% adds around £150,000 to the overall savings we have to make.
- 1.12.8 Clearly, the Medium Term Financial Strategy will continue to be updated as we move through the 2014/15 budget cycle and as more information becomes available. Members will note from this latest 'update' that the projected funding gap is £1.9 million (increase in council tax 2%) or £2.050 million (council tax freeze). More detail will be presented to Cabinet in February when it is hoped that further clarification will have been received regarding freeze grants and the referendum limits.

1.13 Legal Implications

- 1.13.1 There are a number of legislative requirements to consider in setting the Budget which will be addressed as we move through the budget cycle.

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 veto the rise.

1.14 Financial and Value for Money Considerations

1.14.1 As set out above.

1.15 Risk Assessment

- 1.15.1 The Local Government Act 2003 requires the Chief Financial Officer, when calculating the Council Tax Requirement, to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. Consideration will and is given to the risks associated with any budget setting process where various financial and other assumptions have to be made. To mitigate the risks detailed estimates are formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures and external advice on assumptions obtained where appropriate.
- 1.15.2 The Medium Term Financial Strategy sets out the high level financial objectives the Council wishes to fulfil and underpins the budget setting process for the forthcoming year and over the Strategy period. As the Council's high level financial planning tool the Strategy needs to be reviewed and updated at least annually and in the current climate regularly reviewed by Management Team.
- 1.15.3 The increased uncertainty and volatility particularly in some of our major sources of income (business rates and New Homes Bonus) make financial planning that more difficult with the increased risk of significant variances compared to projections.
- 1.15.4 Any increase in council tax above the relevant threshold, even by a fraction of a percentage point, would require a referendum to be held.

1.16 Equality Impact Assessment

1.16.1 See 'Screening for equality impacts' table at end of report

1.17 Recommendations

1.17.1 The Advisory Board is requested to:

- 1) Consider the draft Revenue Estimates contained in the Booklet and make such recommendations, as it considers appropriate, to Cabinet for its special meeting on 4 February.

- 2) Within the context of the financial pressures outlined in the report, request that the Overview and Scrutiny Committee consider the draft Revenue Estimates contained in the Booklet and make such recommendations, as it considers appropriate, to Cabinet for its special meeting on 4 February.

Background papers:

Nil

contact: Sharon Shelton
Neil Lawley

Sharon Shelton
Director of Finance and Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	Yes	Some changes to budgets may have potential to cause adverse impact and where this is deemed to be the case a separate report including an equality impact assessment has or will be undertaken at the appropriate time.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	This report sets out draft proposals in respect of the Budget for the forthcoming year within the context of the Medium Term Financial Strategy and the Council's priorities. As mentioned above changes to budgets where there are deemed to be equality issues a separate equality impact assessment has or will be undertaken at the appropriate time.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		See responses above.

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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Draft Revenue Estimates

2014/15



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Finance, Innovation and Property Advisory Board 8 January 2014
General Fund Revenue Estimates 2014/15
PROVISIONAL SUMMARY

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	2,840,150	2,693,000	2,915,350
Chief Executive	1,183,150	1,084,800	1,102,450
Director of Central Services	(15,550)	(47,700)	(102,700)
Director of Finance & Transformation	1,782,000	1,936,100	1,972,250
Director of Planning, Housing & Environmental Health	4,389,650	4,095,550	4,156,750
Director of Street Scene & Leisure	8,908,700	8,705,050	8,327,450
Sub Total	19,088,100	18,466,800	18,371,550
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,480,850)	(2,539,750)	(2,502,550)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(429,100)	(569,900)	(646,800)
Contribution to Reserve	400,000	525,000	650,000
Contributions from Earmarked Reserves			
Borough Signage Reserve	-	(3,200)	-
Community Enhancement Fund Reserve	(100,000)	(2,850)	(100,000)
Corporate MTFs Reserve	(250,000)	(250,000)	-
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	-
Election Expenses Reserve	(12,900)	(12,200)	-
Homelessness Reserve	(3,300)	(4,900)	-
Housing & Planning Delivery Grant Reserve	(19,400)	(16,400)	-
Housing Survey Reserve	(20,000)	(17,900)	(3,000)
Invest to Save Reserve	-	(105,250)	-
Leisure Services Business Unit Reserve	-	(100,000)	-
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Planning Inquiries Reserve	(27,000)	(35,000)	(35,000)
Repossessions Prevention Fund Reserve	(4,000)	(5,500)	(5,500)
Risk Management Support Reserve	-	(2,250)	-
River Wall at Wouldham Reserve	-	(20,000)	-
Tonbridge Environmental Schemes Reserve	(100,000)	-	(100,000)
Tonbridge Town Centre Reserve	(100,000)	(80,000)	(80,000)
Town Team Partners Reserve	-	(10,000)	-
Contributions to Earmarked Reserves			
Election Expenses Reserve	25,000	25,000	25,000
Housing Survey Reserve	10,000	10,000	-
Invest to Save Reserve	-	50,000	-
River Wall at Wouldham Reserve	-	-	700,000
Tonbridge and Malling Leisure Trust Reserve	-	200,000	-
Local Development Framework Reserve	40,000	40,000	40,000
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(1,122,750)	(1,275,750) #	(1,227,750) #
Revenue Expenditure Funded from Capital	(818,250)	(530,250) #	(780,250) #
Other contributions to / (from) Reserve (net)	450,000	350,000	450,000
Capital Expenditure Charged to General Fund	1,122,750	1,275,750 #	1,227,750 #
International Accounting Standard 19			
Retirement Benefit Costs	3,547,500	4,279,800	3,778,000
Employers Pension Contributions	(2,513,950)	(2,375,300)	(2,359,200)
Contribution to / (from) Pensions Reserve	(1,033,550)	(1,904,500)	(1,418,800)
New Homes Bonus	(1,636,200)	(1,636,200)	(2,395,850)
New Burdens Grants	(13,400)	(16,400)	(16,400)
Council Tax Reduction Transition Grant	(25,550)	(25,550)	-
New Homes Bonus Returned In-Year	-	(17,000)	-
Contributions from KCC	(146,000)	(122,000)	(122,000)
Sub Total	13,777,150	13,494,300	13,419,200
Contribution to / (from) General Revenue Reserve	(695,700)	(412,850)	To Be Determined
Budget Requirement	13,081,450	13,081,450	13,419,200

Based on the Capital Plan (List A) position as reported to Finance, Innovation and Property Advisory Board on 8 January 2014. The figures will need to be amended to reflect the impact of any new schemes added to the Plan.

This statement is **PROVISIONAL** at this stage and is designed to give an indication of the overall position.

CHIEF EXECUTIVE

SUMMARY

		2013/14		2014/15
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	COMMUNITY SAFETY	170,050	204,550	200,050
2	COMMUNITY DEVELOPMENT	127,100	118,550	93,350
3	ELECTIONS	314,250	318,900	334,400
4	INFORMATION & PUBLICITY	192,450	185,650	139,300
5	GRANTS & PAYMENTS	288,200	182,000	262,450
6	CLIMATE CHANGE	50,950	40,550	19,550
7	ECONOMIC DEVELOPMENT & REGENER'N	40,150	34,600	53,350
		<hr/>	<hr/>	<hr/>
		1,183,150	1,084,800	1,102,450
		<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)		13.46	13.70	13.49

CHIEF EXECUTIVE

	2013/14		2014/15
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
1 <u>COMMUNITY SAFETY</u>			
Employees			
Salaries	64,950	65,350	65,000
Supplies & Services			
Other Community Safety Initiatives	32,200	32,200	32,200
Crime & Disorder Initiatives	20,000	20,000	20,000
	<hr/>	<hr/>	<hr/>
	117,150	117,550	117,200
Less Income			
Contribution to Community Safety Staffing	(34,850)	(34,850)	(34,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	82,300	82,700	82,350
Central, Departmental & Technical Support Services			
Central Salaries & Administration	48,700	82,900 a)	75,800 a)
Information Technology Expenses	3,150	2,750	2,650
Departmental Administrative Expenses	35,900	36,200	39,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	170,050	204,550	200,050
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	3.31	3.84	3.65
2 <u>COMMUNITY DEVELOPMENT</u>			
Employees			
Salaries	53,750	45,400 b)	43,600 b)
Supplies & Services			
Local Strategic Partnership	5,000	5,000	5,000
Community Development Partnership	15,000	15,000	15,000
Capital Grants and Contributions (RECS)	21,000	24,000 c)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,750	89,400	63,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	12,700	12,900	13,250
Departmental Administrative Expenses	19,650	16,250	16,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	127,100	118,550	93,350
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	1.41	1.18	1.08

CHIEF EXECUTIVE

COMMUNITY SAFETY

- a) Reflects a re-assessment of staff allocations from Corporate Services Section attributable to the function, that had previously been allocated to other service budgets.

COMMUNITY DEVELOPMENT

- b) Reflects establishment changes within Corporate Services Section reported to General Purposes Committee 29 October 2013.
- c) Underspends relating to Community Partnership Initiatives and remaining Local Strategic Partnership projects have been re-profiled to 2013/14. Please see the Capital Plan for further details.

CHIEF EXECUTIVE

3 ELECTIONS

(a) ELECTORAL REGISTRATION

Employees

Salaries

45,150

59,350 a)

64,900 a)

Supplies & Services

Equipment & Materials - Purchases

4,000

5,000

18,500 b)

Stationery

500

50

150

Reference Books & Publications

1,000

1,000

1,000

Canvassers' Fees & Delivery Expenses

25,000

- c)

-

Postages

20,500

28,500 c)

35,900 b)

Advertising

200

-

-

96,350

93,900

120,450

Less Income

Government Grant

-

(6,950) d)

(25,000) d)

Sale of Registers

(1,500)

(1,500)

(1,000)

Sub-total

94,850

85,450

94,450

Central, Departmental & Technical Support Services

Central Salaries & Administration

43,300

52,000 e)

59,000 e)

Information Technology Expenses

33,250

29,300

28,150

Departmental Administrative Expenses

33,350

38,950 a)

46,400 a)

204,750

205,700

228,000

Full Time Equivalent Number of Staff
(including Support Service Staff)

3.00

3.44

3.74

CHIEF EXECUTIVE

ELECTORAL REGISTRATION

- a) Revised staff allocations from Electoral Registration Section following cessation of support to IT Services. Estimates also include provision for temporary staff following changes to canvassing processes.
- b) Increased costs associated with the transition to Individual Electoral Registration to be met from Government grant.
- c) Reflects changes in annual canvass processes resulting in an overall saving. £6,000 has been moved to Electoral Registration temporary staff budget.
- d) Revised estimate reflects grant funding for current year to meet costs associated with the transition to Individual Electoral Registration. Forward estimate is a provisional estimate of grant funding to be received.
- e) Re-assessed staff allocations from Electoral Management and Special Projects Section.

CHIEF EXECUTIVE

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
(b) CONDUCT OF ELECTIONS			
Employees			
Salaries	11,750	15,350 a)	16,700
Premises Related Expenses			
Rent	1,600	- b)	- d)
Supplies & Services			
Equipment & Materials - Purchases	100	13,000 c)	- d)
External Printing	1,000	- b)	- d)
Polling & Postal Vote Fees	8,300	- b)	- d)
Delivery Expenses	1,900	- b)	- d)
Postage	-	- b)	- d)
	24,650	28,350	16,700
Less Income			
Fees & Charges	-	(800) e)	-
Sub-total	24,650	27,550	16,700
Central, Departmental & Technical Support Services			
Central Salaries & Administration	63,600	64,500	67,100
Information Technology Expenses	12,700	11,200	10,750
Departmental Administrative Expenses	8,550	9,950	11,850
	109,500	113,200	106,400
Full Time Equivalent Number of Staff (including Support Service Staff)	1.61	1.70	1.79
<u>ELECTIONS</u>			
<u>SUMMARY</u>			
(a) ELECTORAL REGISTRATION	204,750	205,700	228,000
(b) CONDUCT OF ELECTIONS	109,500	113,200	106,400
<u>TO SUMMARY</u>	314,250	318,900	334,400

CHIEF EXECUTIVE

CONDUCT OF ELECTIONS

- a) Revised staff allocations from Electoral Registration Section following cessation of support to IT Services.
- b) No by-election has been held in current financial year.
- c) Replacement election equipment funded from reserves.
- d) Provision for a by-election no longer retained. Costs are matched by a contribution from an earmarked reserve.
- e) Recovery of costs incurred in respect of an uncontested Parish Council by-election.

CHIEF EXECUTIVE

	2013/14		2014/15
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
4 INFORMATION & PUBLICITY			
Employees			
Salaries	80,750	77,100	77,650
Supplies & Services			
Information and Publicity	2,000	2,000	12,000 a)
Publication Costs - Here and Now	60,000	60,000	- a)
<u>Sub-total</u>	142,750	139,100	89,650
Central, Departmental & Technical Support Services			
Central Salaries & Administration	15,400	15,200	15,750
Information Technology Expenses	3,900	3,450	3,300
Departmental Administrative Expenses	30,400	27,900	30,600
<u>TO SUMMARY</u>	192,450	185,650	139,300
Full Time Equivalent Number of Staff (including Support Service Staff)	2.33	2.19	2.20
5 GRANTS & PAYMENTS			
Supplies & Services			
Grants to Citizens Advice Bureaux	111,000	111,000	111,000
Grants to Other Charitable & Voluntary Org.	38,000	37,500	37,500
Tonbridge Historic Society Accommodation	2,500	2,500	2,500
Community Enhancement Fund	100,000	2,850 b)	100,000 c)
<u>Sub-total</u>	251,500	153,850	251,000
Central, Departmental and Technical Support Services			
Central Salaries & Administration	36,450	27,950 d)	11,250 d)
Information Technology Expenses	250	200	200
<u>TO SUMMARY</u>	288,200	182,000	262,450
Full Time Equivalent Number of Staff (including Support Service Staff)	0.62	0.46	0.18

CHIEF EXECUTIVE

INFORMATION & PUBLICITY

- a) Reflects recommendation of Overview and Scrutiny Committee 10 September 2013 to discontinue the production of Here and Now from April 2014. Provision has been retained to develop alternative communication methods.

GRANTS & PAYMENTS

- b) Payment of grant awarded in the first bidding round met from an earmarked reserve. A bidding round is not planned for the current financial year.
- c) Provisional estimate for next round of Community Enhancement Fund bids.
- d) Reflects establishment changes and a re-assessment of staff allocations within Corporate Services Section to reflect change in policy following Executive and Central Services restructure, reported to General Purposes Committee 29 October 2013.

CHIEF EXECUTIVE

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
6 <u>CLIMATE CHANGE</u>			
Employees			
Salaries	32,500	24,800 a)	12,500 a)
Supplies & Services			
LA21 Initiatives	6,000	6,000	1,500 b)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,500	30,800	14,000
Central, Departmental & Technical Support Services			
Central Salaries & Administration	500	550	550
Departmental Administrative Expenses	11,950	9,200 a)	5,000 a)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	50,950	40,550	19,550
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.79	0.60	0.32
7 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees			
Salaries	15,300	11,050 a)	24,400 a)
Supplies & Services			
Economic Development Expenses	4,000	4,000	4,000
Area Investment Framework	5,000	5,000	5,000
Business Support			
Grants	2,500	2,500	2,500
Accommodation / Parking	5,700	5,700	5,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	32,500	28,250	41,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,000	2,250	2,350
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	5,600	4,050 a)	9,350 a)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	40,150	34,600	53,350
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.39	0.29	0.53

CHIEF EXECUTIVE

CLIMATE CHANGE / ECONOMIC DEVELOPMENT & REGENERATION

- a) Reflects establishment changes and a re-assessment of staff allocations within Corporate Services Section to reflect change in policy following Executive and Central Services restructure, reported to General Purposes Committee 29 October 2013.
- b) Reduction in level of climate change related activities.

DIRECTOR OF CENTRAL SERVICES

SUMMARY

		2013/14		2014/15
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	TONBRIDGE CASTLE GATEHOUSE	32,500	10,600	22,900
2	LOCAL LAND CHARGES	(30,550)	(48,900)	(41,900)
3	PUBLIC RIGHTS OF WAY	850	850	850
4	INDUSTRIAL ESTATE	(55,750)	(88,700)	(66,100)
5	COMMERCIAL PROPERTY	(184,050)	(142,000)	(250,750)
6	VALE RISE DEPOT	-	-	-
7	LAND REVIEW	151,300	154,250	138,900
8	ITINERANTS	3,550	3,400	3,600
9	BOROUGH CHRISTMAS LIGHTING	17,050	22,000	17,050
10	LICENCES	49,550	40,800	72,750
		<hr/>	<hr/>	<hr/>
		(15,550)	(47,700)	(102,700)
		<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)		11.10	11.41	11.61

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE			
Employees			
Salaries	9,900	7,550	7,350
Premises Related Expenses			
Building Repairs Expenditure	19,950	4,900 a)	18,200
Rates	300	200	200
Premises Insurance	4,350	4,300	5,300
Supplies & Services			
Purchases - Equipment & Materials	1,000	1,000	1,000
Maintenance - General	3,000	3,000	3,000
Streamline Service	500	500	500
Marketing	6,500	6,500	6,500
Subscriptions	300	300	300
	<hr/>	<hr/>	<hr/>
	45,800	28,250	42,350
Less Income			
Fees & Charges			
Weddings / Hire of Gatehouse	(5,000)	(3,000)	(4,000)
Commission	(1,000)	(1,000)	(1,000)
Tonbridge Castle Attraction	(20,000)	(24,000)	(25,000)
Profit on Stock Sales	(4,500)	(4,500)	(4,500)
	<hr/>	<hr/>	<hr/>
	(30,500)	(32,500)	(34,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	15,300	(4,250)	7,850
Central, Departmental & Technical Support Services			
Central Salaries & Administration	9,800	8,050	8,450
Information Technology Expenses	2,250	1,950	1,900
Departmental Administrative Expenses	3,400	2,550	2,700
Depreciation & Impairment			
Non-Current Asset Depreciation	1,750	2,300	2,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	32,500	10,600	22,900
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.50	0.41	0.41

a) Works to roof water canopy re-profiled to 2014/15.

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 LOCAL LAND CHARGES			
Employees			
Salaries	130,850	129,600	131,500
Supplies & Services			
NLIS Transmission Fee	20,000	20,000	20,000
Insurance	4,500	4,500	4,200
Kent Highways	23,500	21,500	21,500
	<hr/>	<hr/>	<hr/>
	178,850	175,600	177,200
	<hr/>	<hr/>	<hr/>
Less Income			
Fees & Charges	(307,500)	(315,000) a)	(315,000) a)
Local Land Charges - Cancellation Fees	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
	(307,600)	(315,100)	(315,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(128,750)	(139,500)	(137,900)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	7,250	6,000	7,250
Information Technology Expenses	38,650	34,050	32,750
Departmental Administrative Expenses	52,300	50,550	56,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(30,550)	(48,900)	(41,900)
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	4.27	4.26	4.26

Memorandum

Surplus from above	(30,550)	(48,900)	(41,900)
Share of:			
Democratic Administration	31,050	27,550	28,950
Corporate Management	11,000	10,700	11,400
Non Distributed Costs	12,000	9,600	13,600
	<hr/>	<hr/>	<hr/>
Deficit (Surplus) for Trading Purposes	23,500	(1,050)	12,050

a) Additional fee income reflects increased level of searches.

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
3 <u>PUBLIC RIGHTS OF WAY</u>			
Employees			
Salaries	250	250	200
Central, Departmental & Technical Support Services			
Central Salaries & Administration	500	500	550
Departmental Administrative Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	850	850	850
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.02	0.02	0.02
 4 <u>INDUSTRIAL ESTATE</u>			
Employees			
Salaries	1,600	1,650	1,650
	<hr/>	<hr/>	<hr/>
	1,600	1,650	1,650
Less Income			
Rents	(61,400)	(94,200) a)	(71,850) a)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(59,800)	(92,550)	(70,200)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	3,200	2,900	3,100
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	750	850	900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(55,750)	(88,700)	(66,100)
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.10	0.11	0.11

- a) Additional rental income following completion of rent reviews. Revised estimate includes a backdated rental payment.

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
5 COMMERCIAL PROPERTY			
Employees			
Salaries	5,000	5,150	5,200
Premises Related Expenses			
Insurance	1,550	200	200
Rates	750	750	800
Repairs Expenditure	66,500	112,400 a)	6,300
	<hr/>	<hr/>	<hr/>
	73,800	118,500	12,500
	<hr/>	<hr/>	<hr/>
Less Income			
Rents - Land	(7,000)	(7,000)	(7,000)
- Shops & Maisonettes	(225,700)	(220,150) b)	(230,800) b)
- Offices	(33,000)	(40,850) c)	(33,300)
	<hr/>	<hr/>	<hr/>
	(265,700)	(268,000)	(271,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(191,900)	(149,500)	(258,600)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	4,700	4,050	4,300
Information Technology Expenses	600	550	500
Departmental Administrative Expenses	2,550	2,900	3,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(184,050)	(142,000)	(250,750)
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.22	0.22	0.23

- a) Increase reflects work at 1,3 and 5 Martin Square, Larkfield to provide office accommodation space to the new Leisure Trust following surrender of lease by previous tenant, and additional costs associated with removing asbestos from shop canopies at Martin Square.
- b) Reflects current level of rental income following the surrender of a number of leases. Forward estimate assumes full occupation.
- c) Rental income payable following surrender of lease at 1,3 and 5 Martin Square, and a contribution towards restatement works.

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
6 VALE RISE DEPOT			
Employees			
Salaries	2,700	6,150 a)	6,250
Premises Related Expenses			
Premises Insurance	150	150	150
Rates	11,650	13,550 b)	13,950
Repairs Expenditure	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
	16,500	21,850	22,350
Less Recharges to Other Services	(26,900)	(33,000)	(33,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(10,400)	(11,150)	(11,300)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	950	750	800
Departmental Administrative Expenses	1,150	2,100	2,200
Depreciation & Impairment			
Non-Current Asset Depreciation	8,300	8,300	8,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.09	0.15	0.15

a) Re-assessment of staff allocations following changes in the Management Section in Street Scene & Leisure.

b) Increased rates payable following review of rateable value.

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
7 LAND REVIEW			
Employees			
Salaries	35,500	36,600	36,800
Premises Related Expenses			
Depots held pending disposal / development	1,400	1,400	1,400
Estate Management	2,000	600	600
Maintenance of Grounds	1,000	500	500
Rates	1,850	1,600	1,650
Water Services	1,100	1,100	1,100
Insurance	1,100	1,100	1,150
Repairs Expenditure	12,600	16,800	17,800
Supplies & Services			
Professional Fees	6,000	15,000 a)	6,000
Tonbridge Town Centre	100,000	120,000 b)	80,000 b)
Tonbridge Town Taster Event	-	20,000 c)	-
	<hr/>	<hr/>	<hr/>
	162,550	214,700	147,000
Less Income			
Fees & Charges - General	(1,000)	(2,300)	(1,000)
Tonbridge Town Taster Event Receipts	-	(10,000) c)	-
River Walk Rent	(25,150)	(25,150)	(25,150)
Castle Lodge Rent	(5,500)	(5,500)	(5,500)
Wayleaves	(500)	(500)	(500)
Contributions from Other Bodies	-	(40,000) d)	-
	<hr/>	<hr/>	<hr/>
	(32,150)	(83,450)	(32,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	130,400	131,250	114,850
Central, Departmental and Technical Support Services			
Central Salaries & Administration	3,350	2,800	3,000
Information Technology Expenses	250	200	200
Departmental Administrative Expenses	17,300	20,000	20,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	151,300	154,250	138,900
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.90	0.97	0.99

- a) Increase primarily reflects fees payable in respect of rating assessment appeals.
- b) Professional fees associated with the redevelopment of Tonbridge Town Centre met from an earmarked reserve.
- c) The Tonbridge Town Taster event in June 2013 was held at no cost to the Council, the net cost being met in full from a Government grant.
- d) Contribution towards professional fees (see note b).

DIRECTOR OF CENTRAL SERVICES

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
8 <u>ITINERANTS</u>			
Employees			
Salaries	2,350	2,250	2,350
Central, Departmental & Technical Support Services			
Central Salaries & Administration	350	350	350
Departmental Administrative Expenses	850	800	900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,550	3,400	3,600
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.07	0.07	0.07
9 <u>BOROUGH CHRISTMAS LIGHTING</u>			
Supplies & Services			
Borough Christmas Lighting	16,000	16,000	16,000
Capital Grants and Contributions (RECS)	-	5,000 a)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	16,000	21,000	16,000
Central, Departmental & Technical Support Services			
Central Salaries & Administration	1,050	1,000	1,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	17,050	22,000	17,050
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.02	0.02	0.02

DIRECTOR OF CENTRAL SERVICES

BOROUGH CHRISTMAS LIGHTING

- a) Reflects re-profiling of Christmas Displays Capital Plan schemes. Please see the Capital Plan for further details.

DIRECTOR OF CENTRAL SERVICES

		2013/14		2014/15
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
10 LICENCES				
(a) FEE PAYING				
Employees				
Salaries	142,800	146,100	a)	152,000 a)
Premises Related Expenses				
Rents	50	50		50
Supplies & Services				
Purchases - Equipment & Materials	2,000	8,000	b)	5,000 b)
Professional Fees	6,000	3,000	c)	1,000 c)
Advertising	400	250		300
	<hr/>	<hr/>		<hr/>
	151,250	157,400		158,350
	<hr/>	<hr/>		<hr/>
Less Income				
Licence Fees				
Animal Boarding Establishments	(2,350)	(2,050)		(2,050)
Pet Shops	(1,250)	(1,500)		(1,500)
Hackney Carriages & Private Hire	(108,000)	(118,000)	d)	(116,000) d)
Riding Establishments	(2,050)	(2,050)		(2,050)
Alcohol & Entertainment - Premises	(82,000)	(94,000)	e)	(82,000)
Acupuncture / Tattooing / Ear Piercing	-	-		-
Pleasure Boats & Boatmen	(100)	(200)		(200)
Street Trading	(1,200)	(900)		(900)
Alcohol & Entertainment - Personal	(3,050)	(3,400)		(3,400)
Sex Establishments / Sexual Entertainment	(8,000)	(4,000)	f)	(2,000) f)
Dangerous Wild Animals	(800)	(750)		-
Gambling	(10,150)	(13,000)	g)	(11,000) g)
Scrap Metal Dealers	-	(4,200)	h)	- h)
	<hr/>	<hr/>		<hr/>
	(218,950)	(244,050)		(221,100)
	<hr/>	<hr/>		<hr/>
Sub-total	(67,700)	(86,650)		(62,750)
Central, Departmental & Technical Support Services				
Central Salaries & Administration	9,350	9,750		10,550
Information Technology Expenses	13,100	11,550		11,100
Departmental Administrative Expenses	72,650	73,050		80,500
	<hr/>	<hr/>		<hr/>
	27,400	7,700		39,400
	<hr/>	<hr/>		<hr/>
Full Time Equivalent Number of Staff	4.47	4.54		4.72
(including Support Service Staff)				

DIRECTOR OF CENTRAL SERVICES

		2013/14		2014/15
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
(b)	<u>NON FEE PAYING</u>			
	Employees			
	Salaries	13,950	20,250 a)	20,050 a)
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	1,950	3,050	3,150
	Departmental Administrative Expenses	6,250	9,800	10,150
		<hr/>	<hr/>	<hr/>
		22,150	33,100	33,350
		<hr/>	<hr/>	<hr/>
	Full Time Equivalent Number of Staff (including Support Service Staff)	0.44	0.64	0.63
 <u>LICENCES</u>				
<u>SUMMARY</u>				
(a)	FEE PAYING	27,400	7,700	39,400
(b)	NON FEE PAYING	22,150	33,100	33,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	49,550	40,800	72,750
		<hr/>	<hr/>	<hr/>

LICENCES - FEE PAYING / NON FEE PAYING

- a) Regrading and increased hours within the Licensing section approved by General Purposes Committee on 29 October 2013.
- b) Cost of taxi licence plates previously charged against fee income. Revised estimate includes one-off costs of new plate sets.
- c) Cost of medicals paid directly by taxi drivers from June 2013 onwards.
- d) Slightly higher number of applications plus cost of taxi licence plates no longer being charged against fee income. Partly off-set of change in the process for taxi driver medicals.
- e) Revised estimate includes additional fee income from the Hop Farm for the large event licence.
- f) Fee for sex establishments has been reduced from £6,000 to £2,000. Revised estimate includes fee in respect of prior year.
- g) Slightly higher number of applications. Revised estimate includes fee in respect of prior year.
- h) Fee income from new scrap metal dealer licensing regime which came into force on 1 October 2013, as reported to Cabinet on 9 October 2013. Licences last for three years so no income is expected in 2014/15.

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

		2013/14		2014/15
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	HOUSING ADVANCES	7,800	7,300	7,700
2	HOUSING BENEFITS & COUNTER FRAUD	394,550	387,750	429,200
3	LOCAL REVENUE & NNDR COLLECTION	542,900	618,250	569,650
4	COUNCIL TAX REDUCTION	273,050	291,450	328,100
5	INTEREST & TRANSFERS	(107,250)	(32,600)	(34,050)
6	DRAINAGE BOARDS SPECIAL LEVIES	373,950	373,950	381,050
7	FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	227,600	227,600	226,100
8	GENERAL ADVICE TO PARISH COUNCILS	64,400	57,400	59,500
		<hr/>	<hr/>	<hr/>
	ANNUAL ESTIMATES	1,777,000	1,931,100	1,967,250
9	CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
		1,782,000	1,936,100	1,972,250
		<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)		48.45	49.77	50.47

DIRECTOR OF FINANCE & TRANSFORMATION

		2013/14		2014/15
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	<u>HOUSING ADVANCES</u>			
	Premises Related Expenses			
	Insurance	350	350	350
	Supplies & Services			
	Contract Services	2,800	2,800	2,900
		<hr/>	<hr/>	<hr/>
		3,150	3,150	3,250
	Less Income			
	Interest	(1,000)	(1,000)	(1,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,150	2,150	2,250
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	5,450	4,950	5,250
	Information Technology Expenses	200	200	200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	7,800	7,300	7,700
		<hr/>	<hr/>	<hr/>
	Full Time Equivalent Number of Staff (including Support Service Staff)	0.11	0.10	0.10

DIRECTOR OF FINANCE & TRANSFORMATION

**2 HOUSING BENEFITS
& COUNTER FRAUD**

(a) HOUSING BENEFITS

Employees

Salaries

266,750

360,550 a)

336,900 a)

Supplies & Services

Printing & Stationery

1,800

1,800

1,800

Reference Books & Publications

400

450

400

Storage Facilities

300

300

-

Bailiffs Commission

4,000

3,000

3,000

Audit Fee

14,000

21,000 b)

14,000

Welfare Advice Service

3,750

1,900 c)

- c)

Postages

11,050

10,250

10,250

Subscriptions

250

250

250

Other Expenses

-

19,100 d)

-

Housing Benefits

Rent Allowances

31,977,000

33,928,000 e)

33,928,000 f)

Non HRA Rent Rebates

130,000

160,000 e)

160,000 f)

Local Scheme

60,000

77,000 e)

77,000 f)

Discretionary Housing Payments

42,000

130,000 e)

90,000 f)

Overpayments

(500,000)

(500,000) e)

(500,000) f)

Contribution to Bad Debt Provision

190,000

180,000 e)

180,000 f)

Compensation Scheme

100

100

100

32,201,400

34,393,700

34,301,700

Less Income

Government Grant

-

(19,700) d)

-

Rent Allowance Subsidy

(31,810,000)

(33,844,000) e)

(33,844,000) f)

Non HRA Rent Rebate Subsidy

(75,000)

(64,000) e)

(64,000) f)

Local Scheme Subsidy

(45,000)

(58,000) e)

(58,000) f)

Discretionary Housing Payment Contribution

(42,000)

(130,000) e)

(90,000) f)

Administration Grant

(304,600)

(341,700) g)

(299,050) h)

(32,276,600)

(34,457,400)

(34,355,050)

Sub-total

(75,200)

(63,700)

(53,350)

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

147,250

139,650 i)

152,150

Information Technology Expenses

47,200

41,600 j)

39,950 j)

Departmental Administrative Expenses

165,400

179,100 k)

184,950 k)

284,650

296,650

323,700

**Full Time Equivalent Number of Staff
(including Support Service Staff)**

14.75

15.65

15.95

DIRECTOR OF FINANCE & TRANSFORMATION

HOUSING BENEFITS & COUNTER FRAUD

- a) Additional temporary staff requirement to assist with increased workload, revised estimate partly funded by additional administration grant.
- b) Reflects additional work undertaken auditing benefit subsidy claim.
- c) The Welfare Advice Service has ceased trading.
- d) There have been a number of changes to benefits regulations which have required upgrades to the Revenues & Benefits IT system. This has been funded in full by grants from the Department for Work and Pensions (DWP).
- e) Revised estimates reflect current levels of benefit payments and subsidy due, together with a reassessment of the bad debts provision on overpayments, having regard to the age and size of the debt and level of write-offs. Overall the budget is £48,000 lower than the 2013/14 original estimate.
- f) Reflects transfer to Universal Credit, off-set by increase in caseloads and rent. Overall the budget is £48,000 lower than the 2013/14 original estimate.
- g) The DWP has awarded the Council additional Administration Grant of £28,850 to assist with the additional workload arising from the current economic conditions. This has been used to fund temporary staff and staff overtime. The additional grant has been shared between Housing Benefits, Fraud Prevention (page FT 4) and Council Tax Support (page FT 6).
- h) Actual Administration Grant awarded by DWP for 2014/15 (an overall cut of 8.6%).
- i) Revised estimate reflects reduced allocation from Exchequer Services Section.
- j) Reduction in information technology costs attributable to Housing Benefits (see Corporate Services page CS 9).
- k) Reflects a re-assessment of staff allocations within Audit Section together with increased allocation from Finance Administration Section.

DIRECTOR OF FINANCE & TRANSFORMATION

2 HOUSING BENEFITS
& COUNTER FRAUD (continued)

(b) FRAUD PREVENTION

Employees

Salaries

86,900

68,700 a)

71,850

Supplies & Services

Other Expenses

3,000

3,000

3,000

89,900

71,700

74,850

Less Income

Administration Grant

(92,000)

(74,500) b)

(70,900) c)

Administrative Penalty

(1,000)

(1,000)

(1,000)

(93,000)

(75,500)

(71,900)

Sub-total

(3,100)

(3,800)

2,950

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

36,850

16,550 d)

15,850 d)

Information Technology Expenses

4,500

3,950

3,800

Departmental Administrative Expenses

71,650

74,400 d)

82,900 d)

109,900

91,100

105,500

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.31

3.73

3.83

SUMMARY

(a) HOUSING BENEFITS
(b) FRAUD PREVENTION

284,650

296,650

323,700

109,900

91,100

105,500

TO SUMMARY

394,550

387,750

429,200

DIRECTOR OF FINANCE & TRANSFORMATION

FRAUD PREVENTION

- a) Primarily the effect of establishment changes reported to General Purposes Committee 29 October 2013.
- b) Re-assessment of the allocation of Administration grant between Housing Benefits (page FT 3), Fraud Prevention and Council Tax Support (page FT 6).
- c) Actual Administration Grant awarded by DWP for 2014/15 (an overall cut of 8.6%).
- d) Reflects a re-assessment of staff allocations within Financial Services.

DIRECTOR OF FINANCE & TRANSFORMATION

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
3 LOCAL REVENUE & NNDR COLLECTION			
Employees			
Salaries	389,950	450,350 a)	411,150 a)
Supplies & Services			
Equipment, Furniture & Materials - Purchases	500	36,500 b)	500
Direct Debit / Bank Charges	4,200	3,000	3,100
Giro / Swipe Card Charges	13,000	14,000	14,500
Court Fees	20,000	17,500 c)	20,000 c)
Bailiffs Commission	500	500	500
External Printing & Stationery	3,200	3,500	4,000
Reference Books & Publications	200	450	450
Storage Facilities	50	50	50
Tracing Services	7,000	7,000	7,500
Advertising	300	300	350
Postages	39,100	42,100 d)	45,200 d)
Subscriptions	700	700	700
Compensation Scheme	100	100	100
	<hr/>	<hr/>	<hr/>
	478,800	576,050	508,100
	<hr/>	<hr/>	<hr/>
Less Income			
Government Grants			
- Allowances for Cost of NNDR Collection	(168,800)	(168,000)	(168,000)
Summons Costs Recovered	(210,000)	(230,000) e)	(230,000)
	<hr/>	<hr/>	<hr/>
	(378,800)	(398,000)	(398,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	100,000	178,050	110,100
Central, Departmental & Technical Support Services			
Central Salaries & Administration	133,800	134,500	140,400 f)
Information Technology Expenses	113,000	99,550 g)	95,700 g)
Departmental Administrative Expenses	196,100	206,150 h)	223,450 h)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	542,900	618,250	569,650
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	18.29	18.66	19.01

DIRECTOR OF FINANCE & TRANSFORMATION

LOCAL REVENUE & NNDR COLLECTION

- a) Additional temporary staff requirement to assist with increased workload arising from the current economic conditions.
- b) Reflects empty home review.
- c) Reflects prior year outturn offset by additional recovery action following introduction of localised Council Tax support scheme.
- d) Increased recovery action following introduction of localised Council Tax support scheme.
- e) Increased recovery action following introduction of localised Council Tax support scheme, based on average collection rates over last four years.
- f) Increased allocation from Exchequer Services Section.
- g) Reduction in information technology costs attributable to Local Revenue & NNDR Collection (see Corporate Services page CS 9).
- h) Primarily reflects an increased allocation from Finance Administration Section.

DIRECTOR OF FINANCE & TRANSFORMATION

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
4 <u>COUNCIL TAX SUPPORT</u>			
(a) <u>ADMINISTRATION</u>			
Employees			
Salaries	202,550	272,200 a)	254,700 a)
Supplies & Services			
Printing & Stationery	500	500	500
Reference Books & Publications	-	300	300
Storage Facilities	300	300	-
Postage	14,000	18,000 b)	14,000
Subscriptions	250	250	250
Audit Fees	8,000	9,000	8,000
Welfare Advice Service	3,750	1,900 c)	-
	<hr/>	<hr/>	<hr/>
	229,350	302,450	277,750
	<hr/>	<hr/>	<hr/>
Less Income			
Government Grants			
Administration			
- Department for Work and Pensions	(186,100)	(195,300) d)	(80,300) e)
- Department for Communities and Local Gov'	-	-	(108,900) e)
Other	-	(56,550) f)	-
Contributions from Other Bodies	(125,000)	(125,000)	(125,000)
	<hr/>	<hr/>	<hr/>
	(311,100)	(376,850)	(314,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(81,750)	(74,400)	(36,450)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	11,800	16,100 g)	17,050
Information Technology Expenses	36,950	32,550	31,300
Departmental Administrative Expenses	128,300	139,450 h)	144,450 h)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	95,300	113,700	156,350
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	8.90	9.65	9.52
(b) <u>PAYMENTS TO PARISH COUNCILS</u>			
Parish Council Allocation	177,750	177,750	171,750 i)
	<hr/>	<hr/>	<hr/>
	177,750	177,750	171,750
	<hr/>	<hr/>	<hr/>
<u>SUMMARY</u>			
(a) ADMINISTRATION	95,300	113,700	156,350
(b) PAYMENTS TO PARISH COUNCILS	177,750	177,750	171,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	273,050	291,450	328,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

COUNCIL TAX SUPPORT

- a) Additional temporary staff requirement to assist with increased workload, revised estimate partly funded by additional administration grant.
- b) Increase in postage costs arising from increased workload.
- c) The Welfare Advice Service has ceased trading.
- d) The DWP has awarded the Council additional Administration Grant of £28,850 to assist with the additional workload arising from the current economic conditions. This has been used to fund temporary staff and staff overtime. The additional grant has been shared between Housing Benefits (page FT 3), Fraud Prevention (page FT 4) and Council Tax Support.
- e) Actual Administration Grant awarded for 2014/15 (an overall cut of 8.6%). The grant will be split between the DWP and DCLG.
- f) New burdens grant following introduction of a local Council Tax support scheme.
- g) Reflects a re-assessment of staff allocations from Audit Section.
- h) Reflects reallocation of support within Financial Services.
- i) Decrease in parish councils grant allocation under the Council Tax reduction scheme, reflecting the reduction in the Council's grant funding in the previous year.

DIRECTOR OF FINANCE & TRANSFORMATION

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
5 <u>INTEREST & TRANSFERS</u>			
Employees			
Salaries	25,150	26,050	27,000
Supplies & Services			
Fund Manager & Treasury Advisor Fees	31,000	31,500	24,700 a)
Legal Fees	250	3,600 b)	-
Credit / Debit Card Charges	12,000	20,000 c)	20,600
Bank / Swipe Card Charges	41,650	26,350 d)	29,600
Other Hired and Contracted Services	2,500	2,600	2,700
Transfers in Lieu of Interest	33,200	14,400 e)	19,500 e)
	<hr/>	<hr/>	<hr/>
	145,750	124,500	124,100
	<hr/>	<hr/>	<hr/>
Less Income			
Interest on Investments & Cash Flow	(236,050)	(164,400 f)	(167,000 f)
Other Miscellaneous Interest	(7,000)	(7,000)	(7,000)
Hsg Mortgage Assistance Scheme Interest	(25,000)	- g)	-
Credit Card Fee	(4,500)	(5,500)	(5,500)
	<hr/>	<hr/>	<hr/>
	(272,550)	(176,900)	(179,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(126,800)	(52,400)	(55,400)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,150	6,900	7,500
Information Technology Expenses	4,150	3,650	3,550
Departmental Administrative Expenses	9,250	9,250	10,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(107,250)	(32,600)	(34,050)
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.79	0.81	0.86

DIRECTOR OF FINANCE & TRANSFORMATION

INTEREST & TRANSFERS

- a) Reduction reflects lower cash balances being managed by the external fund manager as funds are used to support the revenue budget and meet capital expenditure.
- b) Continuing costs associated with the recovery of the defaulted Landsbanki investment.
- c) Reflects implementation of new cashiering software requiring additional payment card accounts.
- d) Reflects prior year outturn and impact of new Leisure Trust.
- e) Reflects the effect of predicted levels of investment rate returns.
- f) Reflects the impact of the Bank of England "Funding for Lending" scheme on investment returns being offered by banks. The scheme, introduced to support economic recovery, has been extended to January 2015. Under the scheme banks receive a cheap source of funding for onward lending to individuals and companies. The estimate for 2014/15 assumes a return of 0.75% on internally managed cashflow investments and 0.85% on externally managed core funds.
- g) Scheme no longer being pursued following the introduction by the Government of their "Help to Buy" guarantee scheme and similar initiatives and the additional pressures on the Council's finances flowing from the 2013 Spending Review.

DIRECTOR OF FINANCE & TRANSFORMATION

	2013/14		2014/15
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
6 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Payments to Drainage Boards	373,600	373,600	380,700 a)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	350	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	373,950	373,950	381,050
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.01	0.01	0.01
7 <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
Payments to Parish Councils	221,550	221,550	219,700 b)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	5,950	5,950	6,300
Information Technology Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	227,600	227,600	226,100
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.10	0.10	0.11
8 <u>GENERAL ADVICE TO PARISH COUNCILS</u>			
Employees			
Salaries	36,650	31,300 c)	31,900
Central, Departmental & Technical Support Services			
Central Salaries & Administration	14,200	14,850	15,450
Departmental Administrative Expenses	13,550	11,250	12,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	64,400	57,400	59,500
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	1.19	1.06	1.08

DIRECTOR OF FINANCE & TRANSFORMATION

DRAINAGE BOARDS SPECIAL LEVIES

- a) Actual levies payable.

FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS

- b) Reflects recommendation of Finance, Innovation and Property Advisory Board 02 October 2013 and subsequent decision of Cabinet 09 October 2013.

GENERAL ADVICE TO PARISH COUNCILS

- c) Reflects a re-assessment of staff allocations within Street Scene & Leisure Services.

DIRECTOR OF FINANCE & TRANSFORMATION

9 CONTRIBUTIONS TO PROVISIONS

General Bad Debts Provision

TO SUMMARY

	2013/14	2014/15
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
5,000	5,000	5,000
<hr/>	<hr/>	<hr/>
5,000	5,000	5,000
<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
1. DEVELOPMENT CONTROL	1,312,100	1,196,550	1,233,500
2. CONSERVATION	71,800	69,200	72,100
3. BUILDING CONTROL	145,750	130,800	156,450
4. PLANNING POLICY	515,950	451,900	473,250
5. PARKING SERVICES	(356,100)	(481,150)	(516,650)
6. TRANSPORTATION	213,300	165,750	216,150
7. SECURITY SERVICES MANAGEMENT (CCTV)	101,300	99,200	95,450
8. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	107,950	103,800	98,350
9. CIVIL CONTINGENCIES	100,750	94,700	97,100
10. HOUSING STRATEGY & ENABLING ROLE	263,400	331,100	297,900
11. HOMELESSNESS	266,900	277,200	279,900
12. HOUSING ADVICE	183,100	203,700	204,550
13. HOME SAFETY	3,950	3,450	3,500
14. PRIVATE SECTOR HOUSING RENEWAL	563,000	563,800	562,600
15. PRIVATE SECTOR HOUSING STANDARDS	100,300	100,300	86,000
16. HOME IMPROVEMENT AGENCY	55,900	9,750	9,900
17. PUBLIC HEALTH ACT 1984	4,350	4,250	4,200
18. ENVIRONMENTAL PROTECTION ACT - PART 1	23,250	26,500	25,500
19. ENVIRONMENTAL PROTECTION	287,000	299,300	302,500
20. FOOD & SAFETY	425,700	445,450	454,500
	<hr/>	<hr/>	<hr/>
	4,389,650	4,095,550	4,156,750
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	114.93	116.38	116.10

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

1. DEVELOPMENT CONTROL

Employees

Salaries	1,127,000	1,082,000	a)	1,120,850
Temporary Staff	19,400	16,400		-

Supplies & Services

Microfilming & Storage Facilities	7,000	7,000	7,000
Professional Fees - Agricultural Advice	3,500	3,600	3,600
Application & Appeals	30,000	60,000 b)	45,000 b)
Advertising	12,000	9,000	9,000

1,198,900	1,178,000	1,185,450
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Less Income

Fees & Charges			
Planning Applications	(580,750)	(640,000) c)	(620,000) d)
Pre-Planning Advice	(5,000)	(10,000) b)	(10,000) b)
S.106 Agreements	(6,000)	(7,000)	(7,000)
Sales			
Copies of Documents, Plans, etc.	(250)	(50)	-

(592,000)	(657,050)	(637,000)
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Sub-total

606,900	520,950	548,450
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Central, Departmental & Technical Support Services

Central Salaries & Administration	186,000	175,850 e)	161,200 e)
Information Technology Expenses	130,150	114,650 f)	110,250 f)
Departmental Administrative Expenses	389,050	385,100	413,600 g)

TO SUMMARY

1,312,100	1,196,550	1,233,500
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Full Time Equivalent Number of Staff
(including Support Service Staff)

35.41	35.11	34.41
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DEVELOPMENT CONTROL

- a) Reduction is largely due to management savings.
- b) Higher than anticipated demand for services in 2013/14. The volatility of the development environment has made it difficult to predict precisely the demand for development control services and associated income levels.
- c) Higher than anticipated demand for services.
- d) The volatility of the development environment has made it difficult to predict precisely the demand for development control services and associated income levels.
- e) Savings arising from restructure within Legal Services approved by General Purposes Committee on 29 October 2013.
- f) Reflects management savings within IT services, reduced software support costs, together with a reduction in attributable non-current asset depreciation. Please see page CS 9.
- g) Increased office accommodation costs - please see page CS 3.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2. CONSERVATION

Employees

Salaries

45,050

43,150

44,850

Supplies & Services

Archaeological Advice

8,000

7,800

7,800

Sub-total

53,050

50,950

52,650

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,750

1,550

1,600

Information Technology Expenses

1,300

1,150

1,100

Departmental Administrative Expenses

15,700

15,550

16,750

TO SUMMARY

71,800

69,200

72,100

Full Time Equivalent Number of Staff
(including Support Service Staff)

1.30

1.30

1.30

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

3. BUILDING CONTROL

Employees

Salaries

308,350 302,450 **a)** 319,800 **b)**

Supplies & Services

Purchases - Equipment & Materials

600 400 400

Microfilming & Storage Facilities

5,500 5,500 4,000

Professional Fees

7,000 6,250 6,250

Advertising - Promotional Expenses

1,000 500 500

Subscriptions

- 750 750

Discretionary Services

1,500 1,000 1,000

Other Expenses

1,000 1,400 1,400

324,950 318,250 334,100

Less Income

Fees & Charges

Building Regulations

(325,000) (330,000) **c)** (330,000) **c)**

Discretionary Services

(5,000) (5,000) (5,000)

(330,000) (335,000) (335,000)

Sub-total

(5,050) (16,750) (900)

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

16,550 16,900 18,100

Information Technology Expenses

28,200 24,850 **d)** 23,900 **d)**

Departmental Administrative Expenses

106,050 105,800 115,350 **e)**

TO SUMMARY

145,750 130,800 156,450

Full Time Equivalent Number of Staff
(including Support Service Staff)

8.44 8.56 8.67

- a)** Savings from reduced hours and vacant Building Control Technician post.
- b)** Salary allocations adjusted due to changes in management structure in new service.
- c)** Increase in workload.
- d)** Reflects management savings within IT services, reduced software support costs, together with a reduction in attributable non-current asset depreciation. Please see page CS 9.
- e)** Increased office accommodation costs - please see page CS 3.

4. PLANNING POLICY

(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK

Employees

Salaries

189,500

165,900 a)

172,900 a)

Local Development Framework Expenses

Other LDF Expenses

30,000

30,000

30,000

219,500

195,900

202,900

Less Income

Sales - Publications - Local Plan

(100)

(100)

(100)

Sub-total

219,400

195,800

202,800

Central, Departmental & Technical Support Services

Central Salaries & Administration

2,600

2,650

2,800

Information Technology Expenses

5,250

4,650

4,450

Departmental Administrative Expenses

61,450

54,050 a)

58,550 a)

288,700

257,150

268,600

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.88

4.34

4.35

a) Savings from vacant Technical Assistant post.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

4. PLANNING POLICY
(continued)

(b) PLANNING POLICY

Employees

Salaries

160,750

137,150 a)

143,100 a)

Supplies & Services

AONB Management

4,750

4,500

4,500

Local Wildlife Sites Register Update

2,500

2,800

2,900

Sub-total

168,000

144,450

150,500

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

3,100

1,900

2,000

Information Technology Expenses

3,400

3,000

2,900

Departmental Administrative Expenses

52,750

45,400 a)

49,250 a)

227,250

194,750

204,650

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.18

3.63

3.64

PLANNING POLICY

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

288,700

257,150

268,600

(b) PLANNING POLICY

227,250

194,750

204,650

TO SUMMARY

515,950

451,900

473,250

a) Savings from vacant Technical Assistant post.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

5. PARKING SERVICES

(a) OFF-STREET

Employees

Salaries	185,350	173,450 a)	179,450 b)
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Premises Related Expenses

Maintenance of Grounds	44,000	44,000	45,300
Repairs & Maintenance	27,000	27,000	28,000
Winter Maintenance	25,000	15,000 c)	15,000 c)
Electricity	850	850	850
Rents	4,500	4,500	4,500
Rates	208,500	201,900 d)	208,400 e)
Premises Insurance	1,600	1,600	1,650

Transport Related Expenses

Repairs & Maintenance	900	1,500	1,500
Licences	150	200	200
Petrol / Oil	3,000	3,000	3,000
Transport Insurance	800	1,050	1,200

Supplies & Services

Purchases - Equipment & Materials	1,000	1,000	1,000
Mobile Communications	1,050	1,050	1,050
Maintenance - General	25,500	22,500 f)	22,500 f)
Uniforms	1,600	1,600	1,600
Stationery	3,000	3,000	3,000
Cash Collection	38,000	39,000	40,000
Payment to Principals / Ticket Refunds	489,000	469,000 g)	512,000 g)
Advertising	1,000	1,000	1,000
Publicity & Promotion	1,000	-	-
Miscellaneous Insurance	450	450	450
Adjudication & Enforcement Services	6,000	5,000	5,000
Mobile Telephones	1,500	1,500	1,500
Emergency Arrangements	150	150	150
Security Services Mgt. Recharge (CCTV)	273,950	268,150 h)	258,150 h)

1,344,850

1,287,450

1,336,450

Less Income

Fees & Charges

Car Park Season Tickets	(132,000)	(200,000 i)	(140,750)
Short Stay Parking	(1,400,000)	(1,400,000)	(1,528,000 j)
Long Stay Parking	(490,000)	(490,000)	(544,500 k)
Penalty Charge Notices	(155,000)	(110,000 l)	(110,000 l)
General	(200)	(2,200)	(450)
Management of Angel / Botany Car Parks	(87,000)	(88,400)	(91,100)
Rent - Snodland Town Market / Sunday Farmers' Market	(7,000)	(7,000)	(7,000)

(2,271,200)

(2,297,600)

(2,421,800)

Sub-total Carried Forward

(926,350)

(1,010,150)

(1,085,350)

5. PARKING SERVICES (continued)

(a) OFF-STREET (continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
<u>Sub-total Brought Forward</u>	(926,350)	(1,010,150)	(1,085,350)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	28,200	27,150	29,350
Information Technology Expenses	31,000	27,300	26,250
Departmental Administrative Expenses	67,750	67,300	72,650 m)
Capital Programme Revenue Expenses	27,500	27,950	27,200
Depreciation & Impairment			
Non-Current Asset Depreciation	105,850	91,650 n)	86,300 n)
	(666,050)	(768,800)	(843,600)
Full Time Equivalent Number of Staff (including Support Service Staff)	7.81	7.56	7.64

- a) Savings from two vacant Civil Enforcement Officer posts and deleted Administration Officer post approved by General Purposes Committee on 24 June 2013.
- b) Savings from deleted Administration Officer post.
- c) Reduced based on experience in previous years but subject to variations in weather.
- d) Lower than anticipated increases in respect of Lower Castle Field and Sovereign Way North car parks.
- e) Assumes NNDR "multiplier" increases by 3.2% in April 2014.
- f) Reduced based on experience in previous years but subject to variations in demand.
- g) Increased use of half hour tickets by shoppers has led to lower than anticipated increase in ticket refunds and in 2014/15 also reflects a proposed increase in car park charges.
- h) Savings arising from revised monitoring arrangements - please see page PHEH 12 for further details.
- i) Revised estimate includes bulk purchase of season tickets by one business customer which are not expected to be renewed.
- j) Reflects a proposed increase in car park charges.
- k) Includes additional income from the extension of the Deaconsfield car park and a proposed increase in car park charges.
- l) Reduced to better reflect recent experience.
- m) Increased office accommodation costs - please see page CS 3.
- n) Renewal of car park ticket machines delayed.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

5. PARKING SERVICES (continued)

(b) ON-STREET

Employees

Salaries

300,600

278,050 a)

289,750 b)

Premises Related Expenses

Repairs & Maintenance

10,000

10,000

10,000

Transport Related Expenses

Repairs & Maintenance

350

1,000

1,000

Licences

150

250

250

Petrol / Oil

2,800

2,800

2,800

Transport Insurance

800

1,050

1,200

Supplies & Services

Purchases - Equipment & Materials

500

500

500

Mobile Communications

1,100

1,100

1,100

Maintenance - General

4,700

6,500

6,500

Uniforms

900

900

900

Stationery

500

500

500

Cash Collection

550

550

550

Advertising

1,000

1,000

1,000

Adjudication & Enforcement Services

4,500

4,500

4,500

Mobile Telephones

250

500

500

Capital Grants & Contributions (RECS)

11,250

14,250 c)

32,250 c)

339,950

323,450

353,300

Less Income

Fees & Charges

Business Parking Permits

(23,000)

(23,000)

(23,000)

Residents Parking Permits

(92,000)

(92,000)

(92,000)

Visitors Parking Permits

(13,000)

(13,000)

(13,000)

Dispensations

(3,000)

(3,000)

(3,000)

On-street Parking

(13,000)

(13,000)

(13,000)

Penalty Charge Notices

(95,000)

(95,000)

(95,000)

(239,000)

(239,000)

(239,000)

Sub-total Carried Forward

100,950

84,450

114,300

5. PARKING SERVICES (continued)

(b) ON-STREET (continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
<u>Sub-total Brought Forward</u>	100,950	84,450	114,300
Central, Departmental & Technical Support Services			
Central Salaries & Administration	17,750	19,300	20,750
Information Technology Expenses	21,800	19,200	18,450
Departmental Administrative Expenses	99,550	98,150	106,300 d)
Capital Programme Revenue Expenses	58,650	58,000	60,800
Depreciation & Impairment			
Non-Current Asset Depreciation	11,250	8,550 e)	6,350 e)
	<hr/> 309,950	<hr/> 287,650	<hr/> 326,950
Full Time Equivalent Number of Staff (including Support Service Staff)	12.50	12.20	12.24

PARKING SERVICES

(a) OFF-STREET

(b) ON-STREET

TO SUMMARY

(666,050)	(768,800)	(843,600)
309,950	287,650	326,950
<hr/> (356,100)	<hr/> (481,150)	<hr/> (516,650)

- a)** Savings from two vacant Civil Enforcement Officer posts and deleted Administration Officer post approved by General Purposes Committee on 24 June 2013.
- b)** Savings from deleted Administration Officer post.
- c)** Reprofiling of expenditure associated with Car Parking Action Plan Capital Plan schemes.
- d)** Increased office accommodation costs - please see page CS 3.
- e)** Renewal of car park ticket machines delayed.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

6. TRANSPORTATION

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries	81,150	86,050 a)	87,900 a)
Premises Related Expenses			
Repairs, Alterations & Maintenance	15,000	16,000	16,000
Electricity	300	200	200
Vale Rise Depot Recharge	1,300	1,300	1,300
Premises Insurance	50	50	50
Supplies & Services			
Purchases - Equipment & Materials	5,500	8,700 b)	5,500
In-House Sign Provision	500	500	500
Mobile Communications	1,500	-	-
Public Transport Initiatives	4,000	4,000	4,000
Advertising	5,000	4,000	4,000
Emergency Arrangements	100	100	100
Capital Grants & Contributions (RECS)	40,000	- c)	49,000 c)
	<hr/>	<hr/>	<hr/>
	154,400	120,900	168,550
Less Income			
Fees & Charges			
Street / House Naming & Numbering	(10,000)	(25,000) d)	(20,000) e)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	144,400	95,900	148,550
Central, Departmental & Technical Support Services			
Central Salaries & Administration	22,050	19,950	19,200
Information Technology Expenses	5,200	4,500	4,350
Departmental Administrative Expenses	30,850	34,600	36,800
Capital Programme Revenue Expenses	250	250	250
Depreciation & Impairment			
Non-Current Asset Depreciation	10,550	10,550	7,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	213,300	165,750	216,150
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	2.48	2.58	2.55

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) Increase reflects expenditure on renewing borough entry signs - to be funded from an earmarked reserve.
- c) Local Transport Plan Partnership Programme Capital Plan scheme slipped from 2013/14 to 2014/15.
- d) Changed fee structure and greater than anticipated demand.
- e) Estimated income following review of fee structure.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

7. SECURITY SERVICES MANAGEMENT

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees			
Salaries	48,450	50,250	52,150
Premises Related Expenses			
Electricity	1,200	1,200	1,200
Supplies & Services			
Purchases - Equipment & Materials	700	700	700
Maintenance - General	22,000	22,000	22,000
Stationery	150	150	150
Miscellaneous Insurance	4,100	4,050	4,050
Emergency Arrangements	50	50	50
Third Party Payments			
CCTV Monitoring Station	194,000	184,000 a)	166,000 a)
	<hr/>	<hr/>	<hr/>
	270,650	262,400	246,300
Less Income			
Recharge to Parking Services	(273,950)	(268,150)	(258,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,300)	(5,750)	(11,850)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	4,500	4,950	5,200
Information Technology Expenses	1,700	1,500	1,450
Departmental Administrative Expenses	21,250	23,850	25,400
Capital Programme Revenue Expenses	11,850	11,250	11,850
Depreciation & Impairment			
Non-Current Asset Depreciation	65,300	63,400	63,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	101,300	99,200	95,450
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	1.62	1.72	1.73

- a) Savings arising from revised monitoring arrangements. Please see report to Community Safety Advisory Board on 13 November 2012.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

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

Employees

Salaries

30,800

33,000

31,400

Supplies & Services

Purchases - Equipment & Materials

1,000

500

750

Structural Investigations

1,000

1,000

1,000

Emergency Arrangements

150

150

150

Capital Grants & Contributions (RECS)

44,000

18,000 a)

33,000 a)

Third Party Payments

Contract Payments

3,000

23,000 b)

3,000

Sub-total

79,950

75,650

69,300

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

2,050

1,800

1,900

Information Technology Expenses

1,500

1,350

1,300

Departmental Administrative Expenses

13,500

14,000

15,000

Capital Programme Revenue Expenses

10,950

11,000

10,850

TO SUMMARY

107,950

103,800

98,350

Full Time Equivalent Number of Staff
(including Support Service Staff)

1.03

1.01

1.02

- a) Drainage Improvement Programme Capital Plan scheme partly slipped from 2013/14 to 2014/15.
- b) Increase reflects expenditure on investigation and preparation of costed options for replacing the river wall at Wouldham - to be funded from an earmarked reserve.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

9. CIVIL CONTINGENCIES

Employees

Salaries

35,650

31,750

32,550

Premises Related Expenses

Fuel Oil

100

-

-

Supplies & Services

Purchases - Equipment & Materials

500

1,000

500

Provision of Sandbags

1,000

500

500

Maintenance - General

1,000

500

500

Staff Telephone Expenses

500

250

250

Mobile Telephones

400

400

400

Out of Hours Call Service

12,000

12,250

12,650

Other Expenses

400

400

400

Civil Defence Planning

20,000

19,000

19,000

71,550

66,050

66,750

Less Income

Recharge to Other Accounts

(6,700)

(6,700)

(6,700)

Sub-total

64,850

59,350

60,050

Central, Departmental & Technical

Support Services

Central Salaries & Administration

20,800

20,800

21,650

Information Technology Expenses

500

450

450

Departmental Administrative Expenses

14,600

14,100

14,950

TO SUMMARY

100,750

94,700

97,100

Full Time Equivalent Number of Staff

(including Support Service Staff)

1.22

1.14

1.16

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**10. HOUSING STRATEGY
& ENABLING ROLE**

(a) HOUSING STRATEGY

Employees

Salaries

55,900

55,450

54,450

Supplies & Services

Publicity & Promotion

750

750

750

Energy Efficiency Initiatives

3,100

3,100

3,100

Support for External Agencies

6,000

6,500

6,500

Capital Grants & Contributions (RECS)

-

36,000 a)

-

Sub-total

65,750

101,800

64,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

15,850

15,700

16,650

Information Technology Expenses

750

700

650

Departmental Administrative Expenses

19,250

17,450

18,250

101,600

135,650

100,350

Full Time Equivalent Number of Staff
(including Support Service Staff)

1.80

1.79

1.80

a) Renewable Energy Capital Plan scheme slipped from 2012/13 to 2013/14.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**10. HOUSING STRATEGY
& ENABLING ROLE (continued)**

(b) HOUSING REGISTER

Employees

Salaries

110,600

128,750 a)

127,500 a)

Third Party Payments

Choice Based Lettings

7,000

7,000

7,000

Sub-total

117,600

135,750

134,500

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

200

12,000 b)

12,900 b)

Information Technology Expenses

2,150

1,900

1,850

Departmental Administrative Expenses

41,850

45,800 a)

48,300 a)

161,800

195,450

197,550

Full Time Equivalent Number of Staff
(including Support Service Staff)

3.54

4.32

4.34

HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY

101,600

135,650

100,350

(b) HOUSING REGISTER

161,800

195,450

197,550

TO SUMMARY

263,400

331,100

297,900

a) Increase reflects cost of permanent Housing Options Officer post plus salary allocations adjusted due to changes in management structure in new service.

b) Increase reflects time spent by the Fraud section on investigating social housing fraud.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

11. HOMELESSNESS

Employees

Salaries

128,900 152,950 a) 150,950 a)

Supplies & Services

Bed & Breakfast Charges

70,000 130,000 b) 150,000 c)

Storage of Furniture, Transport, etc.

250 250 250

Repossession Prevention Fund

4,000 5,500 5,500

Rent Deposits / Rent in Advance - Payments
to Landlords

33,550 33,550 33,550

Publicity & Promotion

300 - 300

Contribution to Bad Debt Provision

40,000 20,000 d) 20,000 d)

Third Party Payments

Medical Assessments

4,000 3,000 4,000

281,000 345,250 364,550

Less Income

Rent Deposits / Rent in Advance - Recharges
to Tenants

(33,550) (33,550) (33,550)

Customer & Client Receipts - Accommodation

(68,000) (125,000) b) (145,000) c)

Customer & Client Receipts - Service Charge

(2,000) (5,000) b) (5,000) c)

(103,550) (163,550) (183,550)

Sub-total

177,450 181,700 181,000

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

30,650 32,750 33,250

Information Technology Expenses

8,800 7,750 7,450

Departmental Administrative Expenses

50,000 55,000 a) 58,200 a)

TO SUMMARY

266,900 277,200 279,900

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.69 5.34 5.36

HOMELESSNESS

- a)** Increase reflects cost of permanent Housing Options Officer post plus salary allocations adjusted due to changes in management structure in new service.
- b)** Significant increase in workload arising from welfare reform. Offset by increase in recharges.
- c)** Further anticipated increase in workload arising from welfare reform. Offset by increase in recharges.
- d)** Reassessment of bad debts provision, having regard to the age and size of the debt and the level of write-offs.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

12. HOUSING ADVICE

Employees

Salaries

123,750

139,900 a)

138,650 a)

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

7,150

7,950

7,500

Information Technology Expenses

5,400

4,750

4,550

Departmental Administrative Expenses

46,800

51,100 a)

53,850 a)

TO SUMMARY

183,100

203,700

204,550

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.16

4.81

4.79

- a) Increase reflects cost of permanent Housing Options Officer post plus salary allocations adjusted due to changes in management structure in new service.

13. HOME SAFETY

Employees

Salaries

2,300

2,200

2,200

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

800

550

550

Departmental Administrative Expenses

850

700

750

TO SUMMARY

3,950

3,450

3,500

Full Time Equivalent Number of Staff
(including Support Service Staff)

0.08

0.07

0.07

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

14. PRIVATE SECTOR
HOUSING RENEWAL

Employees

Salaries

148,850

149,500

149,600

Supplies & Services

Professional Fees

100

300

300

Capital Grants & Contributions (RECS)

758,000

762,000

758,000

No Use Empty Loan Scheme

1,000

1,000

1,000

907,950

912,800

908,900

Less Income

Fees & Charges

(100)

(100)

(100)

Contribution from Other Bodies

(1,000)

(1,000)

(1,000)

Capital Grants Received (RECS)

(410,000)

(410,000)

(410,000)

(411,100)

(411,100)

(411,100)

Sub-total

496,850

501,700

497,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

4,850

4,500

4,700

Information Technology Expenses

9,900

8,700

8,400

Departmental Administrative Expenses

51,400

48,900

51,700

TO SUMMARY

563,000

563,800

562,600

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.11

4.04

4.04

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**15. PRIVATE SECTOR
HOUSING STANDARDS**

Employees

Salaries

55,850

59,400

59,000

Supplies & Services

Private Sector House Condition Survey

20,000

17,900 a)

3,000 a)

75,850

77,300

62,000

Less Income

Houses in Multiple Occupation Licences

(400)

(400)

(400)

Sub-total

75,450

76,900

61,600

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,700

1,500

1,600

Information Technology Expenses

4,000

3,500

3,400

Departmental Administrative Expenses

19,150

18,400

19,400

TO SUMMARY

100,300

100,300

86,000

Full Time Equivalent Number of Staff
(including Support Service Staff)

1.53

1.54

1.53

a) Expenditure funded from an earmarked reserve.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

16. HOME IMPROVEMENT AGENCY

Employees

Salaries

6,600

6,550

6,550

Supplies & Services

Professional Fees

500

500

500

Miscellaneous Insurance

550

550

550

Third Party Payments

Home Improvement Agency

45,000

- a)

- a)

Sub-total

52,650

7,600

7,600

Central, Departmental & Technical

Support Services

Central Salaries & Administration

950

-

-

Departmental Administrative Expenses

2,300

2,150

2,300

TO SUMMARY

55,900

9,750

9,900

Full Time Equivalent Number of Staff

(including Support Service Staff)

0.20

0.17

0.17

- a) New Home Improvement Agency contract awarded to In Touch by Kent County Council with effect from 1 October 2012 will not require any financial contribution from this Council. Please see report to Strategic Housing Advisory Board on 20 May 2013.

17. PUBLIC HEALTH ACT 1984

Employees

Salaries

850

900

850

Third Party Payments

Funeral Expenses

2,500

2,500

2,500

Sub-total

3,350

3,400

3,350

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

700

550

550

Departmental Administrative Expenses

300

300

300

TO SUMMARY

4,350

4,250

4,200

Full Time Equivalent Number of Staff
(including Support Service Staff)

0.04

0.03

0.03

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

18. ENVIRONMENTAL PROTECTION ACT - PART 1

Employees

Salaries

23,750

25,800

24,550

Less Income

Fees & Charges

(16,200)

(14,500) a)

(14,500) a)

Sub-total

7,550

11,300

10,050

Central, Departmental & Technical Support Services

Central Salaries & Administration

1,500

1,300

1,400

Information Technology Expenses

5,800

5,100

4,900

Departmental Administrative Expenses

8,400

8,800

9,150

TO SUMMARY

23,250

26,500

25,500

Full Time Equivalent Number of Staff
(including Support Service Staff)

0.72

0.74

0.73

Memorandum

Full cost of Local Authority Pollution Prevention Control (LAPPC) and Local Authority Integrated Pollution Prevention and Control (LA-IPPC) duties under Pollution Prevention and Control (PPC) Regulations 2000:-

Total from above

23,250

26,500

25,500

Share of:

Democratic Administration

5,650

5,500

5,400

Corporate Management

2,000

2,150

2,150

Non Distributed Costs

2,200

1,900

2,550

Full Cost of LAPPC / LA-IPPC

33,100

36,050

35,600

a) Reduction in nationally set fee structure and fewer companies requiring permits.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

19. ENVIRONMENTAL PROTECTION

Employees

Salaries

2013/14 ESTIMATE		2014/15 ESTIMATE
ORIGINAL £	REVISED £	£
176,450	188,250 a)	187,250 a)

Supplies & Services

Purchases - Equipment & Materials
Maintenance - Calibration of Instruments
Miscellaneous Insurance
Emergency Arrangements
Capital Grants & Contributions (RECS)

500	500	500
2,500	1,500	1,000
400	400	400
3,700	3,800	3,800
-	150,000 b)	-

Third Party Payments

Water Sampling
General
Drainage Investigations
Landfill & Pollution Monitoring
Air Quality
Contaminated Land - Site Inspections

1,500	550	550
750	750	750
500	-	-
2,000	2,000	2,000
12,750	68,750 b)	12,750
1,000	500	500

202,050	417,000	209,500
---------	---------	---------

Less Income

Fees & Charges

Water Sampling
Provision of Information
Contribution from Other Bodies
Capital Grants Received (RECS)

(1,500)	(1,100)	(1,100)
(750)	(1,000)	(1,000)
-	(56,000) b)	-
-	(150,000) b)	-

(2,250)	(208,100)	(2,100)
---------	-----------	---------

Sub-total

199,800	208,900	207,400
---------	---------	---------

Central, Departmental & Technical Support Services

Central Salaries & Administration
Information Technology Expenses
Departmental Administrative Expenses

8,750	9,800	9,600
11,600	10,200	9,800
63,600	67,500 a)	72,800

Depreciation & Impairment

Non-Current Asset Depreciation

3,250	2,900	2,900
-------	-------	-------

TO SUMMARY

287,000	299,300	302,500
---------	---------	---------

Full Time Equivalent Number of Staff
(including Support Service Staff)

5.02	5.26	5.32
------	------	------

- a) Increased hours worked by Environmental Health Technician plus salary allocations adjusted due to changes in management structure in new service.
- b) Increase reflects costs of A20 Air Quality Project, funded from contributions from the Department for Environment, Food and Rural Affairs, Kent County Council and Maidstone Borough Council.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

20. FOOD & SAFETY

(a) GENERAL

Employees

Salaries

2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
143,300	172,250 a)	170,600 a)

Supplies & Services

Protective Clothing

200	200	200
-----	-----	-----

Health Education

1,900	500	500
-------	-----	-----

Health General

1,500	500	500
-------	-----	-----

Miscellaneous Insurance

1,450	1,450	1,300
-------	-------	-------

Healthy Living Initiatives

60,000	49,000 b)	41,000 c)
--------	-----------	-----------

Third Party Payments

Port Health Authority

400	400	400
-----	-----	-----

208,750	224,300	214,500
---------	---------	---------

Less Income

Choosing Health / Public Health Funding

(60,000)	(80,000) b)	(72,300) c)
----------	-------------	-------------

Sub-total

148,750	144,300	142,200
---------	---------	---------

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

12,750	11,400	10,850
--------	--------	--------

Information Technology Expenses

10,500	9,250	8,900
--------	-------	-------

Departmental Administrative Expenses

56,600	62,550 a)	67,650
--------	-----------	--------

228,600	227,500	229,600
---------	---------	---------

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.31	4.80	4.81
------	------	------

- a)** Increase reflects cost of Healthy Living Co-ordinator funded from Public Health Funding from Kent County Council plus salary allocations adjusted due to changes in management structure in new service.
- b)** The Council is to carry out a number of healthy living initiatives using Public Health Funding from Kent County Council and Choosing Health Grant from West Kent PCT received in prior years. Please see report to Communities and Health Advisory Board on 5 June 2013.
- c)** Budget based on estimated Public Health Funding for 2014/15.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

20. FOOD & SAFETY (continued)

(b) FOOD SAFETY

Employees

Salaries

132,050 152,050 a) 152,500 a)

Supplies & Services

Health General

1,500 1,000 500

Other Expenses

2,300 500 500

Third Party Payments

Food Sampling

200 200 200

136,050 153,750 153,700

Less Income

Court Costs

(500) (2,500) (500)

Fees & Charges

Food Inspection

(400) (2,000) (2,000)

Training Courses

(2,500) (1,750) (1,750)

(3,400) (6,250) (4,250)

Sub-total

132,650 147,500 149,450

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,100 3,100 3,300

Information Technology Expenses

10,850 9,600 9,200

Departmental Administrative Expenses

52,500 57,750 a) 62,950

197,100 217,950 224,900

Full Time Equivalent Number of Staff
(including Support Service Staff)

3.86 4.32 4.40

FOOD & SAFETY

(a) GENERAL

228,600 227,500 229,600

(b) FOOD SAFETY

197,100 217,950 224,900

TO SUMMARY

425,700 445,450 454,500

- a) Increase reflects cost of Healthy Living Co-ordinator funded from Public Health Funding from Kent County Council plus salary allocations adjusted due to changes in management structure in new service.

DIRECTOR OF STREET SCENE AND LEISURE

SUMMARY

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,287,950	1,251,150	1,304,200
2. RECYCLING	898,650	909,300	960,800
3. STREET SCENE	1,353,600	1,344,250	1,399,400
4. PUBLIC CONVENIENCES	263,000	221,600	225,050
5. PEST CONTROL	88,550	66,350	36,250
6. TONBRIDGE & MALLING LEISURE TRUST	-	491,500	178,650
7. LARKFIELD LEISURE CENTRE	1,171,100	1,063,650	891,450
8. ANGEL CENTRE	810,950	513,300	338,500
9. TONBRIDGE SWIMMING POOL	755,650	657,950	509,150
10. POULT WOOD GOLF CENTRE	800	55,100	240,650
11. SPORTS GROUNDS	471,850	459,350	464,550
12. PLEASURE GROUNDS & OPEN SPACES	1,144,050	847,150	1,111,900
13. ALLOTMENTS	10,050	10,450	11,050
14. CHURCHYARDS	12,050	11,200	11,600
15. CEMETERY	101,050	118,500	111,850
16. YOUTH & PLAY DEVELOPMENT	184,550	187,100	160,700
17. SPORTS DEVELOPMENT	56,950	57,300	60,700
18. ARTS PROGRAMME	72,800	82,350	83,350
19. TONBRIDGE CHRISTMAS LIGHTING	20,750	26,150	26,300
20. LEISURE STRATEGY / MANAGEMENT	204,350	331,350	201,350
	<hr/>	<hr/>	<hr/>
	8,908,700	8,705,050	8,327,450
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	37.19	35.76	34.60

DIRECTOR OF STREET SCENE AND LEISURE

1. REFUSE COLLECTION

Employees

Salaries

115,350

115,000

117,800

Premises Related Expenses

Vale Rise Depot Recharge

24,200

30,300 a)

30,950 a)

Supplies & Services

Purchases - Equipment & Materials

4,500

3,000

3,000

Emergency Arrangements

1,100

1,100

1,100

Information Leaflets

1,200

1,200

1,200

Other Expenses

3,400

3,000

3,000

Third Party Payments

Refuse Collection Contract

1,065,900

1,022,750 b)

1,065,950 c)

Bulky Household Refuse Collection

36,050

36,050

36,050

1,251,700

1,212,400

1,259,050

Less Income

Fees & Charges

Bulky Household Refuse Collection

(42,200)

(39,000) d)

(40,700) e)

Contributions from Other Bodies

(22,900)

(22,900)

(22,900)

(65,100)

(61,900)

(63,600)

Sub-total

1,186,600

1,150,500

1,195,450

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

9,250

9,250

9,800

Information Technology Expenses

3,650

3,200

3,100

Departmental Administrative Expenses

51,050

52,250

56,700

Capital Programme Revenue Expenses

1,250

900

650

Depreciation & Impairment

Non-Current Asset Depreciation

36,150

35,050

38,500

TO SUMMARY

1,287,950

1,251,150

1,304,200

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.15

4.02

4.07

DIRECTOR OF STREET SCENE AND LEISURE

REFUSE COLLECTION

- a) Salary allocations adjusted due to changes in management structure in new service - please see page CEN 6 for further details.
- b) Less additional work than anticipated.
- c) Assumes 3.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- d) Less requests for service than anticipated.
- e) Includes proposed increase in fees from April 2014 considered by Local Environmental Management Advisory Board on 26 November 2013.

DIRECTOR OF STREET SCENE AND LEISURE

2. RECYCLING

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries	113,050	114,200	116,500
Premises Related Expenses			
Recycling Centres - Servicing	3,000	3,000	3,000
Rates	900	900	1,000
Transport Related Expenses			
Vehicle Maintenance / Fuel etc	60,000	60,000	60,000
Vehicle Driver / Insurance / Licence	78,300	78,300	80,650 a)
Supplies & Services			
Publicity & Promotion	9,450	9,450	9,450
Emergency Arrangements	250	250	250
Contribution to Kent Resource Partnership	5,000	5,000	5,000
Other Expenses	3,300	3,300	3,300
Third Party Payments			
Recycling Collection Contract	441,200	447,500 b)	454,400 a)
Green Waste Collection Contract	834,600	801,900 c)	834,600 d)
Oil Recycling	3,000	1,500	1,500
Plastic Recycling	119,000	119,000	111,800 e)
Recycling Credits - Collection	600	-	-
School Initiatives	1,050	1,050	1,050
	<hr/>	<hr/>	<hr/>
<u>Carried Forward</u>	1,672,700	1,645,350	1,682,500
	<hr/>	<hr/>	<hr/>

- a) Assumes 3.0% increase for inflation in line with contract conditions.
- b) £6,300 vired from the Abatement Initiatives budget within Street Scene to fund the Waste Electrical and Electronic Equipment (WEEE) pilot scheme for the period September 2013 to March 2014.
- c) Less additional work than anticipated.
- d) Assumes 3.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- e) Anticipated saving from new contract commencing May 2014.

DIRECTOR OF STREET SCENE AND LEISURE

2. RECYCLING (continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
<u>Brought Forward</u>	1,672,700	1,645,350	1,682,500
Less Income			
Glass Recycling	(70,000)	(109,000) f)	(109,000) f)
Can Recycling	(29,000)	(26,000) g)	(26,000) g)
Textile Recycling	(25,000)	(25,000)	(25,000)
Paper Recycling	(357,500)	(307,000) g)	(294,700) h)
Recycling Credits - Disposal	(425,400)	(411,100) g)	(415,000) i)
Contributions from Other Bodies	(33,000)	(13,600) j)	(13,600) j)
	<hr/>	<hr/>	<hr/>
	(939,900)	(891,700)	(883,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	732,800	753,650	799,200
Central, Departmental & Technical Support Services			
Central Salaries & Administration	35,000	30,950	28,400
Information Technology Expenses	2,550	2,250	2,150
Departmental Administrative Expenses	48,450	48,300	52,250
Capital Programme Revenue Expenses	1,950	1,300	1,050
Depreciation & Impairment			
Non-Current Asset Depreciation	77,900	72,850 k)	77,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	898,650	909,300	960,800
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	4.20	4.07	3.98

f) New contract has attracted higher prices for glass.

g) Reduction in tonnages collected.

h) Assumes further reduction in tonnages of paper being collected.

i) 3% increase in recycling credit from April 2014, partly off-set by predicted reduction in tonnages.

j) Reduced contribution required from Tunbridge Wells Borough Council towards cost of maintaining vehicles as this cost is offset by increase in glass income - please see note f) above.

k) Lower than anticipated expenditure on renewal of green waste bins during 2012/13.

DIRECTOR OF STREET SCENE AND LEISURE

3. STREET SCENE

Employees

Salaries

131,950

143,000 a)

145,500 a)

Supplies & Services

Purchases - Equipment & Materials

10,000

10,000

10,000

Abatement Initiatives (Self Help)

15,000

8,700 b)

15,000

Responsible Dog Ownership

31,400

31,400

32,300

Graffiti Removal

7,000

5,500

5,500

Dog Warden

52,600

52,600

54,200

Emergency Arrangements

800

700

700

Contribution to Clean Kent Campaign

5,000

3,000 c)

3,000 c)

Third Party Payments

Amenity & Street Cleansing Contract

1,173,200

1,173,200

1,216,400 d)

1,426,950

1,428,100

1,482,600

Less Income

Fees & Charges

Amenity Cleansing for Russet Homes

(54,900)

(62,900) e)

(64,800) e)

Recharge to Utility Companies

(1,150)

(1,150)

(1,150)

Stray Dogs Redemption Fees

(6,300)

(5,000)

(5,000)

Fixed Penalty Notices

(4,500)

(5,500)

(5,500)

Recharge to Other Accounts

(71,200)

(74,000)

(76,200)

(138,050)

(148,550)

(152,650)

Sub-total

1,288,900

1,279,550

1,329,950

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

7,750

6,600

7,000

Information Technology Expenses

3,400

2,950

2,850

Departmental Administrative Expenses

53,550

55,150

59,600

TO SUMMARY

1,353,600

1,344,250

1,399,400

Full Time Equivalent Number of Staff
(including Support Service Staff)

4.17

4.29

4.33

DIRECTOR OF STREET SCENE AND LEISURE

STREET SCENE

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) £6,300 vired to the Contract Payments budget within Recycling to fund the Waste Electrical and Electronic Equipment (WEEE) pilot scheme for the period September 2013 to March 2014.
- c) Reduction in required contribution to Kent wide campaign.
- d) Assumes 3.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- e) Additional work for Russet Homes areas.

DIRECTOR OF STREET SCENE AND LEISURE

4. PUBLIC CONVENIENCES

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries	14,550	14,050	14,350
Premises Related Expenses			
Building Repairs Expenditure	16,450	16,050 a)	24,400 b)
Electricity	12,000	9,500 c)	9,500 c)
Rates	20,100	18,900 c)	18,300 c)
Water Charges (Metered)	9,000	8,500 c)	8,500 c)
Sewerage & Environmental Services	13,000	9,000 c)	9,000 c)
Premises Insurance	2,900	2,800	2,950
Third Party Payments			
Public Convenience Cleansing Contract	99,500	68,400 d)	62,800 e)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	187,500	147,200	149,800
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,650	5,700	6,000
Information Technology Expenses	300	250	250
Departmental Administrative Expenses	6,550	6,450	7,000
Depreciation & Impairment			
Non-Current Asset Depreciation	62,000	62,000	62,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	263,000	221,600	225,050
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.61	0.58	0.59

- a) Includes general response work (£6,500).
- b) Includes decorations (£7,500) and general response work (£6,500).
- c) Reflects closure of Lamberts Yard and Ridgeway public conveniences.
- d) Savings arising from revised service levels in place from July 2013.
- e) Savings arising from revised service levels, partly off-set by 2.5% increase for inflation in line with contract conditions.

DIRECTOR OF STREET SCENE AND LEISURE

5. PEST CONTROL

Employees

Salaries

20,800 17,950 a) 13,800 a)

Supplies & Services

Emergency Arrangements

400 450 450

Third Party Payments

Pest Control Contract

42,200 26,100 b) 4,500 b)

Financial Hardship Subsidy

10,300 5,500 b) - b)

73,700 50,000 18,750

Less Income

Rats & Mice Treatment

(8,600) (3,700) c) - c)

Sub-total

65,100 46,300 18,750

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

6,450 4,150 4,400

Information Technology Expenses

6,550 5,750 5,550

Departmental Administrative Expenses

10,450 10,150 7,550

TO SUMMARY

88,550 66,350 36,250

**Full Time Equivalent Number of Staff
(including Support Service Staff)**

1.10 0.88 0.66

- a) Salary allocations reduced due to change in service arrangements.
- b) Savings arising from revised service approach from November 2013.
- c) Loss of income arising from revised service approach from November 2013.

DIRECTOR OF STREET SCENE AND LEISURE

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Third Party Payments			
Service Fee	-	341,500 a)	178,650 a)
General Payments	-	150,000 b)	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	491,500	178,650
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees			
Salaries	11,850	6,950 a)	8,100 a)
Premises Related Expenses			
Building Repairs Expenditure	60,500	101,950 b)	89,050 c)
Rates	211,500	123,600 d)	- d)
Premises Insurance	29,600	29,450	24,450
Supplies & Services			
Purchases - Equipment & Materials	5,000	- e)	- e)
Miscellaneous Insurance	2,850	3,900	550
LSBU Operating Costs (from LSBU 3)	159,500	15,650	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	480,800	281,500	122,150
Central, Departmental & Technical Support Services			
Central Salaries & Administration	19,350	15,350	16,000
Information Technology Expenses	5,900	5,200	5,000
Departmental Administrative Expenses	97,150	93,850	92,000
Capital Programme Revenue Expenses	16,600	9,800	2,050
Depreciation & Impairment			
Non-Current Asset Depreciation	551,300	657,950 f)	654,250 f)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,171,100	1,063,650	891,450
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	1.35	0.54	0.57

DIRECTOR OF STREET SCENE AND LEISURE

TONBRIDGE & MALLING LEISURE TRUST

- a) Service fee reported to Leisure and Arts Advisory Board on 16 September 2013 adjusted to reflect reduced superannuation contributions payable by Trust.
- b) Payment made to Trust to establish a capital reserve. Funded from an earmarked reserve and savings in LSBU operational costs during 2013/14.

LARKFIELD LEISURE CENTRE

Revised and forward estimates reflect management of Larkfield Leisure Centre transferring to Tonbridge and Malling Leisure Trust with effect from 1 November 2013.

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) Includes servicing of plant and equipment (£37,700), pool tile repairs (£20,000), plant renewals (£6,000) and emergency light discharge testing (£5,000).
- c) Includes servicing of plant and equipment (£38,700), public areas carpeting/flooring (£10,000), plant renewals (£8,000) and IEE testing (£7,000).
- d) The Trust is responsible for paying rates.
- e) Budget transferred to Arts Programme to support local events - please see page SSL 29.
- f) Reflects revaluation of Council's leisure facilities and purchase of new fitness equipment during 2012/13.

DIRECTOR OF STREET SCENE AND LEISURE

8. ANGEL CENTRE

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries	8,500	6,400 a)	7,550 a)
Premises Related Expenses			
Building Repairs Expenditure	27,950	30,100 b)	33,100 c)
Rates	57,300	33,500 d)	- d)
Premises Insurance	16,100	15,900	12,300
Supplies & Services			
Purchases - Equipment & Materials	5,000	5,000	-
Miscellaneous Insurance	1,000	1,400	200
LSBU Operating Costs (from LSBU 6)	317,200	134,600	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	433,050	226,900	53,150
Central, Departmental & Technical Support Services			
Central Salaries & Administration	18,600	14,650	15,250
Information Technology Expenses	4,550	4,000	3,850
Departmental Administrative Expenses	42,750	41,250	40,750
Capital Programme Revenue Expenses	1,050	10,450 e)	11,750 e)
Depreciation & Impairment			
Non-Current Asset Depreciation	310,950	216,050 f)	213,750 f)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	810,950	513,300	338,500
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.86	0.61	0.64

Revised and forward estimates reflect management of Angel Centre transferring to Tonbridge and Malling Leisure Trust with effect from 1 November 2013.

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) Includes servicing of plant and equipment (£15,700).
- c) Includes servicing of plant and equipment (£16,200) and IEE testing (£6,000).
- d) The Trust is responsible for paying rates.
- e) Increase reflects staff time spent on management and supervision of the design and construction of Bradford Street Leisure and Community Centre.
- f) Reflects revaluation of Council's leisure facilities during 2012/13.

DIRECTOR OF STREET SCENE AND LEISURE

9. TONBRIDGE SWIMMING POOL

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees			
Salaries	7,200	3,950 a)	5,100 a)
Premises Related Expenses			
Building Repairs Expenditure	60,100	94,050 b)	80,350 c)
Rates	94,500	55,200 d)	- d)
Premises Insurance	20,750	20,000	18,100
Supplies & Services			
Purchases - Equipment & Materials	3,400	- e)	- e)
Miscellaneous Insurance	1,400	1,950	300
LSBU Operating Costs (from LSBU 9)	245,400	73,650	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	432,750	248,800	103,850
Central, Departmental & Technical Support Services			
Central Salaries & Administration	15,400	11,500	12,100
Information Technology Expenses	4,500	3,950	3,800
Departmental Administrative Expenses	39,150	37,450	36,950
Capital Programme Revenue Expenses	850	700	1,900
Depreciation & Impairment			
Non-Current Asset Depreciation	263,000	355,550 f)	350,550 f)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	755,650	657,950	509,150
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.75	0.37	0.40

Revised and forward estimates reflect management of Tonbridge Swimming Pool transferring to Tonbridge and Malling Leisure Trust with effect from 1 November 2013.

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) Includes servicing of plant and equipment (£21,500), refurbishment of changing village toilets (£12,700), plant renewals (£9,000), upgrade of underwater lighting (£7,000), pool tile repairs (£7,000) and external decoration (£5,000).
- c) Includes servicing of plant and equipment (£24,000), plant renewals (£10,000), pool tile repairs (£10,000) and inspection of glulam beams (£6,000).
- d) The Trust is responsible for paying rates.
- e) Budget transferred to Arts Programme to support local events - please see page SSL 29.
- f) Reflects revaluation of Council's leisure facilities during 2012/13.

DIRECTOR OF STREET SCENE AND LEISURE

10. POULT WOOD GOLF CENTRE

Employees

Salaries

58,700 50,350 **a)** 51,050 **a)**

Premises Related Expenses

Building Repairs Expenditure

22,700 22,500 **b)** 18,000 **c)**

Maintenance of Grounds

3,500 200 -

Fuel Oil

6,000 3,300 -

Electricity

18,000 9,000 -

Rates

43,200 19,200 **d)** - **e)**

Water Charges (Metered)

1,450 1,000 -

Sewerage & Environmental Services

400 450 -

Premises Insurance

4,200 4,100 4,250

Transport Related Expenses

Transport Insurance

- - 3,800 **f)**

Supplies & Services

Purchases - Equipment & Materials

6,900 3,900 -

Maintenance - General

5,650 3,500 -

External Printing

4,000 1,900 -

Security Services

1,600 1,200 -

Streamline Service

3,000 1,250 -

Marketing

13,500 12,000 -

Miscellaneous Insurance

50 50 -

Telephones

1,700 1,000 -

Third Party Payments

Golf Professional

44,100 25,300 -

LSBU Operating Costs (from LSBU 10)

247,500 143,100 -

Carried Forward

486,150 303,300 77,100

Revised and forward estimates reflect management of Poulton Wood Golf Centre transferring to Tonbridge and Malling Leisure Trust with effect from 1 November 2013.

- a)** Salary allocations adjusted due to changes in management structure in new service.
- b)** Includes servicing of plant and equipment (£9,850) and re-tiling of ladies toilets (£4,000).
- c)** Includes servicing of plant and equipment (£10,350).
- d)** Includes reduction in rateable value following successful appeal.
- e)** The Trust is responsible for paying rates.
- f)** Cost of insuring vehicles previously charged to the Leisure Services Business Unit.

DIRECTOR OF STREET SCENE AND LEISURE

10. POULT WOOD GOLF CENTRE
(continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
<u>Brought Forward</u>	486,150	303,300	77,100
Less Income			
Fees & Charges			
Registration Fees	(13,000)	(8,000)	-
Green Fees	(605,800)	(371,000) g)	-
Season Tickets	(600)	(300)	-
Rents - Catering Concession	(65,000)	(29,200) h)	-
	<hr/>	<hr/>	<hr/>
	(684,400)	(408,500)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(198,250)	(105,200)	77,100
Central, Departmental & Technical Support Services			
Central Salaries & Administration	29,650	23,300 i)	22,450 i)
Information Technology Expenses	2,750	2,450	2,350
Departmental Administrative Expenses	34,950	29,750	32,000
Capital Programme Revenue Expenses	1,800	1,350	850
Depreciation & Impairment			
Non-Current Asset Depreciation	129,900	103,450 j)	105,900 k)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	800	55,100	240,650
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	1.85	1.94	2.06

g) Reflects lower than anticipated actual income to 31 October 2013.

h) Includes temporary reduction in contract as reported to Finance, Innovation and Property Advisory Board on 22 May 2013.

i) Reassessment of allocation by internal audit following transfer to Trust.

j) Reflects revaluation of Council's leisure facilities during 2012/13.

k) Includes depreciation of grounds maintenance equipment previously charged to the Leisure Services Business Unit.

DIRECTOR OF STREET SCENE AND LEISURE

11. SPORTS GROUNDS

Employees

Salaries

39,950

37,150

36,950

Premises Related Expenses

Building Repairs Expenditure

15,450

12,650

12,650

Maintenance of Grounds

20,650

20,650

20,650

Electricity

800

500

500

Sewerage & Environmental Services

2,000

-

-

Premises Insurance

2,150

2,200

2,250

Transport Related Expenses

Repairs & Maintenance

100

350

350

Licences

150

100

100

Petrol / Oil

250

250

250

Car Allowances

150

150

150

Transport Insurance

400

550

600

Supplies & Services

Clothing, Uniform & Laundry

150

150

150

Stationery

50

50

50

Gates / Security

2,500

2,500

2,500

Honoraria

1,100

1,100

1,100

Postages

50

50

50

Telephones

200

200

200

Licences

100

100

100

Third Party Payments

Ground Maintenance Contract

244,500

244,500

251,850 a)

330,700

323,200

330,450

Less Income

Rents - Land

(9,500)

(11,100) b)

(9,600) c)

Sub-total

321,200

312,100

320,850

Central, Departmental & Technical

Support Services

Central Salaries & Administration

14,200

14,050

13,700

Information Technology Expenses

600

500

450

Departmental Administrative Expenses

15,650

13,350

14,950

Capital Programme Revenue Expenses

8,400

7,550

6,650

Depreciation & Impairment

Non-Current Asset Depreciation

111,800

111,800

107,950

TO SUMMARY

471,850

459,350

464,550

Full Time Equivalent Number of Staff

1.54

1.38

1.44

SPORTS GROUNDS

- a) Assumes 3.0% increase for inflation in line with contract conditions.
- b) Rent increase in respect of land at Avebury Avenue, Tonbridge.
- c) Income temporarily reduced due to works at Avebury Avenue bridge.

DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES

(a) TONBRIDGE CASTLE GROUNDS

Employees

Salaries	17,450	16,600	16,550
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Premises Related Expenses

Maintenance of Grounds	5,150	4,500	4,500
Electricity	800	750	750
Rates	1,100	1,100	1,100
Premises Insurance	50	50	50

Supplies & Services

Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	300	300	300

Third Party Payments

Ground Maintenance Contracts	103,500	103,500	106,600
Tonbridge in Bloom	8,000	8,000	8,000

	<hr/>	<hr/>	<hr/>
	146,350	144,800	147,850
	<hr/>	<hr/>	<hr/>

Less Income

Fees & Charges - Mooring Fees	(500)	(100)	(100)
Rents			
Land	(100)	(100)	(100)
Landing Stage	(1,200)	(1,250)	(1,350)
Mobile Catering Concession	(5,000)	(5,000)	(5,000)

	<hr/>	<hr/>	<hr/>
	(6,800)	(6,450)	(6,550)
	<hr/>	<hr/>	<hr/>

Sub-total

	139,550	138,350	141,300
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**Central, Departmental & Technical
Support Services**

Central Salaries & Administration	3,100	2,600	2,850
Information Technology Expenses	250	250	250
Departmental Administrative Expenses	6,550	5,650	6,300
Capital Programme Revenue Expenses	4,400	-	-

Depreciation & Impairment

Non-Current Asset Depreciation	14,850	15,550	14,250
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	<hr/>	<hr/>	<hr/>
	168,700	162,400	164,950
	<hr/>	<hr/>	<hr/>

Full Time Equivalent Number of Staff
(Including Support Service Staff)

	0.63	0.48	0.51
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DIRECTOR OF STREET SCENE AND LEISURE

PLEASURE GROUNDS & OPEN SPACES - TONBRIDGE CASTLE GROUNDS

DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(b) HAYSDEN COUNTRY PARK

Employees

Salaries	34,050	35,150	34,500
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Premises Related Expenses

Building Repairs Expenditure	3,900	2,300	9,900 a)
Maintenance of Grounds	29,200	29,200	30,100
Maintenance of Play Equipment	8,000	7,800	8,000
Electricity	800	700	700
Water Charges (Metered)	50	50	50
Sewerage & Environmental Services	700	700	700
Cleaning & Domestic Supplies	5,250	5,500	5,650
Premises Insurance	150	100	100

Transport Related Expenses

Repairs & Maintenance	50	-	-
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Supplies & Services

Purchases - Equipment & Materials	2,850	2,850	2,850
Maintenance - General	500	300	300
Clothing, Uniforms & Laundry	100	50	50
Professional Fees	-	850	-
Cash Collection	1,900	1,900	1,900
Trade Refuse Charges	750	750	800
Dog Bin Emptying	550	550	550
Gates / Security	6,500	6,500	6,750
Rodent Control	1,150	800	650
Litter Collection	6,250	6,250	6,450
Advertising	800	800	800
Telephones	500	500	500

	104,000	103,600	111,300
--	---------	---------	---------

Less Income

Fees & Charges			
Car Parking Fees	(21,000)	(21,500)	(24,000)
Car Park Season Tickets	(5,500)	(5,000)	(5,000)
Rents			
Rights over Water	(4,500)	(5,000)	(5,000)
Mobile Catering Concession	(6,150)	(6,150)	(6,350)

	(37,150)	(37,650)	(40,350)
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Sub-total Carried Forward

	66,850	65,950	70,950
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DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(b) HAYSDEN COUNTRY PARK (continued)

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>Sub-total Brought Forward</u>	66,850	65,950	70,950
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,500	2,600	2,850
Information Technology Expenses	1,950	1,700	1,650
Departmental Administrative Expenses	13,750	12,650	13,850
Capital Programme Revenue Expenses	2,050	1,750	-
Depreciation & Impairment			
Non-Current Asset Depreciation	15,700	16,150	16,250
	<hr/>	<hr/>	<hr/>
	102,800	100,800	105,550
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	1.20	1.14	1.17

a) Includes renewal of roof covering (£6,000).

DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(c) OPEN SPACES
& AMENITY AREAS BOROUGH - WIDE

Employees

Salaries	55,800	51,850 a)	51,000 a)
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Premises Related Expenses

Building Repairs Expenditure	2,000	1,000	1,000
Maintenance of Grounds	29,650	29,650	29,650
Maintenance of Play Equipment	6,000	6,000	6,000
Electricity	700	600	600
Premises Insurance	2,100	2,100	2,150

Supplies & Services

Purchases - Equipment & Materials	1,000	800	800
Security Services	400	400	400
Dog Bin Emptying	300	300	300
Rodent Control	500	500	250
Telephones	200	100	100
Capital Grants & Contributions (RECS)	842,000	48,000 b)	802,000 b)

Third Party Payments

Ground Maintenance Contracts	150,000	149,750	154,250 c)
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	<hr/>	<hr/>	<hr/>
	1,090,650	291,050	1,048,500
	<hr/>	<hr/>	<hr/>

Less Income

Interest Receipts	(4,900)	(4,650)	(3,900)
Rents			
Land	(14,500)	(14,300)	(14,300)
Wayleave Agreement	(1,250)	(1,250)	(1,250)
Capital Grants Received (RECS)	(492,000)	- b)	(492,000) b)

	<hr/>	<hr/>	<hr/>
	(512,650)	(20,200)	(511,450)
	<hr/>	<hr/>	<hr/>

Sub-total Carried Forward

	<hr/>	<hr/>	<hr/>
	578,000	270,850	537,050

- a) Salary allocations adjusted due to changes in management structure in new service.
- b) Town Lock Capital Plan scheme slipped from 2013/14 to 2014/15.
- c) Assumes 3.0% increase for inflation in line with contract conditions.

DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(c) OPEN SPACES
& AMENITY AREAS BOROUGH - WIDE
(continued)

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>Sub-total Brought Forward</u>	578,000	270,850	537,050
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,100	5,950	6,150
Information Technology Expenses	400	350	350
Departmental Administrative Expenses	22,150	18,850	20,850
Capital Programme Revenue Expenses	61,950	66,700	65,400
Depreciation & Impairment			
Non-Current Asset Depreciation	45,200	46,600	46,400
	<hr/>	<hr/>	<hr/>
	713,800	409,300	676,200
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	2.98	2.77	2.87

DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(d) PATROLLING

Employees

Salaries	5,100	4,700	4,650
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Transport Related Expenses

Repairs & Maintenance	150	400	400
Licences	100	150	150
Petrol / Oil	250	250	250
Transport Insurance	400	500	600

Supplies & Services

Clothing, Uniform & Laundry	150	150	150
Gates / Security	2,500	2,500	2,500
Telephones	150	100	100

Sub-total

8,800	8,750	8,800
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**Central, Departmental & Technical
Support Services**

Central Salaries & Administration	1,200	1,250	1,350
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	2,000	1,700	1,900

12,100	11,800	12,150
---------------	---------------	---------------

Full Time Equivalent Number of Staff
(Including Support Service Staff)

0.18	0.16	0.17
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DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(e) COUNTRYSIDE / WOODLAND
MANAGEMENT

Employees

Salaries	10,200	9,700	9,600
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Premises Related Expenses

Maintenance of Grounds	14,700	14,700	14,700
Tree Planting Schemes	4,300	2,300	2,300

Supplies & Services

Purchases - Equipment & Materials	500	500	500
Health & Safety - Trees	5,000	7,000	7,000
Miscellaneous Insurance	50	50	50

Third Party Payments

Medway Valley Countryside Partnership	10,600	10,000	10,000
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Sub-total

45,350	44,250	44,150
--------	--------	--------

Central, Departmental & Technical
Support Services

Central Salaries & Administration	6,350	6,300	6,800
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	4,050	3,550	3,950

55,900	54,250	55,050
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Full Time Equivalent Number of Staff
(Including Support Service Staff)

0.42	0.38	0.41
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DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(f) LEYBOURNE LAKES COUNTRY PARK

Employees

Salaries	65,300	74,900 a)	67,150
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Premises Related Expenses

Building Repairs Expenditure	4,250	1,650 b)	4,050 b)
Maintenance of Grounds	12,050	12,050	12,050
Electricity	3,800	3,800	3,800
Rates	50	50	50
Water Charges (Metered)	400	400	400
Sewerage & Environmental Services	150	300	300
Cleaning & Domestic Supplies	6,800	5,300	5,450
Premises Insurance	400	350	400

Transport Related Expenses

Repairs & Maintenance	550	550	550
Petrol / Oil	100	100	100
Transport Insurance	150	200	250

Supplies & Services

Purchases - Equipment & Materials	850	850	850
Clothing, Uniforms & Laundry	700	600	600
Printing & Stationery	800	700	700
Cash Collection	2,500	2,000	2,000
Trade Refuse Charges	2,250	1,500	1,550
Dog Bin Emptying	450	450	450
Gates / Security	3,300	7,700 c)	7,950 c)
Pest Control	400	400	250
Wildlife Monitoring	400	400	400
Hall Hire for User Group	100	100	100
Car Park Management Charges	950	950	950
Telephones	800	700	700

	107,500	116,000	111,050
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Less Income

Car Parking Fees	(17,000)	(16,000)	(18,000)
Car Park Season Tickets	(150)	(300)	(300)
Educational Visits	(250)	(250)	(250)
Interest Receipts	(9,400)	(4,500) d)	(6,300) d)
Rents			
Land	(250)	(250)	(250)
Mobile Catering Concession	(7,300)	(5,100)	(7,500)
Windsurfing / Diving Concession	(7,500)	(7,700)	(7,950)
Fishing Concession	(14,200)	(14,650)	(15,100)
Contributions from Other Bodies	(12,500)	(12,500)	(11,000)

	(68,550)	(61,250)	(66,650)
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Sub-total Carried Forward

	38,950	54,750	44,400
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DIRECTOR OF STREET SCENE AND LEISURE

12. PLEASURE GROUNDS & OPEN SPACES
(continued)

(f) LEYBOURNE LAKES COUNTRY PARK
(continued)

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>Sub-total Brought Forward</u>	38,950	54,750	44,400
Central, Departmental & Technical Support Services			
Central Salaries & Administration	3,600	3,700	4,100
Information Technology Expenses	1,550	1,350	1,300
Departmental Administrative Expenses	23,400	25,600	22,750
Capital Programme Revenue Expenses	1,900	1,650	3,300
Depreciation & Impairment			
Non-Current Asset Depreciation	21,350	21,550	22,150
	<hr/>	<hr/>	<hr/>
	90,750	108,600	98,000
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	2.69	3.25	2.78

PLEASURE GROUNDS & OPEN SPACES

(a) TONBRIDGE CASTLE GROUNDS	168,700	162,400	164,950
(b) HAYSDEN COUNTRY PARK	102,800	100,800	105,550
(c) OPEN SPACES & AMENITY AREAS	713,800	409,300	676,200
(d) PATROLLING	12,100	11,800	12,150
(e) COUNTRYSIDE / WOODLAND MANAGEMENT	55,900	54,250	55,050
(f) LEYBOURNE LAKES COUNTRY PARK	90,750	108,600	98,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,144,050	847,150	1,111,900
	<hr/>	<hr/>	<hr/>

- a)** Increase reflects fixed term seasonal ranger post.
- b)** External decoration re-scheduled for 2014/15.
- c)** Opening and closing of public convenience undertaken by separate contractor from July 2013. Off-set by savings in public convenience cleansing contract.
- d)** Reduction in rates of return.

DIRECTOR OF STREET SCENE AND LEISURE

13. ALLOTMENTS

Employees

Salaries

450

500

500

Premises Related Expenses

Premises Insurance

100

50

100

Third Party Payments

Management Fee to T.A.G.A.

5,100

5,100

5,100

5,650

5,650

5,700

Less Income

Rents

(50)

(50)

(50)

Sub-total

5,600

5,600

5,650

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

200

450

450

Departmental Administrative Expenses

200

200

200

Capital Programme Revenue Expenses

750

350

900

Depreciation & Impairment

Non-Current Asset Depreciation

3,300

3,850

3,850

TO SUMMARY

10,050

10,450

11,050

Full Time Equivalent Number of Staff

(Including Support Service Staff)

0.03

0.03

0.05

DIRECTOR OF STREET SCENE AND LEISURE

14. CHURCHYARDS

Employees

Salaries

2,650

2,150

2,150

Premises Related Expenses

Maintenance of Grounds

7,400

7,300

7,500

10,050

9,450

9,650

Less Income

Contributions from Other Bodies

(50)

(50)

(50)

Sub-total

10,000

9,400

9,600

Central, Departmental & Technical

Support Services

Central Salaries & Administration

1,050

1,050

1,150

Information Technology Expenses

50

50

50

Departmental Administrative Expenses

950

700

800

TO SUMMARY

12,050

11,200

11,600

Full Time Equivalent Number of Staff

(Including Support Service Staff)

0.09

0.08

0.08

DIRECTOR OF STREET SCENE AND LEISURE

15. CEMETERY

Employees

Salaries

26,050

24,700

24,400

Premises Related Expenses

Building Repairs Expenditure

1,500

13,500 a)

6,300 b)

Maintenance of Grounds

5,600

5,600

5,600

Electricity

800

800

800

Rates

7,400

6,700

6,900

Water Charges (Metered)

100

100

100

Sewerage & Environmental Services

1,200

1,300

1,350

Premises Insurance

950

900

1,000

Supplies & Services

Purchases - Equipment & Materials

1,950

1,950

1,950

Laundry

50

50

50

Telephones

300

100

100

Third Party Payments

Ground Maintenance Contract

65,500

66,350

68,350

111,400

122,050

116,900

Less Income

Fees & Charges

Graves - Annual Maintenance

(450)

(450)

(500)

Graves - Exclusive Right of Burial

(16,300)

(16,300)

(16,750)

Interments

(20,000)

(20,000)

(20,600)

Memorials - Erection

(2,600)

(2,600)

(2,650)

Memorials - Inscription

(2,100)

(1,800)

(1,850)

Register Search

(650)

(950)

(1,000)

Memorial Garden - Lease of Tablet / Vault

(7,000)

(7,000)

(7,200)

Memorial Garden - Plaque / Inscription

(3,200)

(3,200)

(3,300)

Use of Chapel

(1,700)

(1,400)

(1,450)

(54,000)

(53,700)

(55,300) c)

Sub-total Carried Forward

57,400

68,350

61,600

a) Includes chapel stonework repairs (£12,000).

b) Includes internal decoration (£5,000).

c) Includes proposed increase in fees from April 2014 considered by Leisure and Arts Advisory Board on 9 December 2013.

DIRECTOR OF STREET SCENE AND LEISURE

15. CEMETERY (continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
<u>Sub-total Brought Forward</u>	57,400	68,350	61,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,450	6,300	6,550
Information Technology Expenses	1,050	950	900
Departmental Administrative Expenses	10,800	9,300	10,400
Capital Programme Revenue Expenses	5,700	5,800	4,600
Depreciation & Impairment			
Non-Current Asset Depreciation	19,650	27,800 d)	27,800 d)
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	101,050	118,500	111,850
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	1.03	0.96	1.02

d) Increase largely reflects a reduction in useful life.

DIRECTOR OF STREET SCENE AND LEISURE

16. YOUTH & PLAY DEVELOPMENT

Employees

Salaries

90,250 97,000 a) 71,400 b)

Premises Related Expenses

Rent

9,100 9,250 9,500

Transport Related Expenses

Hire of Transport

2,000 600 1,500

Supplies & Services

Purchases - Equipment & Materials

5,200 5,200 5,200

Printing & Stationery

3,500 3,500 3,500

Shows & Performances

3,500 3,500 3,500

Partnership Fees

28,250 28,850 29,750

Telephones

250 150 150

Registration & Inspection of Centres

350 350 350

Youth Development

Activate

30,000 23,500 c) 23,500 c)

Youth Development Initiatives

9,000 11,000 d) 9,000

181,400 182,900 157,350

Less Income

Fees & Charges

Playscheme Registration Fees

(30,800) (30,000) (30,900) e)

Activate

(14,500) (10,850) c) (8,500) c)

Contributions from Other Bodies

Playscheme - Parish Councils

(11,300) (11,300) (11,500)

Youth Development

- (2,000) d) -

(56,600) (54,150) (50,900)

Sub-total

124,800 128,750 106,450

Central, Departmental & Technical

Support Services

Central Salaries & Administration

12,450 13,700 15,400

Information Technology Expenses

9,050 8,000 7,650

Departmental Administrative Expenses

38,250 36,650 31,200 b)

TO SUMMARY

184,550 187,100 160,700

Full Time Equivalent Number of Staff

(Including Support Service Staff)

2.65 2.83 1.80

DIRECTOR OF STREET SCENE AND LEISURE

YOUTH & PLAY DEVELOPMENT

- a) Additional hours worked by Youth and Play Development Officer during summer 2013.
- b) Employment of fixed term Leisure Development Assistant due to come to an end on 31 March 2014. Please see report to General Purposes Committee on 30 January 2012.
- c) New arrangements with Carroty Wood site.
- d) Increased expenditure following KCC member grant award.
- e) Includes proposed increase in fees from April 2014 considered by Leisure and Arts Advisory Board on 9 December 2013.

DIRECTOR OF STREET SCENE AND LEISURE

17. SPORTS DEVELOPMENT

Employees

Salaries

36,100

36,450

38,300

Supplies & Services

Sports Development Programme

5,000

8,000 a)

5,000

41,100

44,450

43,300

Less Income

Fees & Charges

-

(200)

-

Contributions from Other Bodies

(500)

(3,450) a)

(500)

(500)

(3,650)

(500)

Sub-total

40,600

40,800

42,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,650

1,600

1,750

Information Technology Expenses

550

500

450

Departmental Administrative Expenses

14,150

14,400

15,700

TO SUMMARY

56,950

57,300

60,700

Full Time Equivalent Number of Staff

(Including Support Service Staff)

0.91

1.05

1.06

a) Increased expenditure following KCC "Young Leaders in Cricket" grant award.

DIRECTOR OF STREET SCENE AND LEISURE

18. ARTS PROGRAMME

Employees

Salaries

28,300

30,750

30,900

Supplies & Services

West Kent Arts Group

6,000

8,000 a)

6,000

Events Support

4,000

12,000 b)

12,000 b)

Arts for Special Needs Groups

2,000

2,500

2,000

Publicity & Promotion

2,000

2,000

2,000

Subscriptions

5,600

2,200

2,200

Licences

100

3,500

3,600

Youth Art Initiatives

1,000

1,000

1,000

Third Party Payments

Festival of Music

5,000

5,000

5,000

54,000

66,950

64,700

Less Income

Contributions from Other Bodies

-

(2,000) a)

-

Sub-total

54,000

64,950

64,700

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

3,900

2,950

3,150

Information Technology Expenses

450

400

400

Departmental Administrative Expenses

14,450

14,050

15,100

TO SUMMARY

72,800

82,350

83,350

**Full Time Equivalent Number of Staff
(Including Support Service Staff)**

0.92

1.01

1.02

- a) Increased expenditure following KCC member grant award.
- b) Budget transferred from Larkfield Leisure Centre and Tonbridge Swimming Pool to support local events - please see pages SSL 8 and SSL 10.

DIRECTOR OF STREET SCENE AND LEISURE

19. TONBRIDGE CHRISTMAS LIGHTING

Employees

Salaries

2,500

2,950

3,000

Supplies & Services

Tonbridge Christmas Lighting

11,000

16,000 a)

16,000 a)

Sub-total

13,500

18,950

19,000

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

600

650

650

Departmental Administrative Expenses

1,350

1,250

1,350

Depreciation & Impairment

Non-Current Asset Depreciation

5,300

5,300

5,300

TO SUMMARY

20,750

26,150

26,300

Full Time Equivalent Number of Staff
(Including Support Service Staff)

0.09

0.09

0.09

a) Budget increased to reflect actual need.

DIRECTOR OF STREET SCENE AND LEISURE

20. LEISURE STRATEGY / MANAGEMENT

Employees

Salaries

87,500

86,700

86,900

Supplies & Services

Maintenance - General

500

650

500

Professional Fees

-

103,000 a)

-

Market Research / Audit Programme

5,350

4,500

4,500

Advertising

-

2,250 a)

-

Communication Expenses

50

50

50

Subscriptions

3,600

3,650

3,650

Tourism & Promotion of Facilities

28,050

28,050

28,050

Capital Grants & Contributions (RECS)

4,000

33,000 b)

8,000

Sub-total

129,050

261,850

131,650

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

34,650

31,200

30,550

Information Technology Expenses

5,050

4,450

4,300

Departmental Administrative Expenses

31,300

29,550

31,950

Depreciation & Impairment

Non-Current Asset Depreciation

4,300

4,300

2,900

TO SUMMARY

204,350

331,350

201,350

Full Time Equivalent Number of Staff

(Including Support Service Staff)

2.79

2.85

2.83

Analysis of Salaries:-

Tourism & Promotion

£

20,650

£

21,400

£

21,350

Leisure Planning / Policy

35,350

36,400

37,000

Market Research

1,750

1,600

1,550

Liaison with Outside Bodies

29,750

27,300

27,000

87,500

86,700

86,900

- a) Reflects costs associated with transfer of management of Council's leisure facilities to Tonbridge and Malling Leisure Trust. Funded entirely from an earmarked reserve.
- b) Capital grant to Rock UK slipped from 2012/13 to 2013/14.

LEISURE SERVICES BUSINESS UNIT

SUMMARY

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. LARKFIELD LEISURE CENTRE	159,500	15,650	-
2. ANGEL CENTRE	317,200	134,600	-
3. TONBRIDGE SWIMMING POOL	245,400	73,650	-
4. POULT WOOD GOLF CENTRE	247,500	143,100	-
	<hr/>	<hr/>	<hr/>
	969,600	367,000	-
	<hr/>	<hr/>	<hr/>

These figures are subject to final verification following the closure of the LSBU accounts to the end of October 2013.

LEISURE SERVICES BUSINESS UNIT

1. LARKFIELD LEISURE CENTRE

Employees

Salaries (see analysis on page LSBU 11)	1,465,100	862,650	-
Employers' National Insurance Contributions	61,400	43,800	-
Employers' Superannuation Contributions	123,050	65,400	-
Recruitment	2,000	1,750	-
Health Care	750	-	-
Training	12,000	8,900	-
Redundancy	-	4,200	-
Superannuation - Lump Sum	103,900	60,600	-
Employee Insurance	14,300	9,150	-

Premises Related Expenses

General Maintenance	5,000	650	-
Redecoration	3,000	1,900	-
Floor Maintenance	2,200	-	-
Electrical Spares	2,500	2,250	-
Maintenance of Grounds	2,750	1,950	-
Repairs & Maintenance of Fixed Plant	3,000	700	-
Electricity	146,900	85,000	-
Gas	128,400	63,050	-
Water Charges (Metered)	25,300	16,600	-
Sewerage & Environmental Services	23,000	13,800	-
Fixture & Fittings	1,500	750	-
Cleaning & Domestic Supplies	12,600	6,000	-
Cleaning Contract	47,800	25,700	-

Transport Related Expenses

Essential Users	5,250	3,800	-
Casual Users	2,000	1,450	-
Leased Car Leasing Costs	3,150	3,150	-
Leased Car Mileage	650	300	-
VAT Rebate on Claimed Mileage	-	(50)	-

Supplies & Services

Purchases - Equipment & Materials	24,000	18,900	-
Purchases - Chemicals	24,700	16,000	-
Maintenance - General	16,000	13,350	-
Maintenance - Contracts	43,600	21,000	-
Uniforms	6,000	3,700	-
Stationery & Photocopying	3,500	1,050	-
Security Services	2,850	2,050	-
Trade Refuse Charges	11,000	5,450	-
Special Events	10,000	3,700	-
Coaching Expenses	10,000	4,150	-
Credit Card / Direct Debit Charges	9,000	5,600	-
IT Set-up & Development	3,000	1,100	-
Publicity & Promotion	40,000	20,350	-
Postages	4,500	3,300	-
Telephones	8,400	2,600	-
Hospitality	500	600	-
Licences & Subscriptions	16,700	10,350	-
Miscellaneous	-	-	-

Carried Forward

2,431,250	1,416,700	-
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LEISURE SERVICES BUSINESS UNIT

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>LARKFIELD LEISURE CENTRE (continued)</u>			
<u>Brought Forward</u>	2,431,250	1,416,700	-
Less Income			
Courses - Internal	(332,950)	(229,750)	-
Exercise Classes	(59,300)	(31,550)	-
Fitness Room	(710,000)	(426,850)	-
Sports Hall	(39,300)	(22,650)	-
Pool Hall	(720,000)	(465,350)	-
Health Suite	(28,850)	(13,750)	-
Invicta Room	(32,450)	(18,550)	-
Squash	-	0	-
Swimming Club	(32,800)	(18,750)	-
Amusement Machines	(1,000)	(400)	-
Pre-school / Crèche	-	(2,250)	-
Annual Membership	(34,700)	(14,950)	-
Day Membership	(22,900)	(11,150)	-
Special Events	(12,000)	(9,300)	-
One to One Swim	(15,000)	(8,750)	-
Sponsorship	(500)	-	-
Treatment Room Hire	(14,000)	(9,600)	-
Schools	(25,500)	(10,000)	-
Soft Play	(56,000)	(26,800)	-
Retail Outlet	(4,850)	(3,200)	-
Miscellaneous	-	50	-
Catering Concession	(51,400)	(30,150)	-
Vending Concession	(14,350)	(9,350)	-
Bar Concession	(13,350)	(7,800)	-
	<hr/>	<hr/>	<hr/>
	(2,221,200)	(1,370,850)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	210,050	45,850	-
Central, Departmental & Technical Support Services			
Central Services	3,650	2,100	-
Financial Services	61,150	35,400	-
Personnel Services	13,200	7,650	-
LSBU Central Management	(128,550)	(75,350)	-
	<hr/>	<hr/>	<hr/>
<u>TO LEISURE SERVICES (see page LS 3)</u>	159,500	15,650	-
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

2. ANGEL CENTRE

(a) ANGEL CENTRE

Employees

Salaries (see analysis on page LSBU 11)	572,350	355,900	-
Employers' National Insurance Contributions	20,850	18,750	-
Employers' Superannuation Contributions	35,050	16,050	-
Recruitment	1,000	650	-
Health Care	500	50	-
Training	5,500	1,400	-
Superannuation - Lump Sum	27,900	16,300	-
Employee Insurance	5,800	-	-

Premises Related Expenses

General Maintenance	3,000	600	-
Redecoration	2,500	0	-
Floor Maintenance	2,500	350	-
Electrical Spares	1,500	1,200	-
Internal Planters	1,600	1,150	-
Repairs & Maintenance of Fixed Plant	1,000	-	-
Electricity	61,700	34,200	-
Gas	49,100	11,700	-
Water Charges (Metered)	11,550	3,850	-
Sewerage & Environmental Services	10,500	5,000	-
Cleaning & Domestic Supplies	7,350	5,750	-
Cleaning Contract	18,050	8,450	-

Transport Related Expenses

Relocation Expenses - Appendix E	650	-	-
Casual Users	100	500	-
VAT Rebate on Claimed Mileage	-	-	-

Supplies & Services

Purchases - Equipment & Materials	12,000	6,950	-
Maintenance - General	2,500	1,550	-
Maintenance - Contracts	23,850	17,600	-
Uniforms	2,500	1,100	-
Stationery	2,000	600	-
Security Services	900	650	-
Trade Refuse Charges	5,050	2,450	-
Coaching Expenses	4,000	2,400	-
Credit Card / Direct Debit Charges	3,300	1,850	-
IT Set-up & Development	3,000	800	-
Printing & Marketing	18,000	9,900	-
Postages	1,500	450	-
Telephones	4,500	1,650	-
Hospitality	250	-	-
Licences & Subscriptions	15,000	11,550	-
Miscellaneous	-	-	-

Carried Forward

938,400	545,100	-
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LEISURE SERVICES BUSINESS UNIT

2. ANGEL CENTRE (continued)

(a) ANGEL CENTRE (continued)

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
<u>Brought Forward</u>	938,400	545,100	-
Less Income			
Coaching Courses	(58,500)	(45,250)	-
Exercise Classes	(37,000)	(24,850)	-
Medway Hall	(41,400)	(23,900)	-
Meeting Rooms	(60,000)	(42,800)	-
Fitness Room	(375,000)	(237,350)	-
Sports Hall	(71,000)	(47,000)	-
All Weather Area	(21,700)	(15,400)	-
Sports Grounds Pitches	(23,000)	(10,600)	-
Hire of Equipment	(850)	(550)	-
Use of Music	(550)	(300)	-
Crèche	(10,600)	(7,000)	-
Annual Membership	(9,700)	(4,550)	-
Special Events	(3,000)	(3,400)	-
Sponsorship	-	(50)	-
Dance Studio	(18,000)	(13,850)	-
Schools	-	(150)	-
Miscellaneous	-	500	-
	<hr/>	<hr/>	
	(730,300)	(476,500)	-
	<hr/>	<hr/>	
<u>Sub-total</u>	208,100	68,600	-
Central, Departmental & Technical Support Services			
Central Services	3,650	2,100	-
Financial Services	47,900	27,750	-
Personnel Services	6,750	3,900	-
LSBU Central Management	56,100	32,900	-
	<hr/>	<hr/>	
	322,500	135,250	-
	<hr/>	<hr/>	

LEISURE SERVICES BUSINESS UNIT

2. ANGEL CENTRE (continued)

(b) BAR, CATERING & VENDING

Supplies & Services

Purchases - Equipment & Materials
Catering Stock Issues
Vending Machine Refund

Less Income

Bar Concession
Catering Concession
Vending Concession
Counter Sales - Snacks & Rolls
Profit on Stock Sales
Vending Machine Refund Reimbursement

2013/14 ESTIMATE		2014/15 ESTIMATE
ORIGINAL	REVISED	
£	£	£
750	400	-
3,500	-	-
-	50	-
4,250	450	-
-	-	-
(5,250)	-	-
(4,300)	(1,100)	-
-	-	-
-	-	-
-	-	-
(9,550)	(1,100)	-
(5,300)	(650)	-

ANGEL CENTRE

(a) ANGEL CENTRE

(b) BAR, CATERING & VENDING

TO LEISURE SERVICES (see page LS 2)

322,500	135,250	-
(5,300)	(650)	-
317,200	134,600	-

LEISURE SERVICES BUSINESS UNIT

3. TONBRIDGE SWIMMING POOL

(a) TONBRIDGE SWIMMING POOL

Employees

Salaries (see analysis on page LSBU 11)	605,850	380,200	-
Employers' National Insurance Contributions	22,950	18,400	-
Employers' Superannuation Contributions	45,250	20,400	-
Recruitment	1,500	1,500	-
Health Care	500	150	-
Training	5,500	1,500	-
Superannuation - Lump Sum	37,100	21,650	-
Employee Insurance	7,200	4,950	-

Premises Related Expenses

General Maintenance	7,500	8,250	-
Electrical Spares	3,500	3,550	-
Maintenance of Grounds	800	750	-
Repairs & Maintenance of Fixed Plant	5,000	5,900	-
Electricity	104,200	60,900	-
Gas	55,000	30,850	-
Water Charges (Metered)	38,600	21,300	-
Sewerage & Environmental Services	30,100	18,300	-
Fixtures & Fittings	500	100	-
Cleaning & Domestic Supplies	16,000	11,850	-

Transport Related Expenses

Casual Users	700	250	-
VAT Rebate on Claimed Mileage	-	(50)	-

Supplies & Services

Purchases - Equipment & Materials	7,500	3,950	-
Purchases - Chemicals	36,750	29,900	-
Maintenance - General	3,000	4,100	-
Maintenance - Contracts	25,500	14,850	-
Uniforms	4,500	4,150	-
Stationery & Photocopying	2,000	1,450	-
Security Services	2,350	1,900	-
Trade Refuse Charges	5,550	3,250	-
Coaching Expenses	4,000	2,600	-
Credit Card / Direct Debit Charges	6,200	4,400	-
IT Set-up & Development	3,000	250	-
Publicity & Promotion	12,000	3,900	-
Postages	500	250	-
Telephones	3,500	1,600	-
Hospitality	250	100	-
Licences & Subscriptions	2,750	1,700	-
Miscellaneous	-	(50)	-

Carried Forward

1,107,100	689,000	-
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LEISURE SERVICES BUSINESS UNIT

3. TONBRIDGE SWIMMING POOL (continued)

(a) TONBRIDGE SWIMMING POOL (continued)

	2013/14 ESTIMATE		2014/15
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>Brought Forward</u>	1,107,100	689,000	-
Less Income			
Courses - Internal	(249,900)	(169,700)	-
Exercise Classes	(15,100)	(10,150)	-
Health Suite	(54,850)	(30,900)	-
Swimming - Individuals	(460,000)	(335,700)	-
Swimming - Schools	(25,900)	(14,750)	-
Swimming - Club	(19,650)	(11,150)	-
Tennis	(2,350)	(2,450)	-
Golf	(13,000)	(10,950)	-
Other	-	(100)	-
Annual Membership	(11,500)	(6,150)	-
Special Events	(16,500)	(12,600)	-
One to One Swim	(51,000)	(35,800)	-
Sponsorship	(200)	-	-
Miscellaneous	-	50	-
Profit on Stock Sales	(10,000)	-	-
	<hr/>	<hr/>	<hr/>
	(929,950)	(640,350)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	177,150	48,650	-
Central, Departmental & Technical Support Services			
Central Services	3,100	1,800	-
Financial Services	27,750	16,050	-
Personnel Services	4,300	2,500	-
LSBU Central Management	57,750	33,850	-
	<hr/>	<hr/>	<hr/>
	270,050	102,850	-
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
3. <u>TONBRIDGE SWIMMING POOL (continued)</u>			
(b) <u>CATERING & VENDING</u>			
Employees			
Salaries (see analysis on page LSBU 11)	126,300	84,950	-
Employers' National Insurance Contributions	3,450	3,350	-
Employers' Superannuation Contributions	13,450	5,650	-
Superannuation - Lump Sum	10,400	6,050	-
Supplies & Services			
Purchases - Equipment & Materials	6,000	5,250	-
Catering Stock Issues	108,000	79,300	-
Vending Machine Refunds	-	200	-
	<hr/>	<hr/>	<hr/>
	267,600	184,750	-
	<hr/>	<hr/>	<hr/>
Less Income			
Vending	(6,550)	(2,450)	-
Catering	(285,700)	(211,300)	-
Vending Machine Refund Reimbursement	-	(200)	-
	<hr/>	<hr/>	<hr/>
	(292,250)	(213,950)	-
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
	(24,650)	(29,200)	-
	<hr/>	<hr/>	<hr/>
<u>TONBRIDGE SWIMMING POOL</u>			
(a) TONBRIDGE SWIMMING POOL	270,050	102,850	-
(b) CATERING & VENDING	(24,650)	(29,200)	-
	<hr/>	<hr/>	<hr/>
<u>TO LEISURE SERVICES (see page LS 4)</u>	245,400	73,650	-
	<hr/>	<hr/>	<hr/>

LEISURE SERVICES BUSINESS UNIT

4. POULT WOOD GOLF CENTRE

Employees

Salaries (see analysis on page LSBU 11)	123,750	71,200	-
Employers' National Insurance Contributions	9,050	5,150	-
Employers' Superannuation Contributions	14,400	8,350	-
Recruitment	500	0	-
Health Care	100	0	-
Training	1,000	0	-
Superannuation - Lump Sum	14,700	8,600	-
Employee Insurance	1,200	750	-

Premises Related Expenses

General Maintenance	200	0	-
Water Charges (Metered) (metered)	5,250	3,600	-
Sewerage & Environmental Services	1,000	850	-
Cleaning & Domestic Supplies	250	150	-

Transport Related Expenses

Repair & Maintenance	6,000	2,500	-
Licences	300	200	-
Petrol & Oil	6,500	3,450	-
Tyres	500	650	-
Vehicle Insurance	2,500	3,600	-

Supplies & Services

Purchases - Equipment & Materials	36,750	20,150	-
Maintenance - General	500	150	-
Protective Clothing	500	250	-
Skip Services	500	550	-
Telephones	300	250	-

Sub-total

225,750 130,400 -

**Central, Departmental & Technical
Support Services**

Central Services	650	400	-
Financial Services	5,000	2,900	-
Personnel Services	1,400	800	-
LSBU Central Management	14,700	8,600	-

Depreciation & Impairment

Non-Current Asset Depreciation	0	0	-
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TO LEISURE SERVICES (see page LS 10)

247,500 143,100 -

LEISURE SERVICES BUSINESS UNIT

EMPLOYEES - SALARIES

2012/13

Actuals 1,821,078 89,107 15,997 838,560 2,764,742 147,378 178,795 3,090,915

2013/14 ESTIMATE

Original Estimate
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 412,500 31,000 5,200 157,150 605,850 22,950 45,250 674,050
Tonbridge Swimming Pool Catering 81,850 2,650 - 41,800 126,300 3,450 13,450 143,200
Poult Wood Golf Centre 122,750 - 1,000 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

Revised Estimate

Larkfield Leisure Centre 551,900 22,500 6,750 281,950 863,100 43,750 65,350 972,200
Angel Centre 215,250 22,800 - 116,950 355,000 18,750 16,000 389,750
Tonbridge Swimming Pool 217,100 23,050 2,750 137,900 380,800 18,400 20,350 419,550
Tonbridge Swimming Pool Catering 41,150 6,500 50 37,300 85,000 3,350 5,650 94,000
Poult Wood Golf Centre 71,200 - - - 71,200 5,150 8,350 84,700

1,096,600 74,850 9,550 574,100 1,755,100 89,400 115,700 1,960,200

2014/15 ESTIMATE

Larkfield Leisure Centre - - - - - - - -
Angel Centre - - - - - - - -
Tonbridge Swimming Pool - - - - - - - -
Tonbridge Swimming Pool Catering - - - - - - - -
Poult Wood Golf Centre - - - - - - - -

- - - - - - - -

- LSBU 11 -

TONBRIDGE & MALLING BOROUGH COUNCIL

FINANCE, INNOVATION and PROPERTY ADVISORY BOARD

08 January 2014

Report of the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Cabinet - Council Decision

1 CAPITAL PLAN REVIEW 2013/14

This report reviews the current position of the existing Capital Plan (List A), recommends new schemes for adding to List C, recommends some existing List C schemes be deleted, recommends schemes from List C for evaluation over the coming year and recommends schemes for inclusion on List B from those List C schemes selected for evaluation. Members are reminded however, that any aspirations in respect of capital schemes need to be set within the context of the significant financial challenge facing the Council.

<p>NOTE: ANNEXES 1 to 4 TO THIS REPORT ARE CONTAINED IN A SEPARATE BOOKLET CIRCULATED WITH THE AGENDA</p>
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1.1 Introduction

1.1.1 The capital plan process, as outlined below, provides a means of maintaining a pool of schemes (List C) from which schemes can be selected for evaluation and possible implementation. It also provides an opportunity to review the provisions for schemes which are already in the Capital Plan (List A).

1.1.2 A few years ago Members agreed a set of criteria to guide the inclusion of new schemes to List C (wish list) and ultimately the inclusion of schemes on List A (schemes assigned budget provision). The criteria are:

- to meet legislative requirements including health and safety obligations;
- funded from external resources; and
- generate income or reduce revenue expenditure.

1.1.3 For Members awareness, the subsequent recommendations where appropriate have regard to these criteria.

- 1.1.4 The review takes place within the context of the revenue estimates, reflecting the fact that capital schemes have an impact on revenue. Positive impacts may include potential to increase income or reduce operating costs. Negative impacts may include loss of income during construction and will include loss of investment income where the project costs are met from the Council's resources.

1.2 Capital Plan Funding

- 1.2.1 Members will be aware that 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.
- 1.2.2 Capital expenditure is currently funded from the revenue reserve for capital schemes, grants from government and other bodies, developer contributions and from capital receipts derived from the sale of assets. The revenue reserve for capital schemes provides the main source of funding for existing and any new schemes that are introduced into the Capital Plan.
- 1.2.3 It is important to ensure that the revenue reserve for capital schemes can continue to fund capital expenditure at least until we reach a position where the annual contribution to the reserve matches the funding required for the replacement of our assets which deliver services as well as recurring capital expenditure.
- 1.2.4 In order to get to this position 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. Members are reminded that in setting the budget for 2013/14 that allowance was set at £320,000. It should be noted that the Council in due course will need to borrow to fund such expenditure.

1.3 Capital Plan Review Process

- 1.3.1 The Capital Plan consists of three main elements:
- List C is a holding list of schemes which ordinarily have not been fully worked up. List C schemes can be in two states – schemes which have been retained on List C for possible future adoption and schemes which have been selected for evaluation, effectively short-listed for adoption.
 - List B is a holding list of List C schemes which have been evaluated and not eliminated. The presumption is that, subject to budget guidance, these schemes will be adopted for inclusion in List A.
 - List A is the approved capital programme. Schemes will be selected from List B for inclusion in List A in accordance with budgetary guidance. This selection will be carried out in conjunction with the revenue budget process.

1.3.2 The role of this Board is to consider four aspects of the review process and make recommendations to Cabinet. The four aspects are:

- A review of the existing Capital Plan (List A).
- The addition of new schemes to List C and the removal of schemes no longer required.
- The selection of schemes from List C which are considered suitable for evaluation over the following year.
- Consideration of those List C schemes which have been evaluated.

1.3.3 The Overview and Scrutiny Committee on 28 January will also consider the overall Capital Plan position and make recommendations as appropriate to Cabinet on 4 February. Cabinet on 4 February will consider and make recommendations on the transfer of schemes from List B to List A in the light of the overall financial position. Finally, Council on 13 February will consider recommendations from Cabinet.

1.3.4 Throughout the review process it is essential to remember that Capital Plan schemes should emerge from, or be designed to achieve, the Council's Key Priorities and Improvement Actions. Annexes 2, 3 & 4 contain references to the Council's Key Priorities and Improvement Actions and the key to these appears in **[Annex 1]**.

1.4 Review of the Existing Capital Plan (List A)

1.4.1 Attached at **[Annex 2]** is the existing Capital Plan (List A) in budget book format along with explanatory notes. The following routine adjustments to the 2013/14 Budget Book have been made:

- the outturn for 2012/13 has been taken into account and any slippage still required has been included in 2013/14;
- schemes included in the existing Budget Book which were completed in 2012/13 have been removed;
- in accordance with the policy of having a rolling six year Capital Plan (current year plus six) an additional year, 2019/20, has been added; and
- the profiling of project spend has been reviewed and adjusted where appropriate to reflect the most likely pattern of spend across the plan period.

1.4.2 Paragraphs 1.4.3 to 1.4.12 detail specific amendments to the Capital Plan (List A) approved by Council in February 2013.

- 1.4.3 Cabinet on 26 March recommended that a Capital Plan scheme be introduced to enable the Bradford Street Leisure and Community Centre to be progressed with costs met in full from funds provided by the redevelopment of Tonbridge town centre; and was approved by full Council on 16 April.
- 1.4.4 Cabinet on 26 March recommended that the Capital Plan provision in respect of the Tonbridge Memorial Garden Improvement scheme be increased by £100,000 to enable forward-funding from the Revenue Reserve for Capital Schemes and to maximise recovery in due course through Section 106 contributions and fund raising activity by the Memorial Garden Trust; and was approved by full Council on 16 April.
- 1.4.5 Cabinet on 26 March recommended that the launch of the Local Authority Mortgage Scheme be agreed and a Capital Plan provision of £1,000,000 be established for this purpose; and was approved by full Council on 16 April. Since making that decision the Government has developed schemes similar to LAMS, e.g. the Government's Help to Buy guarantee scheme; and the 2013 Spending Review has put yet more pressure on the Council's finances. As a result this scheme is not to be pursued and the Capital Plan provision has been removed.
- 1.4.6 The Local Environmental Management Advisory Board (LEMAB) on 4 March and subsequently Cabinet on 26 March recommended that a Capital Plan provision of £150,000 be established funded from grant and parties' contributions as outlined in the report to LEMAB on 4 March to evaluate the impact on local air quality from retrofitting buses on the A20 with emissions reducing equipment.
- 1.4.7 Cabinet on 9 October recommended that a Capital Plan scheme be introduced to enable the purchase of tablet devices for Members and senior managers at an estimated cost of £23,000 to facilitate electronic provision of democratic information and to cease printing committee agendas and reports in the light of the financial savings to be made; and was approved by full Council on 5 November.
- 1.4.8 A virement of £3,000 from the Tonbridge Cemetery Memorial Safety budget and £14,000 from the Car Park Improvement Programme budget in order to cover the anticipated increased costs associated with the Lower Castle Fields Car Park Expansion.
- 1.4.9 The scheme to incorporate electronic document management within the Council's ledger system has been deleted. It's reintroduction in the future is likely to be encompassed in a corporate led expansion of document imaging. In deleting the scheme, £15,000 of budget provision has been utilised to fund additional system interface requirements associated with the replacement of the Council's cash receipting system.
- 1.4.10 Trial excavations have revealed additional works are required to the Avebury Avenue Bridge abutments to support the replacement decking. Additional costs to complete the Racecourse Sportsground Bridge renewal are estimated at £50,000

taking the total project cost to £145,000. The cost increase is met in part by a virement of £41,000 from the Community Partnership Initiatives scheme.

- 1.4.11 Capital renewals provisions have been extended by a further year to enable the current level of assets to be maintained. As part of this review, the asset schedules have been examined and the anticipated replacement date delayed where feasible. Figures included in 2014/15 and subsequent years incorporate provision for inflation (typically an uplift of 2% per annum) and the tendency to underspend against budget is mitigated by a savings target. A savings target of 20% has been assumed in each year of the Plan. Average renewals spend over the seven-year period of the plan is now £829,000 per annum (2013/14 – 2019/20) compared to £899,000 per annum (2012/13 – 2018/19).
- 1.4.12 Provision for recurring expenditure has also been extended by a further year (see table below). For the year 2014/15 only the annual provision of £30,000 in respect of our off street car parks is to be increased to £55,000 to cover the cost of restoring the Upper Castle Fields Car Park retaining wall.

Capital Plan (List A) recurring expenditure		
	2019/20 £000	Annex 2 Page
Planning, Housing and Environmental Health		
Improvements to existing car parks rolling programme	30	CP 12
Housing disabled facilities grants (net)	201	CP 16
Housing assistance	106	CP 16
Street Scene and Leisure		
Green waste bins growth / replacement	52	CP 21
Refuse bins growth / replacement	52	CP 21
Leisure community group funding	8	CP 27
Corporate		
General IT developments	30	CP 32
Total	479	

- 1.4.13 A number of other minor adjustments to scheme budget provisions have been made. Any budget amendments have been highlighted in bold in the detailed scheme notes in **[Annex 2]**.
- 1.4.14 It is **RECOMMENDED** that Cabinet be asked to endorse the Capital Plan (List A) position as shown in **[Annex 2]**.

1.5 Selection of New List C Schemes

- 1.5.1 An updated schedule of List C schemes is attached at **[Annex 3]**. Since the January 2013 meeting of this Advisory Board a number of schemes which have been approved for implementation and now appear in the Capital Plan (List A) have been removed from List C. The updated schedule includes schemes which are recommended to be added to List C and schemes recommended to be

deleted from List C. To assist Members a summary of the proposals is detailed in the table below.

List C additions and deletions		Annex 3 Page
Schemes to be added to List C		
Planning, Housing and Environmental Health		
Car Parking Action Plan Phase 9		CP 36
Street Scene and Leisure		
Tonbridge Racecourse Sportsground Improvements Phase 3		CP 44
Tonbridge Farm Sportsground Provision of Toilets		CP 44
Tonbridge to Penshurst Cycle Route Refurbishment		CP 47
Schemes to be deleted from List C		
Street Scene and Leisure		
Haysden Country Park De-silting of Haysden Water Lake		CP 45

1.5.2 It is **RECOMMENDED** that Cabinet be asked to:

- 1) Amend List C as detailed in paragraph 1.5.1.

1.6 Selection of List C Schemes for Evaluation

1.6.1 At this meeting, Members have the opportunity to recommend schemes for evaluation over the coming year.

1.6.2 It is recognised that the evaluation of schemes imposes a resource requirement and, in consequence, Services have to establish a balance between the evaluation of new schemes and the delivery of existing approved schemes. The recommendations of schemes for evaluation have taken into account this balance. The selection of different schemes for evaluation may upset this balance.

1.6.3 The schedule of List C schemes in **[Annex 3]** indicates the schemes which have been recommended for evaluation. If the recommendations are accepted the evaluations will be reported to this Board in January 2015. To assist Members, the table below summarises those recommendations.

Schemes selected for evaluation from List C	
	Annex 3 Page
Planning, Housing and Environmental Health	
Car Parking Action Plan Phase 9	CP 36
Street Scene and Leisure	
Larkfield Leisure Centre Installation of UV Pool Disinfectant Plant	CP 42
Tonbridge Farm Sportsground Provision of Toilets	CP 44
Tonbridge to Penshurst Cycle Route Refurbishment	CP 47
Tonbridge School Athletics Track Improvements	CP 48

1.6.4 It is **RECOMMENDED** that Cabinet be asked to select those schemes listed in paragraph 1.6.3 for evaluation.

1.7 Evaluation of List C Schemes

1.7.1 As part of the 2012/13 and previous Capital Plan reviews a number of schemes were selected for evaluation. A few evaluations have yet to be concluded and will be reported to Members in due course. The results of those evaluations which have been concluded are given in **[Annex 4]**.

1.7.2 Members are reminded that the Capital Strategy sets out criteria for evaluation. These criteria are the basis for the pro forma structure for reporting on the evaluation which includes screening for equality impacts.

1.7.3 Details of the evaluated schemes are summarised below. For information, indicative, estimated annual revenue costs (savings) are also shown. The amount and timing of the revenue impact depends on the profiling of the capital expenditure and the timing of any changes in activity levels which generate changes to running costs or income.

Capital / revenue consequences of evaluated schemes			
	Capital Cost	Estimated annual revenue / renewals cost	Annex 4 Page
	£'000	£'000	
Planning, Housing and Environmental Health			
Wouldham River Wall	700	35	CP 50
Street Scene and Leisure			
Larkfield Leisure Centre Refurbishment of Lifestyles Health Suite (Option 2)	240	4	CP 52
Leisure Centres Energy Saving Measures Phase 3 (Option 2)	40	1	CP 56
Total	980	40	

- 1.7.4 Members are reminded that evaluated schemes can be recommended for inclusion on List B, retention on List C for further evaluation, or deletion from the Capital Plan process. Recommendation for inclusion on List B does not commit a scheme to be included on the Capital Plan, but is an expression of “in principle” support. Other than loss of investment income the figures in the above table have **not** been included in the draft revenue estimates reported elsewhere in these papers.
- 1.7.5 The Council will at sometime in the not too distant future have to carry out reinstatement works to the river wall, Wouldham and it is only right that money is set aside for this purpose. As a result it is **recommended** that a specific earmarked reserve for this purpose is established in the sum of £700,000 and that this scheme sits outside the annual allowance of £320,000 with an implementation date for capital plan purposes of 2015/16.
- 1.7.6 List B schemes will be considered by Cabinet on 4 February alongside the revenue estimates. Schemes may be selected for transfer from List B to the Capital Plan (List A) taking into account budget guidelines and the annual allowance.
- 1.7.7 It is **RECOMMENDED** that Cabinet be asked to endorse:
- 1) The transfer of the schemes listed in paragraph 1.7.3 from List C to List B.
 - 2) In the case of the river wall, Wouldham scheme a specific earmarked reserve is established in the sum of £700,000 and that this scheme sits outside the annual allowance of £320,000 with an implementation date for capital plan purposes of 2015/16.

1.8 Capital Strategy

- 1.8.1 The Chartered Institute of Public Finance and Accountancy has supplied the following background notes: “The Capital Strategy should describe how the investment of capital resources will contribute to the achievement of the authority’s key objectives and priorities that are detailed in their Performance Plans and Community Plans/Strategies, etc. An authority’s Capital Strategy should be one of the key, overarching strategies that support service plans. The strategy will also determine priorities between the various services and look for opportunities for cross-cutting and joined-up investment. The authority’s Capital Strategy should describe how the deployment of capital resources contributes to the achievement of the described goals. It will also help to ensure that issues around property and other assets are fully reflected in the Council’s planning.”
- 1.8.2 The updated Capital Strategy attached at **[Annex 5]** has been designed to be published on the Council’s website. The Strategy has no annexes but

incorporates links to a number of other documents or web pages which are referred to in the text and are available on the Council's website or the internet.

1.8.3 The update has followed the policy of evolution, rather than revolution. The Key Financial Statistics in paragraph 2.1 of the annex have been updated to reflect the 2013/14 estimates and the balance sheet as at 31 March 2013. Elsewhere, examples of our current practice have been updated where appropriate. Throughout the annex the type face of any new and or amended text and figures has been presented in bold italics.

1.8.4 It is **RECOMMENDED** that Cabinet be invited to endorse the Capital Strategy as attached at **[Annex 5]** for adoption by Council and publication on the Council's website.

1.9 Legal Implications

1.9.1 None.

1.10 Financial and Value for Money Considerations

1.10.1 The transfer of schemes from List C to List B has no financial impact. The transfer of schemes from List B to List A will be considered by Cabinet on 4 February 2014 in the context of the Medium Term Financial Strategy and the overall budget position.

1.10.2 The Capital Strategy outlines a capital plan process which follows the CIPFA Prudential Code and in addition to meeting the Council's Key Priorities and Improvement Actions, focuses on value for money.

1.11 Risk Assessment

1.11.1 Financial implications of new schemes to be considered by Cabinet at the February budget meeting.

1.11.2 Failure to endorse a satisfactory Capital Strategy may lead to a capital programme which does not fully support the Council's Key Priorities and Improvement Actions.

1.12 Equality Impact Assessment

1.12.1 See 'Screening for equality impacts' table at end of report

1.13 Summary of Recommendations

1.13.1 It is **RECOMMENDED** that Cabinet be asked to endorse the Capital Plan (List A) position as shown in **[Annex 2]**.

1.13.2 It is **RECOMMENDED** that Cabinet be asked to amend List C as detailed in paragraph 1.5.1.

1.13.3 It is **RECOMMENDED** that Cabinet be asked to select those schemes listed in paragraph 1.6.3 for evaluation.

1.13.4 It is **RECOMMENDED** that Cabinet be asked to endorse:

- 1) The transfer of the schemes listed in paragraph 1.7.3 from List C to List B.
- 2) In the case of the river wall, Wouldham scheme a specific earmarked reserve is established in the sum of £700,000 and that this scheme sits outside the annual allowance of £320,000 with an implementation date for capital plan purposes of 2015/16.

1.13.5 It is **RECOMMENDED** that Cabinet be asked to endorse the Capital Strategy as attached at **[Annex 5]** for adoption by Council and publication on the Council's website.

Background papers:

Nil

contact: Michael Withey
Neil Lawley

Sharon Shelton
Director of Finance and Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	N / A	An equality impact assessment has been or will be undertaken and reported to Members prior to the commencement of new capital plan schemes as appropriate.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N / A	As above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		See responses above.

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

Finance, Innovation & Property Advisory Board

8 January 2014

Capital Plan Review 2013/14

Annexes 1 - 4

Annex	Colour	Contents	Page
1	Blue	Key Priorities & Improvement Actions (2012/15) Corporate Aims and Priorities (2011/12)	CP 1 CP 5
2	White	Capital Plan List A Summary Planning, Housing & Environmental Health Street Scene and Leisure Corporate	CP 10 CP 11 CP 20 CP 31
3	Green	List C Schemes	CP 36
4	Cream	List C Evaluations	CP 50

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.
- 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.
- 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
Corporate affairs and planning			
To continuously improve our services in terms of value for money.	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
	1b	Achieve best value through robust procurement.	2009/11
	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
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.	2a	Improve how we manage customer contacts and customer care.	2006/11
	2b	Respond better to complaints from the public.	2003/11
	2c	Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.	2000/11
	2d	Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.	2005/11
	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
Planning and development			
To protect and enhance the built and natural environment.	3a	Progress preparation of the Local Development Framework.	2003/11
	3b (Key)	Promote and support the sustainable regeneration and economic development of Tonbridge town centre.	2004/11
	3c	Improve the speed of determining planning applications.	2003/11
	3d	Improve public access to the planning process.	2003/11
	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.	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.	4b	Reduce the risk of flooding of residential and commercial premises.	2008/11
	To promote improvements in 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.	5a (Key)	Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness.	2004/11
		5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/11
		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.	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.	7a	Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities.	2001/11
		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.	7c	Improve the quality and sustainability of the Council's leisure facilities and services.	2004/11
		7d	Improve security/health and safety at leisure facilities.	2003/11
		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
		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	Street scene and open space environment To protect and enhance the built and natural environment.	Our approach	8a (Key)	Achieve a cleaner, smarter and better maintained street scene and open space environment. Enhance the amenity and appearance of locations borough-wide.	2003/11
		Amenity and appearance of locations	8b		2006/10
9	Recycling and waste collection To protect and enhance the built and natural environment.	Our recycling and waste services	9a	Recycle a larger proportion of household waste.	1999/2011
10	Community safety To deliver, with others, benefits beyond those possible from the Council's resources. To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Tackling crime and anti-social behaviour	10a (Key)	Work with partners to increase community safety by tackling: ► Acquisitive crime ► Anti-social behaviour ► Perception of crime ► Substance misuse ► Violent crime.	2009/10
		Fear of crime	10b	Reduce the fear of crime.	2003/10
		Young people	10c	Increase activity programmes for young people in areas of highest social deprivation.	2004/10
		Moving forward	10d (Key)	Work with partners to reduce crime, anti-social behaviour and the fear of crime.	2005/11
11	Public and environmental health To deliver, with others, benefits beyond those possible from the Council's resources. To protect and improve public health.	Our overall approach	11a (Key)	Work with partners to promote, encourage and provide opportunities for healthy living. Work with other agencies to improve people's health in the poorest areas of our borough.	2004/11
		Reducing health inequalities	11b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
		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: ► In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford. ► From 2005, at Tonbridge High Street, Watlington crossroads and London Road/Station Road, Ditton. ► From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	2002/10

CP 8 -

Corporate Aims and Priorities 2011/12

Overall aim(s)	Ref	Improvement Priority	Period
Resources – Personnel and Organisational Development			
<p>15</p> <p>To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves.</p> <p>To improve the Council's ability to achieve its strategic and operational objectives through its:</p> <ul style="list-style-type: none"> ► Organisational structure. ► Performance Management System. <p>To improve health and safety in Council premises and activities.</p>	15a	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/11
	15b	Improve our corporate Health and Safety Management System and practices.	2009/11
Resources – Finance			
<p>16</p> <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>	16a	Further improve on the prompt collection of monies due to the Council.	2003/11
Resources – Information technology			
<p>17</p> <p>To improve management of information within the Council.</p>	17a	Improve the Council's own use and cost effectiveness of technology.	2001/11
	17b	Improve the management and cost effectiveness of technology via shared use of resources within Kent.	2003/11
Resources – Property			
<p>18</p> <p>To continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs.</p>	18a	Improve the fabric of our leisure facilities and access for all.	2004/11

CAPITAL PLAN: LIST A ALL SERVICES											
	Expenditure To 31/03/13	2013/14 Est Inc Prior Yr Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Capital Plan Schemes											
Service											
Planning, Housing & Environmental Health	712	538	820	378	378	378	337	337	3,878		
Street Scene & Leisure	548	318	313	112	112	112	127	268	1,754		
Corporate	121	96	90	30	30	30	30	274	457		
Sub-total	1,381	952	1,223	520	520	520	494	479	6,089		
Capital Renewals											
Service											
Planning, Housing & Environmental Health	n/a	120	33	183	46	35	35	36	488		
Street Scene & Leisure	n/a	362	403	400	385	591	475	268	2,884		
Corporate	n/a	382	350	468	332	347	275	274	2,428		
Sub-total	n/a	864	786	1,051	763	973	785	578	5,800		
Grand Total	1,381	1,816	2,009	1,571	1,283	1,493	1,279	1,057	11,889		

CAPITAL PLAN: LIST A PLANNING, HOUSING AND ENVIRONMENTAL HEALTH									
	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	67	77	98	30	30	30	30	30	392
Transportation	347	22	31	0	0	0	0	0	400
Environmental Improvements	57	33	310	0	0	0	0	0	400
Land Drainage / Flood Defence	167	18	33	0	0	0	0	0	218
Housing Investment Programme	74	388	348	348	348	348	307	307	2,468
Environmental Health	0	0	0	0	0	0	0	0	0
Sub-total	712	538	820	378	378	378	337	337	3,878
Capital Renewals	n/a	120	33	183	46	35	35	36	488
Sub-total	n/a	120	33	183	46	35	35	36	488
Total Planning, Housing and Environmental Health	712	658	853	561	424	413	372	373	4,366

CAPITAL PLAN: LIST A PLANNING, HOUSING AND ENVIRONMENTAL HEALTH										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Car Parking		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Improvement Programme for Existing Car Parks										
(i) Phase 5	P01AA	46	2							48
(ii) Rolling Programme	P01AB		56	55	30	30	30	30	30	231
(b) Car Parking Action Plan										
(i) Phase 6	P01MA	21	17							38
(ii) Phase 7	P01MB		2	23						25
(iii) Phase 8	P01AV			20						20
Total Car Parking to Summary		67	77	98	30	30	30	30	30	362

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	Notes
Car Parking		
(a) Improvement Programme for Existing Car parks	2(Key), 2e, 2f, 2h	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 5		Works completed. Budget reduced by £2,000.
(ii) 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. Budget provision in 2013/14 of £14,000 has been vired to Tonbridge Swimming Pool Car Park Extension scheme. Provision for 2014/15 has been increased by £25,000 to meet the costs of repair works to the Upper Castle Fields Car Park retaining wall.
(b) Car Parking Action Plan	2(Key), 2d, 2e	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, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Transportation	(a) Local Transport Plan Partnership Programme Less Grants & Contributions	£'000 186 (9)	£'000 18	£'000 31	£'000	£'000	£'000	£'000	£'000	£'000 235 (9)
		177	18	31	0	0	0	0	0	226
	(b) Community Partnership Initiatives	170	4							174
Total Transportation to Summary		347	22	31	0	0	0	0	0	400
Environmental Improvements	(a) Tonbridge Town Centre Enhancements - Ph 1	57	33	10						100
				792 (260) (230) (2)						792 (260) (230) (2)
	(b) Tonbridge Town Lock Less Developer Contributions Environment Agency Other Grants and Contributions	0	0	300	0	0	0	0	0	300
Total Environmental Improvements to Summary		57	33	310	0	0	0	0	0	400
Land Drainage / Flood Defence	(a) Drainage Improvement Programme Less DEFRA Grant	57 (28)	10	33						100 (28)
		29	10	33	0	0	0	0	0	72
	(b) Flood defence - East Peckham Flood Alleviation	138	8							146
Total Land Drainage / Flood Defence to Summary		167	18	33	0	0	0	0	0	218

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	Notes
Transportation		
(a) Local Transport Plan Partnership Programme	7(Key), 7c,	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions e.g. Tonbridge Town Centre. Budget increased by £9,000 met from a contribution from KCC towards street scene improvements in Tonbridge High Street.
(b) Community Partnership Initiatives	[CA&P: 8a(key), 8b, 13c]	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. A further £41,000 has been vired to the Tonbridge Racecourse Sportsground Bridge Repair / Renewal Scheme as part of the 2013/14 Capital Plan Review.
Environmental Improvements		
(a) Tonbridge Town Centre Enhancements - Ph 1	7(Key), 7b, 7c, 7f	Previous individual Tonbridge enhancement budgets have been consolidated to provide a budget for priorities arising from the Tonbridge Central Area Action Plan.
(a) Tonbridge Town Lock	2(Key), 2g, 2i, 7(Key) 7c, 7f	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. Funding slipped to 2014/15.
Land Drainage / Flood Defence		
(a) Drainage Improvement Programme	3(Key), 3h	To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk including a potential contribution to the Aylesford Property Level Protection Scheme..
(b) Flood defence - East Peckham Flood Alleviation	3(Key), 3h	Work completed. Original scheme allocation was pruned in the 2008/9 Capital Plan 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.

CAPITAL PLAN: LIST A PLANNING, HOUSING AND ENVIRONMENTAL HEALTH										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Housing Investment Programme		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) House Renovation Grants	P03AC	n/a	620	616	616	616	616	616	616	4,316
(i) Disabled Facilities Grants - Mandatory Less Government Grant		n/a	(415)	(415)	(415)	(415)	(415)	(415)	(415)	(2,905)
		n/a	205	201	201	201	201	201	201	1,411
(ii) Housing Assistance	P03AD	n/a	147	147	147	147	147	106	106	947
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	36							110
Total Housing Investment Programme to Summary		74	388	348	348	348	348	307	307	2,468
Environmental Health										
(a) Air Quality Impact Study	P02BE	0	150							150
Less Government Grant & Other Contributions		0	(150)							(150)
		0	0	0	0	0	0	0	0	0
Total Environmental Health to Summary		0	0	0	0	0	0	0	0	0

CAPITAL PLAN: LIST A PLANNING, HOUSING AND ENVIRONMENTAL HEALTH		
	Key Priorities & Improvement Themes or [CA & P]	
Housing Investment Programme		<p>Figures across the plan period 2013/14 to 2019/20 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 2013/14 provision of £620,000 comprises the original budget allocation approved by Council in February 2013 of £611,000 plus the net underspend of £4,000 brought forward from 2012/13 plus £5,000 additional grant award for 2013/14.</p> <p>Provisions in years 2014/15 to 2019/20 assume the current level of Government support (£415,000 award for 2013/14) will continue. Net expenditure of £201,000 per annum reflects the original budget allocation approved by Council in February 2013.</p> <p>The underlying base budget commitment to Housing Assistance is £106,000 per annum. Savings in 2011/12 and previous years have been used to uplift figures in 2013/14 to 2017/18. The 2012/13 underspend of £141,000 has been retained in the Reserve for Capital Schemes.</p>
(a) House Renovation Grants	[CA&P: 5c]	
(i) Disabled Facilities Grants - Mandatory		
(ii) Housing Assistance		
(b) Sustainable Communities Programme		
(i) Renewable energy schemes.	[CA&P: 5c]	Unspent provision for renewable energy schemes slipped to 2013/14.
Environmental Health		
(a) Air Quality Impact Study	3(Key), 3h	Joint scheme with KCC and Maidstone Borough Council to evaluate the air quality impacts of retro-fitting buses along the A20 corridor.

CAPITAL PLAN: LIST A PLANNING, HOUSING AND ENVIRONMENTAL HEALTH										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) CCTV Capital Renewals	P01BA	n/a	133	40	40	40	40	40	40	373
(b) Car Parking	P01JF	n/a	9		179					188
(c) Environmental Protection	P02EBCR01	n/a	8			13				21
Provision for Inflation Savings Target (assumes 20%)		n/a n/a	(30)	1 (8)	10 (46)	4 (11)	4 (9)	4 (9)	5 (9)	28 (122)
Total Capital Renewals to Summary		n/a	120	33	183	46	35	35	36	488

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals		
(a) CCTV Capital Renewals	2(Key), 2e, 5(Key), 5a,	Provision for the replacement of life-expired CCTV equipment. A provision of £40,000 per annum has been allowed to cover routine replacements. Enhanced budget in 2013/14 reflects completion of the switch to digital.
(b) Car Parking	2(Key), 2e, 2f	Anticipated replacement of ticket machines delayed to 2015/16 to coincide with the redevelopment of Tonbridge town centre.
(c) Environmental Protection	[CA&P: 10a (key)]	Renewal of sound and gas analysers.

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE									
	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene	n/a	104	104	104	104	104	104	104	728
Bradford Street Leisure and Community Centre	0	0	0	0	0	0	0	0	0
Tonbridge Swimming Pool	0	92	0	0	0	0	0	0	92
Sports Grounds	19	20	106	0	0	0	0	0	145
Open Space	24	16	0	0	0	0	0	0	40
Capital Grants	398	25	0	0	0	0	0	0	423
Other Schemes	107	61	103	8	8	8	23	8	326
Sub-total	548	318	313	112	112	112	127	112	1,754
Capital Renewals	n/a	362	403	400	385	591	475	268	2,884
Sub-total	n/a	362	403	400	385	591	475	268	2,884
Total Street Scene & Leisure	548	680	716	512	497	703	602	380	4,638

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Street Scene		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	52	52	52	52	52	52	52	364
(b) Refuse Bins Growth / Replacement	P02DA	n/a	52	52	52	52	52	52	52	364
Total Street Scene to Summary		n/a	104	104	104	104	104	104	104	728
Bradford Street Leisure & Community Centre										
(a) New Leisure and Community Centre Less contribution from developer	P05MB	0	0	0	0	0	0	0	0	0
Total Bradford Street Leisure and Community Centre		0	0	0	0	0	0	0	0	0
Tonbridge Swimming Pool										
(a) Car Park Improvement / Extension	P05CM		92							92
Total Tonbridge Swimming Pool to Summary		0	92	0	0	0	0	0	0	92

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Street Scene		
(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 Bins Growth / Replacement	[CA&P: 9a]	Provision for the growth / replacement of refuse collection wheeled bins. Provisions assume growth of 250 properties per year.
Bradford Street Leisure & Community Centre		
(a) New Leisure and Community Centre	1(key), 2h, 2j, 3(key), 4(key), 4d, 4e, 5(key), 7(key), 7b, 7f	As part of the plans for the re-generation of Tonbridge town centre the existing Angel Centre will be closed and replaced with a new leisure and community facility in Bradford Street. Proposed scheme subject to public consultation in October 2013, following which a planning application will be submitted. Scheme funded in full from proceeds received from the town centre development. Members are referred to the Cabinet report of 26th March 2013 for indicative costs. For legal reasons figures have been excluded from this presentation.
Tonbridge Swimming Pool		
(a) 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. Scheme reported to October 2013 meeting of FI&PAB. Original budget increased to meet additional cost of resurfacing works (£17,000) by way of virements from Tonbridge Cemetery Memorial Safety (£3,000) and Car Park Improvement Rolling Programme (£14,000).

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE										
	Code	Expenditure To 31/03/13 £'000	2013/14 Estimate inc Prior Year Slippage £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	Total Scheme Estimate £'000
Sports Grounds										
(a) Tonbridge Racecourse Sportsground										
(i) Bridge Renewal / Repair	P05DT	19	20	106						145
(ii) Improvement Works Phase 2 Less contribution from Developers	P05DZ			65 (65)						65 (65)
(iii) Flood Lighting Less Grants and Contributions	P05DA	0	0	0	0	0	0	0	0	0
		6 (6)	9 (9)	5 (5)						20 (20)
		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		19	20	106	0	0	0	0	0	145

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE			
	Key Priorities & Improvement Themes or ICA & P1	Notes	
Sports Grounds			
(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. Budget increased by a further £50,000 to reflect detailed estimate produced by the engineering consultant. The additional spend is largely offset by a virement of £41,000 from Community Partnership Initiatives scheme. Progress with scheme delayed due to ongoing discussions with EDF and Environment Agency. Works to re-route power cables completed. Construction phase slipped to early 2014/15 to follow works to Bewleys Weir by the Environment Agency.	
(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 skate park and tennis courts to extend hours of use. Scheme funded in full from external contributions. Works to skatepark complete.	

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Open Space		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Purchase of Quarry Hill Wood	P05FJ	14	1							15
(b) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	P05FR	10	15							25
(c) Open Spaces Site Improvements Phase 1 Less Developer Contributions	P05FT	66 (66)	33 (33)							99 (99)
		0	0	0	0	0	0	0	0	0
(d) Open Spaces Site Improvements Phase 2 Less Developer Contributions	P05FV	8 (8)	61 (61)							69 (69)
		0	0	0	0	0	0	0	0	0
Total Open Space to Summary		24	16	0	0	0	0	0	0	40

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Open Space		
(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. Budget reduced by £5,000 as part of the 2013/14 Capital Plan Review of which £3,000 has been vired under delegated authority to the Tonbridge Cemetery Path Improvement Scheme.
(b) 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.
(c) 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.
(d) 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.

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Capital Grants		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Capital Grants to Organisations: Plaques	P05HF P05HZ	395 3	25							420 3
		398	25	0	0	0	0	0	0	423
Total Capital Grants to Summary		398	25	0	0	0	0	0	0	423
Other Schemes										
(a) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	78	15					15		108
(ii) Path Improvements Less Developer Contributions	P05KB		15 (12)							15 (12)
		0	3	0	0	0	0	0	0	3
(iii) Memorial Garden Vaults	P05KC		35							35
(iv) Memorial Garden Improvement Less Fund Raising & Developer Contributions	P05KA	29	25 (25)	225 (130)						279 (155)
		29	0	95	0	0	0	0	0	124
(b) Community Group Funding	P05KS	n/a	8	8	8	8	8	8	8	56
Other Schemes Carried Forward		107	61	103	8	8	8	23	8	326

**CAPITAL PLAN: LIST A
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Grants		
(a) Capital Grants to Organisations	[CA&P: 7b, 7d, 7e, 8a(key), 10a (key), 11a(key), 14a]	To enable the provision of local community leisure facilities and opportunities, including schemes identified by parish councils, in the Leisure & Arts Strategy. May help to unlock funding from other bodies, particularly the National Lottery. 2009/10 and subsequent years provisions deleted during 2008/09 Capital Plan Review. 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.
Other Schemes		
(a) Tonbridge Cemetery (i) Memorial Safety	[CA&P: 7d]	Scheme to inspect and stabilise memorials to meet health and safety requirements. Provision in 2013/14 and 2018/19 (introduced in the 2013/14 Capital Plan Review) based on Local Government Ombudsman's recommendation to inspect every five years. £3,000 of the original budget for 2013/14 vired to Tonbridge Swimming Pool Car Park Improvement scheme.
(ii) Path Improvements	[CA&P: 7c, 7d, 7e, 8a(key), 8b]	To improve the condition of paths at Tonbridge Cemetery and prevent future health and safety issues. Gross scheme budget increased by £3,000 to £15,000 by way of a virement under delegated authority from Quarry Hill Woods Scheme.
(iii) Memorial Garden Vaults	1j	Provision of additional vaults within the Memorial Garden. Scheme completed.
(iv) Memorial Garden Improvement	[CA&P 3b(key), 8a(key), 10a(key)]	Original contribution to the Memorial Garden Improvement Scheme of £25,000 increased by £100,000 at Cabinet, March 2013 to enable works to progress in conjunction with the new Bradford Street Leisure and Community Facility. The Council's contribution is expected to be offset by developer contributions and funds raised by the Memorial Garden Trust. Scheme reported to September 2013 meeting of L&AAB and due to be completed by summer 2014.
(b) 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.

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Capital Renewals										
(a) Recycling Initiatives	P02EBCR02	n/a	26	26	97	97	26	26	26	324
(b) Sports Grounds & Open Spaces	P05KGBC05	n/a	108	173	66	131	95	160	107	840
(c) Angel Centre	P05KGBC01	n/a	51	112	48	72	202	85	27	597
(d) Larkfield Leisure Centre	P05KGBC02	n/a	141	79	49	74	287	153	50	833
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	83	37	41	33	45	29	65	333
(f) Poult Wood Golf Course:										
Grounds Maintenance	P05KGBC06	n/a	6	42	108	24	7	14	9	210
Clubhouse	P05KGBC03	n/a	27	5	67	21	16	11	9	156
Course	P05KGBC07	n/a	11	18	3			57	3	92
			44	65	178	45	23	82	21	458
Provision for Inflation										
Savings Target (assumes 20%)		n/a	(91)	12	21	30	60	58	39	220
		n/a		(101)	(100)	(97)	(147)	(118)	(67)	(721)
Total Capital Renewals to Summary		n/a	362	403	400	385	591	475	268	2,884

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals (a) Recycling Initiatives (b) Sports Grounds & Open Spaces (c) Angel Centre (d) Larkfield Leisure Centre (e) Tonbridge Swimming Pool (f) Poult Wood Golf Course	[CA&P: 9a] [CA&P: 7b, 7d, 18a]	Ongoing replacement / renewal of recycling modules. 2015/16 and 2016/17 provisions includes replacement of recycling vehicles.. } } } Provision for the renewal of life-expired or obsolete assets used at leisure facilities. Subject to annual review. } }

CAPITAL PLAN: LIST A CORPORATE									
	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Land and Property Information Technology Initiatives Other Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
	10	0	60	0	0	0	0	0	70
	112	71	30	30	30	30	30	30	363
	(1)	25	0	0	0	0	0	0	24
Sub-Total	121	96	90	30	30	30	30	30	457
Capital Renewals	n/a	382	350	468	332	347	275	274	2,428
Sub-Total	n/a	382	350	468	332	347	275	274	2,428
Total Corporate	121	478	440	498	362	377	305	304	2,885

CAPITAL PLAN: LIST A CORPORATE										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Land and Property										
(a) Tonbridge Castle Offices : Re-tile roof	P06AA	£'000 10	£'000 60	£'000 60	£'000 0	£'000 0	£'000 0	£'000 0	£'000 0	£'000 70
Total Land and Property to Summary		10	0	60	0	0	0	0	0	70
Information Technology Initiatives										
(a) General IT Developments	P06DA	n/a	35	30	30	30	30	30	30	215
(b) Document Management System Expansion	P06DE	51	9							60
(c) Cash Receipting System	P06DB	61	4							65
(d) Tablets for Members and Officers	P06DC		23							23
Total Information Technology Initiatives to Summary		112	71	30	30	30	30	30	30	363
Other										
(a) Christmas Displays Capital Grant	P06FG	19	5							24
(b) Local Strategic Partnership Less Performance Reward Grant	P06FJ	129 (149)	20							149 (149)
Total Other to Summary		(20)	20	0	0	0	0	0	0	0
		(1)	25	0	0	0	0	0	0	24

CAPITAL PLAN: LIST A CORPORATE		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Land and Property		
(a) Tonbridge Castle Offices : Re-tile roof	[CA&P: 18a]	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.
Information Technology Initiatives		
(a) General IT Developments	[CA&P: 17a, 17b, 2c]	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(b) Document Management System Expansion	[CA&P: 2a, 2c, 15a, 17a]	To expand the availability and use of the existing IDOX Document Management System to all Services/Sections of the Council. This will enable procedures/workflow to be streamlined; improve staff and public access to documents; improve the ability for home/remote working and business continuity; improve the security of documents; and reduce the need for manual filing space.
(c) Cash Receipting System	[CA&P: 2c]	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. Budget increased by £15,000 by way of a virement from the Finance Document Management system to upgrade interfaces with other IT systems.
(d) Tablets for Members and Senior Officers	1(key)	Purchase of 70 tablet devices to facilitate a change to paperless council meetings following a review by Overview and Scrutiny Committee.
Other		
(a) Christmas Displays Capital Grant	[CA&P: 14a, 14b]	Provision to fund capital grants to upgrade lighting equipment recommended by F&PAB May 2007
(b) 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										
	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(i) General	P06FA									
Departmental Admin	GR01	n/a	44	55					19	118
Council Offices	GR02	n/a			2	14				16
Print Unit	GR03	n/a	46	43	90		6	24		209
Photocopiers	GR04	n/a	1				102			103
Telephones	GR05	n/a	4	70	14	21				109
Snack Facilities	GR06	n/a	13			1		2		16
Tonbridge Christmas Lighting	GR09	n/a			29					29
(ii) Information Technology	P06FB									
Provision for Inflation		n/a	108	168	135	36	108	26	19	600
Savings Target (assumes 20%)		n/a	369	258	425	353	291	284	283	2,263
		n/a	(95)	11	25	26	35	34	40	171
		n/a		(87)	(117)	(83)	(87)	(69)	(68)	(606)
Total Capital Renewals to Summary		n/a	382	350	468	332	347	275	274	2,428

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000						
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]			
New / Existing Scheme						
Planning, Housing & Environmental Health						
New Scheme						
Planning, Housing & Environmental Health						
Existing Scheme						

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments		
Planning, Housing & Environmental Health Existing Scheme	Car Parking: Resident's Car Parking - Eccles Demoted from List A as part of the 2008/09 Capital Plan Review. Retain on List C.	X	Band D [CA&P: 2e]
Planning, Housing & Environmental Health Existing Scheme	Traffic Management - Local Transport Plan Partnership Programme Contributions to Kent Highways schemes aimed at securing higher priority or influence in KCC's highway investment decisions. Retain on List C.	X	Band B [CA&P: 7g]
Planning, Housing & Environmental Health Existing Scheme	Environmental Improvements: Larkfield (A20) Local Shopping Area Enhancement to improve amenity, access and parking at local shopping area. Retain on List C.	X	Band B [CA&P: 7c, 7d]
Planning, Housing & Environmental Health Existing Scheme	Environmental Improvements: Shopping Parade Enhancement Programme - Woodlands Road, Ditton. Demoted from List A as part of the 2008/09 Capital Plan Review. Retain on List C.	X	Band B [CA&P: 7c, 7d]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			Cost Band
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments		
Planning, Housing & Environmental Health	Environmental Improvements: Conservation Area Enhancement Programme	X	Band E
Existing Scheme	<p>Development of a systematic phased programme aimed at bringing forward enhancements identified through the Council's Conservation Area Appraisals. Where possible, this will identify scope for partnerships with other key players.</p> <p>The following List C schemes were merged with this scheme as part of the 2008/09 and 2012/13 Capital Plan Reviews:</p> <ul style="list-style-type: none"> Environmental Improvements - Hildenborough Conservation Area (2008/09); Environmental Improvements - Wrotham Square / High Street (2008/09); Environmental Improvements - West Malling Conservation Area (2008/09); Environmental Improvements - Mereworth Village Entry Enhancements / Lighting and Street Furniture (2012/13) and; Environmental Improvements - Wateringbury Conservation Area (2012/13). <p>Retain on List C.</p>		[CA&P: 2d, 7c]
Planning, Housing & Environmental Health	Environmental Improvements: The Fosse / Lansdowne neighbourhood.	X	Band C
Existing Scheme	<p>Partnership funding to facilitate enabling works at Lansdowne Road in conjunction with development proposals.</p> <p>Retain on List C.</p>		[CA&P: 7c, 7f]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments		
Planning, Housing & Environmental Health Existing Scheme	<p>Environmental Improvements: Twisden Road Shopping Parade</p> <p>Revisit earlier scheme to address a number of amenity issues in and around the parade. Selected for evaluation in the 2007/08 Capital Plan Review. Evaluation report submitted as part of the 2008/09 Capital Plan Review recommended retention on List C.</p> <p>Retain on List C.</p>	X	Band B [CA&P: 7c, 7d, 7e]
Planning, Housing & Environmental Health Existing Scheme	<p>Environmental Improvements: Tonbridge Town Centre Enhancements - Phase 2</p> <p>A phased programme to achieve the aims of the Tonbridge Central Area Action Plan. It builds on the existing Capital Plan List A provision and also subsumes a number of existing town centre related aspirations previously contained in Capital Plan List C. Potential range of directly funded initiatives as well as contributory arrangements to support development funded and partnership projects.</p> <p>Recommended in the 2009/10 Capital Plan Review to retain the programme on List C until the broader resources outlook and development situation become clearer. This position remains the same but it is important to retain the provision on List C in order to respond to changing circumstances and opportunities.</p> <p>Retain on List C.</p>	X	Band B [CA&P: 7b, 7c, 7f]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Service	Scheme Title	Details of Scheme / Comments		
Planning, Housing & Environmental Health Existing Scheme	Land Drainage & Flood Defence: Wouldham River Wall	<p>Structural strengthening or rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Essential work to maintain our assets and for public safety. Evaluation to follow an appropriate period of movement monitoring.</p> <p>A report on the condition of the wall was submitted to the May 2012 meeting of PTAB and budget provision made available to enable consulting engineers to undertake further site investigations and prepare costed options for replacing the wall.</p> <p>Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.</p>		
Planning, Housing & Environmental Health Existing Scheme	Land Drainage & Flood Defence: Drainage Improvement Programme	<p>2011/12 and subsequent years provisions demoted from List A as part of the 2008/09 Capital Plan Review.</p> <p>Retain on List C.</p>		
		A/S	X	Band D [CA&P: 2g, 2h, 2ij]
				Band A [CA&P: 3h, 7e]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes <i>[Corporate Aims & Priorities]</i>
New / Existing Scheme	Details of Scheme / Comments		
Street Scene & Leisure Existing scheme	Larkfield Leisure Centre: Refurbishment of Lifestyles Health Suite Complete refurbishment of existing suite including re-design and re-provision of spa facilities to complement upgraded fitness facilities. Income maintaining / generating scheme in key area of business / competition. Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.	A/S	Band C 1(Key), 1g, 3(Key), 3a



Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000				
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band	Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments			
Street Scene & Leisure Existing scheme	Larkfield Leisure Centre – Installation of UV Pool disinfectant and auto backwashing plant to all pools		✓	Band D 1(Key) , 1a, 2h, 2j
	The proposed scheme would replace aging equipment used to disinfect the pool water at Larkfield Leisure Centre following a successful similar project at Tonbridge Swimming Pool. The scheme will: <ul style="list-style-type: none">• Improve reliability and efficiency of pool disinfection system• Address potential failure and ongoing breakdown of existing plant• Improve quality of pool water particularly in relation to Chloramine levels at Larkfield Leisure Centre• Improve pool hall air quality for staff and customers by reducing chemical usage and subsequent by-products• Meet recommended best practice in terms of backwashing based upon the HPOA and PWTAG guidance.• Produce energy and/or financial savings on running costs from increased plant efficiency			
	Recommended for evaluation – Reduction in running costs.			
	Revenue budget needed for evaluation:			
		Nil		

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000		Cost Band	
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments		
Street Scene & Leisure	<p>Leisure Centres: Energy Saving Measures Phase 3</p> <p>To replace existing light fittings across the indoor leisure facilities with LED lighting. Focus to be on Sports Halls and Swimming Pool Halls. Invest to save scheme that would reduce utility consumption and costs.</p> <p>Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.</p> <p>Poult Wood Golf Centre: Drainage</p> <p>Problems are being experienced by an adjacent landowner to the 18 hole golf course with drainage off the course on to his land. The scheme would see the repair/replacement of the drainage system in this area, but would also consider whether other more cost-effective solutions exist. This scheme was selected for evaluation in the 2011/12 Capital Plan Review.</p> <p>Discussions are due to commence with the adjacent landowner to find a suitable solution. An evaluation will be presented to Members should a Capital Plan provision be required.</p> <p>Evaluation deferred in the 2012/13 Capital Plan Review pending further consideration.</p>	<p>A/S</p>	<p>Band C</p> <p>1(Key), 1c, 2j, 4e</p>
Street Scene & Leisure	Existing Scheme	A/S	<p>Band C</p> <p>[CA&P: 4b]</p>

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Street Scene & Leisure New Scheme 	Sports Grounds: Tonbridge Racecourse Sportsground – Improvement Works Phase 3 Previous improvements have been made at the site following the approval of a Master Plan by Members at the May 2010 meeting of the L&AAB. Phase 3 improvements aim to enhance existing provision and bring forward new facilities for the public. Proposals include the potential extension of the Skate Park and Outdoor Gym and a new small scale cycle track/facility for young children. Potential scheme for developer contributions and other external funding opportunities. Retain on List C – To be funded from external resources.	X	Band C 2h, 3(Key) , 4 (Key)
Street Scene & Leisure New Scheme 	Sports Grounds: Tonbridge Farm Sportsground – Provision of Toilets There is currently no toilet provision for members of the public serving the sportsground facilities at Tonbridge Farm. The issue has been raised in user surveys and by local Members. Potential partnership opportunity with Tonbridge Angels Football Club. Potential funding opportunity for developer contributions. Recommended for evaluation – To be funded from external resources.	✓	Band C 4(Key) , 4e, 4g
Revenue budget needed for evaluation:		Nil	


Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000				
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]	
New / Existing Scheme	Details of Scheme / Comments			
Street Scene & Leisure	Existing Scheme			

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Service	Scheme Title	Details of Scheme / Comments		
New / Existing Scheme				
Street Scene & Leisure	Existing Scheme	<p>Open Spaces: Leybourne Lakes Country Park – Facility Improvements</p> <p>The previous List C scheme for facility improvements was selected for evaluation in the 2010/11 Capital Plan Review. The scheme has been scaled back following the development and approval of the site Management Plan and consultation with the local Town/Parish Councils. The scheme now proposes facility improvements to include the provision of an education facility/room and general improvements to the water sports facilities/area.</p> <p>Staff changes and other priorities did not enable the scheme to be evaluated in 2012/13. Some initial work to identify options has been progressed in liaison with an architect, and discussions are being entered into with Hadlow College regarding the potential of a partnership opportunity. Such an opportunity could create external funding to supplement the existing developer contribution allocated to the scheme.</p> <p>Evaluation deferred pending further consideration of partnership opportunity.</p>	A/S	Band D [CA&P: 7a, 7c, 7e, 7g(Key), 8a, 11a(Key), 18a]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000				
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band	Key Priorities & Improvement Themes [Corporate Aims & Priorities]
New / Existing Scheme	Details of Scheme / Comments			
<div>Street Scene & Leisure</div> <div>New Scheme</div> <div></div>	Open Space: Tonbridge to Penshurst Cycle Route – Refurbishment		Band C 4(Key), 4e, 4g	
	The Cycle Route has now been in place for 10 years and has proved to be extremely popular (70,000 users per year – KCC 2011). Improvements /resurfacing of discrete sections of the route are proposed and opportunities will be investigated to deliver these in partnership with external parties, including KCC Public Rights of Way and Sustrans. Potential scheme for developer contributions and other external funding opportunities.			
	Recommended for evaluation – To be funded from external resources.			
	Revenue budget needed for evaluation:			
		Nil		

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000		Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Service	Scheme Title		
New / Existing Scheme	Details of Scheme / Comments		
Street Scene & Leisure Existing Scheme	Other Schemes: Tonbridge Athletics Track Improvements The Community Use Agreement for the track at Tonbridge School is currently being reviewed by the School, this Council and Tonbridge Sports Association. The new agreement will include improvements identified by the Athletics Club and the School, which will need to be funded on a partnership basis. Potential funding opportunity for developer contributions.	✓	Band C 4e, 1g, 2h
	Recommend for evaluation – To be funded from external resources.		
	Revenue budget needed for evaluation: Nil		
Corporate Existing Scheme	IT Initiatives: Public Access to Online Personal Data Provision of authenticated website access by the public (e.g. username and password) to enable them to view some of their own personal data held by the Council. Selected for evaluation in 2005/06, 2006/07, 2007/08 and 2008/09 Capital Plan Reviews. Cost band reduced from B to A, 2011/12 Capital Plan Review. Government Connect, a national project related to this initiative, has been abandoned but in order to further improve service delivery and increase customer self-service it is likely that the Council will wish to pursue this initiative in the near future. Evaluation deferred to 2014/15.	A/S	Band A [CA&P: 17a, 2c]

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000				
Service	Scheme Title	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]	
New / Existing Scheme	Details of Scheme / Comments			
Corporate Existing Scheme	Other Schemes: Community Partnership Initiatives Enabling funding to support a wide range of community partnerships. Selected for evaluation in 2007/08 Capital Plan Review. Evaluation reported as part of 2008/09 Capital Plan Review recommended retention on List C. Retain on List C.		X	Band C [CA&P: 4a, 4b, 4c, 8a(key)]

Capital Plan List C – Evaluations

1 Planning, Housing & Environmental Health : Land Drainage/Flood Defence – Wouldham River Wall			
1	Specification:		
	(i)	Purpose of the scheme	To replace the existing failing river wall.
	(ii)	Relevance to National / Council's Strategic Objectives	<p>(a) Regional: Medway Estuary & Swale Shoreline Management Plan.</p> <p>(b) Council: Key Priority 2 – A Clean, smart well maintained and sustainable borough</p> <p>2g Improving public open spaces and enabling everyone to enjoy them in safety</p> <p>2h Improving the appearance and quality of the Council's leisure facilities, other property and land holdings.</p> <p>2i Improving the appearance of high profile waterways.</p>
	(iii)	Targets for judging success	(a) A stable river wall protecting both a public open space which is safe and enjoyable to use, and the riverside housing adjoining the public open space.
2	<p>Description of Project / Design Issues: Wouldham River Wall is a 115 metre long retaining wall supporting the right bank of the River Medway. It is part of a public open space adjacent to Nelson Road adopted by the Council in 1981 and 1987. It was formerly an industrial wharf of the Wouldham Cement & Lime Works.</p> <p>Signs of movement and distress were first noticed in 2005 and the wall has been regularly monitored since that time. From the monitoring data, it is clear that the wall is moving slowly but steadily towards a point of failure and will need to be replaced.</p> <p>Wouldham River Wall was reported to members of the Planning and Transportation Advisory Board on 16 May 2012. Consulting engineers, Amey were subsequently engaged to undertake a feasibility study with options for wall strengthening or replacement. The recommended option involves a full height sheet piled wall driven in front of the existing wall with the riverside walkway relocated immediately adjacent to the wall.</p> <p>Regarding risk and timing of works, if the wall is allowed to collapse naturally, replacement works will be more complicated and costly due to the need to remove the old wall and stabilize the soil behind. Additionally, the more the existing wall slips into the river the more difficult it will be to establish a new defense line immediately in front of the old wall. Ideally then to avoid unnecessary cost, the works would be undertaken prior to collapse, but would be implemented as late as possible. However, in real terms it is currently impossible to predict when the wall might fail and we must rely upon the regular monitoring to inform when the works should be done. The important issue at the moment is making sure that we have done all the necessary preparation to enable us to act at the appropriate time.</p>		
3	Consultation: As part of the feasibility study, the Environment Agency was consulted on the options for a new wall.		
4	Capital Cost: Capital works £650,000, Design & Supervision £ 50,000, Total £700,000.		

Capital Plan List C – Evaluations

5	Profiling of Expenditure					
	2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)
		700				
6	Capital Renewals Impact: None.					
7	Revenue Impact: Loss of investment income on capital cost at 5% = £35,000 p.a.					
8	Partnership Funding: Environment Agency approached, but as the wall has no flood defence function, no funding is available.					
9	Post Implementation Review: 12 months after completion of construction.					
10	Screening for equality impacts:					
	Question		Answer	Explanation of impacts		
	a.	Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Funding a river wall does not adversely impact or discriminate against different groups in the community.		
	b.	Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	A river wall makes no contribution towards promoting equality.		
	c.	What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A			
11	Recommendation: Transfer from List C to List B.					

Capital Plan List C – Evaluations

Street Scene and Leisure : Larkfield Leisure Centre – Refurbishment of Lifestyles Health Suite			
2	1	Specification:	
	(i)	Purpose of the scheme	Refurbishment of existing health suite including re-design and re-provision of spa facilities to complement upgraded fitness facilities. Income maintaining / generating scheme.
	(ii)	Relevance to National / Council's Strategic Objectives	(a) National: None. (b) Council: 1(Key) Continued delivery of priority services and a financially viable Council; 1g Increasing usage levels at, and revenue from, our leisure facilities; 3(Key) Healthy living opportunities and community well-being; 3a Encouraging physical activity and exercise and reducing obesity.
	(iii)	Targets for judging success	(a) Maintain Lifestyles membership and income levels. (b) Reduced maintenance costs. (c) Increased customer satisfaction.
	2	Description of Project / Design Issues:	<p>The Lifestyles Health and Fitness facilities at Larkfield Leisure Centre generates annual income of around £1m. Whilst the key driver of this business is the gym, and the majority of the income is attributed to that budget head, the health suite is an integral part of the package sold to Lifestyles members. In addition it generates casual income of around £30,000 per annum.</p> <p>The health suite comprises sauna, steam room, two spa baths and discrete shower areas. Customers use the changing areas that serve the gym and health suite. As part of any design proposal the life expired sun bed will be removed and not replaced.</p> <p>The health suite is currently in an extremely poor condition with significant deterioration of the walls and floors, primarily due to the aggressive environment and ingress of water. The steam room in particular is cause for concern in terms of ingress of water into the surrounding walls. The spa baths are nearing the end of life expectancy. On a recent tour serious concern was expressed by Members about the condition of the health suite especially in light of the recent very successful refurbishment of the gym and other allied facilities.</p> <p>Proposals to refurbish the health suite have been received from two specialist companies and have indicated significant building works will be required to restore the fabric of the facility to a fit condition. This includes complete stripping of walls and floors back to the structure. The indicative cost of these works also includes broadly like for like replacement of the existing spa facilities within the current footprint. This may be regarded as the minimum required investment to retain existing levels of business.</p>

Capital Plan List C – Evaluations

		<p>In addition to these proposals both companies were invited to bring forward a design that would significantly enhance the existing provision by integration and remodeling of the associated changing facilities and introducing new industry leading spa features. (It is worthy of note that this approach was adopted at TSP with the introduction of an aromatherapy room and that this facility attracts twice the casual income of LLC health suite). Further to these proposals an amalgam of the design ideas has been identified that may form the basis of an enhanced scheme that could return increased income and help to offset the local market competition.</p>
3		<p>Consultation:</p> <p>Due to the level of building works involved and the estimated cost of the basic scheme, the Council's Building & Facilities Manager has been consulted and provides the following comments:</p> <p>I can confirm that a number of areas of the health suite building fabric and finishes have deteriorated significantly over recent years due to the harsh environment (humidity and heat) and the lack of adequate ventilation. Of particular concern is the condition of the steam room and surrounding walls where damp has severely damaged finishes and the underlying wall structure. If no capital scheme were being proposed, extensive repair works would be required in the short term still leaving further deterioration expected over the longer term.</p> <p>Improvements to ventilation are considered essential to protect the integrity of the health suite over the longer term and should be included as part of any capital scheme. Based on an initial assessment by Officers these ventilation improvements could cost in the region of £40,000. This estimated figure would include the appointment of a ventilation expert to ensure effective modifications and improvements are made.</p> <p>Finally, in normal circumstances I would recommend a contingency sum of 5% should be added to the overall costs however given known issues of damp within the fabric of the building in this area I would suggest a contingency of 10% is appropriate for this scheme.</p> <p>The Chief Executive of the Tonbridge & Malling Leisure Trust has been closely involved in the proposed design options and the calculation of additional income.</p>
4		<p>Capital Cost:</p> <p>Option 1 - The cost of simple refurbishment and replacement of existing features is in the region of £200,000 dependent on final design.</p> <p>Option 2 - A design that includes enhanced facilities is estimated to cost £240,000 dependent upon final design and incorporation of features.</p>

Capital Plan List C – Evaluations

5	Profiling of Expenditure:																																									
	2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)																																				
	240																																									
6	Capital Renewals Impact: Estimated replacement of features every 15 years - £75,000 based upon existing facilities (Option1), £100,000 if enhanced facilities are incorporated (Option 2).																																									
7	Revenue Impact: Loss of investment income: Option 1 at £10,000 per annum or Option 2 at £12,000 per annum. Base option (Option 1) will not have a positive impact on income. Enhanced facilities (Option 2) are expected to generate additional income net of costs of £15,000 per annum that will be reflected in a reduction of the annual Service Fee payable by the Council to the Trust subject to Trust Board approval. The loss of income associated with the construction of the project is marginal (circa £2-3,000) assuming a six week build programme. The Trust Chief Executive has suggested that the Trust will bear this loss subject to build completion on programme in the summer months of 2014. He has indicated a wish to review this decision in liaison with Council in the event any significant delay occurs in the build programme.																																									
	<table><tr><td></td><td>Option 1</td><td>Option 2</td></tr><tr><td></td><td>(as existing)</td><td>(enhanced)</td></tr><tr><td></td><td>£</td><td>£</td></tr><tr><td>Capital cost</td><td>200,000</td><td>240,000</td></tr><tr><td></td><td>=====</td><td>=====</td></tr><tr><td>Revenue costs (saving) per annum</td><td></td><td></td></tr><tr><td>Loss of investment income</td><td>10,000</td><td>12,000</td></tr><tr><td>Annual cost of capital renewals</td><td>5,000</td><td>6,700</td></tr><tr><td>Additional income</td><td>0</td><td>(15,000)</td></tr><tr><td></td><td>-----</td><td>-----</td></tr><tr><td>Total cost per annum</td><td>15,000</td><td>3,700</td></tr><tr><td></td><td>=====</td><td>=====</td></tr></table>							Option 1	Option 2		(as existing)	(enhanced)		£	£	Capital cost	200,000	240,000		=====	=====	Revenue costs (saving) per annum			Loss of investment income	10,000	12,000	Annual cost of capital renewals	5,000	6,700	Additional income	0	(15,000)		-----	-----	Total cost per annum	15,000	3,700		=====	=====
	Option 1	Option 2																																								
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Additional income	0	(15,000)																																								
	-----	-----																																								
Total cost per annum	15,000	3,700																																								
	=====	=====																																								

Capital Plan List C – Evaluations

8	Partnership Funding: None.			
9	Post Implementation Review: 12 months after installation.			
10	Screening for equality impacts:			
	Question	Answer	Explanation of impacts	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	N/A	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	N/A	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A		
11	Recommendation: It is clear from the evaluation undertaken by the Building & Facilities Manager that works to the health suite are essential and need to be progressed. The additional cost of the enhanced scheme (£40,000) will generate additional income of £15,000 per annum reducing the net annual cost to the Council. It is therefore recommended that the enhanced scheme (Option 2) at a capital cost of £240,000 be transferred from List C to List B.			

Capital Plan List C – Evaluations

3 Street Scene and Leisure : Leisure Centres – Energy Saving Measures Phase 3			
1	Specification:		
	(i) Purpose of the scheme	To replace existing light fittings in the Sports Hall at Larkfield Leisure Centre with LED fittings. An invest to save scheme that will reduce energy consumption and lower costs.	
	(ii) Relevance to National / Council's Strategic Objectives	(a) National: None. (b) Council: 1(Key) Continued delivery of priority services and a financially viable Council; 1c Reducing overheads; 2j Reducing energy consumption across the Council's own estate; 4e Further improving local play and leisure facilities	
	(iii) Targets for judging success	(a) Reduced energy consumption (b) Reduced energy costs (c) Reduced maintenance costs	
2	Description of Project / Design Issues:		
	<p>The Sports Hall at Larkfield Leisure Centre is currently illuminated by 120 fluorescent lamps in 60 fittings. The proposal will reduce the number of fittings to approximately 38 new LED High Bay fittings. The Sports Hall is in use for up to 16 hours per day, seven days per week and is consequently lit for over 5,000 hours per annum. The current lamps have a life expectancy of around 10,000 hours and are, therefore, generally replaced every two years with ad hoc replacement in between. Replacement of individual lamps is an onerous and time consuming task as it requires a scaffold tower to be erected in every instance. The current fittings are believed not to have been completely replaced since the Centre opened in 1982 and consequently failure of the fittings is becoming a more regular occurrence. The proposed LED lamps have a life expectancy of 50,000 hours and the project would mean complete replacement of the fittings as described earlier. This will result in energy efficiency and significantly extended life expectancy of the lamps requiring replacement of lamps after an estimated ten year period. It is also proposed to amend the wiring circuits to allow switching of individual courts which is not possible at present.</p>		
3	Consultation:		
	<p>It is proposed to consult with the badminton club and casual users regarding the precise layout of the High Bay fittings. The Chief Executive of the Tonbridge & Malling Leisure Trust is supportive of the scheme.</p>		

Capital Plan List C – Evaluations

4	Capital Cost: Option 1 - Estimated capital cost of required replacement fittings and lamps as existing including installation is £29,000. This consists of £12,000 for fittings, £2,000 for lamps and £15,000 for installation including re-wiring of circuits. Option 2 - Estimated capital cost of replacement using LED lamps is £40,000. This consists of £15,000 for the fittings, £10,000 for lamps and £15,000 for installation including re-wiring of circuits.																																						
5	Profiling of Expenditure <table><tr><td>2014/15 (£'000)</td><td>2015/16 (£'000)</td><td>2016/17 (£'000)</td><td>2017/18 (£'000)</td><td>2018/19 (£'000)</td><td>2019/20 (£'000)</td></tr><tr><td>40</td><td></td><td></td><td></td><td></td><td></td></tr></table>						2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)	40																										
2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)																																		
40																																							
6	Capital Renewals Impact: Option 1 (as existing) replacement of fittings every 20 years at £12,000. Option 2 (LED Lamps) replacement fittings every 20 years at £15,000.																																						
7	Revenue Impact: Loss of investment income - £1,450 per annum to replace fittings Option1 (as existing) or £2,000 per annum Option 2 (LED Lamps). Existing lamps (Option 1) require complete replacement at a cost of £2,000 every 2 years, Option 2 (LED lamps) will require complete replacement at a cost of £10,000 every 10 years). Estimated energy efficiency saving of £2,500 per annum Option 2 (LED Lamps). <table><tr><td></td><td>Option 1 (as existing) £</td><td>Option 2 (enhanced) £</td></tr><tr><td>Capital cost</td><td>29,000</td><td>40,000</td></tr><tr><td></td><td>=====</td><td>=====</td></tr><tr><td>Revenue costs (saving) per annum</td><td></td><td></td></tr><tr><td>Loss of investment income</td><td>1,450</td><td>2,000</td></tr><tr><td>Replacement lamps</td><td>1,000</td><td>1,000</td></tr><tr><td>Replacement fittings</td><td>600</td><td>750</td></tr><tr><td>Energy saving per annum</td><td>0</td><td>(2,500)</td></tr><tr><td></td><td>-----</td><td>-----</td></tr><tr><td>Total cost per annum</td><td>3,050</td><td>1,250</td></tr><tr><td></td><td>=====</td><td>=====</td></tr></table> If Option 2 is adopted the saving of £1,800 per annum (Option 1 annual cost of £3,050 less Option 2 annual cost of £1,250) will be reflected in a reduction of the annual Service Fee payable by the Council to the Trust subject to Trust Board approval.							Option 1 (as existing) £	Option 2 (enhanced) £	Capital cost	29,000	40,000		=====	=====	Revenue costs (saving) per annum			Loss of investment income	1,450	2,000	Replacement lamps	1,000	1,000	Replacement fittings	600	750	Energy saving per annum	0	(2,500)		-----	-----	Total cost per annum	3,050	1,250		=====	=====
	Option 1 (as existing) £	Option 2 (enhanced) £																																					
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Replacement lamps	1,000	1,000																																					
Replacement fittings	600	750																																					
Energy saving per annum	0	(2,500)																																					
	-----	-----																																					
Total cost per annum	3,050	1,250																																					
	=====	=====																																					

Capital Plan List C – Evaluations

8	Partnership Funding: None.	
9	Post Implementation Review: 12 months after installation.	
10	Screening for equality impacts:	
	Question	Answer
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No N/A
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No N/A
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/A
11	Recommendation: The existing Sports Hall lighting system is over 30 years old and replacement is now due. An LED based system will provide a modest reduction in energy costs and result in a more cost effective solution. It is recommended that Option 2 (LED lamps) at a capital cost of £40,000 is transferred from List C to List B.	

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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 2013/14	£13.08 million
Government Grant / Business rates 2013/14	£5.03 million
Borough Council Band D Charge 2013/14	£180.26
Capital Plan 2013/14 to 2018/19 (Gross expenditure)	£12.03 million
Fixed Assets at 31 March 2013	£62.34 million
Debt Outstanding at 31 March 2013	Nil
Revenue Reserve for Capital Schemes at 31 March 2013	£8.34 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 **2013/14** 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 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.
- 2.5 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 **the** Housing Strategy 2013-2016 **approved 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 **2013/14** the DFG allocation **from Government** is **£415,000**.
- 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. **From a** European **perspective** the Borough does not have any specific objective areas status **and** thus **European Union** funding is also 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.
- 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, January 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 **2013** was **£8.34m**. 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 **2013/14** Members agreed the annual limit for new schemes at **£320,000** 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 *in* September 2003 was revised during 2009.

The revised Code underpins the Council's Treasury Management Strategy Statement and Annual Investment Strategy for **2013/14** adopted by Council in February **2013**.

- 3.3 All government support for the Council's capital expenditure in **2013/14** 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.
- 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.

4 Key Priorities

- 4.1 The Council works 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 **Our 2012/15 [Corporate Performance Plan](#)** sets out how we **are doing** 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. **First** published in July 2012 **it is** reviewed **and updated annually**.
- 4.3 The improvement actions 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 *is* 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.

5 Principles Supporting the Capital Strategy

- 5.1 The key principles that underpin the Council's Capital Strategy are:
- 5.2 **Key Priorities.** 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.** 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.** 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.** 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.** Corporate policies on procurement are detailed in the updated [Procurement Strategy](#) approved by Cabinet *in* March 2011. This strategy seeks to ensure that good procurement practice is applied consistently throughout *the* 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.** To support, where possible, regional and national priorities, for example urban renaissance, transportation improvements, environmental initiatives such as increased levels of recycling.
- 5.8 **Support for Local Priorities.** The Borough Council has been consistently investing in its car parks to support the local economy through a phased programme of improvements. 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.** In support of the Council's strategic priorities and objectives to monitor and pursue available forms of external partnership and **other** funding including European and Lottery **funds**. **Recent** examples include the provision of all-weather pitches with community use at Wrotham and Hayesbrook schools, funded **by** grants from the Football Foundation and other partners augmenting School and Council contributions.
- 5.10 The Council's [Local Development Framework Core Strategy](#), adopted 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 funding **for** the Council's Capital **Plan** but it has to be recognised that in the years ahead this may not be such a beneficial resource.
- 5.11 The Council has just embarked on a new Local Plan for the Borough which will set out development policies and proposals **beyond** 2013. The funding of community infrastructure will be an important element **in** the new plan
- 5.12 **Use of the Council's Assets.** Maintenance of an Asset Management Plan and performance measures for the use of Council owned assets to ensure optimum returns and early release of redundant assets in support of strategic investment priorities and to attract inward investment.
- 5.13 **Consideration of the Impact on the Council's Revenue Budget.** To ensure that capital investment decisions are consistent with the Council's Medium Term Financial Strategy, particularly the management of its revenue budget so as to reduce its dependence upon the use of revenue reserves.

- 5.14 **Value for Money.** 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.
- 5.15 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.
- 5.16 **E-Government.** The government has previously set a target that all services should be available electronically, where feasible. Additionally the Department for Communities and Local Government (DCLG) has set 73 priority outcomes. The Borough Council has used its Capital Plan to meet these targets, assisted by the receipt of grant from the DCLG. 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.

6. Partnerships

- 6.1 **The Tonbridge and Malling Local Strategic Partnership (LSP).** 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.
- 6.2 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.
- 6.3 **West Kent Partnership.** The Council is a founding member of the [West Kent Partnership](#), formed on a sub regional rather than district basis, reflecting the degree of economic and social homogeneity across West Kent and a shared community of interest. The other members are Kent County Council,

Sevenoaks DC, Tunbridge Wells BC, Primary Care Trust, Police, the FE Education Sector, Registered Providers and other Social Housing Providers, Kent Association of Parish Councils, transport providers and representatives of the business community.

- 6.4 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 £1.6m has been invested in the area to support local farming, forestry and rural businesses. More recently, the Partnership has led a successful bid to the Government's Regional Growth Fund to provide funding of £5.5m to enable interest free business loans to be offered. In addition, a new West Kent business support programme has now been launched following a successful bid to the County Council's Regeneration Fund
- 6.5 **Transportation Partnership.** 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.
- 6.6 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.
- 6.7 A parallel component of the strategy is the ***imminent*** 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. Construction work is programmed to commence ***late*** 2013.
- 6.8 The ***Borough Council's Rail*** Manifesto sets out clearly the service expectations that the Council has for rail services for the Borough. ***This has been submitted to the Department for Transport in response to their consultation process for the next franchise and the interim Direct Award with the current operator.***
- 6.9 **Community Regeneration Partnership.** The Council has entered into partnerships which have made a genuine difference to the local community

with clear and tangible outcomes. Partnerships are now in place for Snodland, East Malling and Trench ward in Tonbridge.

- 6.10 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.
- 6.11 **The Community Safety Partnership (CSP).** 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.
- 6.12 **Tonbridge Central Area Action Plan.** *The 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 **at an advanced stage** in the process of negotiations involving its own land holdings with a view to securing the basis of the development arrangements during the latter part of 2013.
- 6.13 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 is also supported by funding contributions from developments in the area. The scheme is **now likely to be** completed in **2014**.

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 they are stored in a list of schemes (List C) for consideration and possible evaluation. These schemes arise naturally from

the Council's strategic priorities and objectives, particularly the key priorities, reflect the results of consultation, and **are** 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 select schemes for evaluation. Evaluations will include:
- Specification of the purpose of the scheme and its relevance to the Council's strategic objectives and **any** 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 **revenue** 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, **Innovation** 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 own strategic priorities and objectives 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, **Innovation** and Property Advisory Board and Overview and Scrutiny Committee.
- 7.10 Finance, **Innovation** 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, **Innovation** 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, **Innovation** and Property Advisory Board.

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TONBRIDGE & MALLING BOROUGH COUNCIL

LEISURE and ARTS ADVISORY BOARD

9 December 2013

Report of the Director of Street Scene and Leisure and the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

1 LEISURE FACILITIES – ESTABLISHMENT OF NEW TRUST

Summary

This report updates Members on the successful transfer of the management of the Council's main leisure facilities to a new Trust, and brings forward a review of the core charges for each facility.

1.1 Background

- 1.1.1 At the last meeting of this Board in September, Members approved the final draft Agreements relating to the transfer of the management of the Council's main leisure facilities to a new Trust and agreed that the transfer be progressed by 1 November 2013.
- 1.1.2 At the same meeting Members were advised that the Trust had successfully recruited its Board of Trustees, and the new service delivery arrangements will generate a saving in year one of circa £405,000 rising to a mature saving over the initial five year period of circa £430,000.

1.2 Transfer

- 1.2.1 I am pleased to report that the transfer was successfully completed on 1 November 2013 and, since that date, the Trust has been acting independently of the Council in the delivery of services.
- 1.2.2 Whilst it is clearly early days with regard to the new management arrangements, no significant problems have arisen and from a customer perspective it has been very much "business as usual" at each of the facilities.
- 1.2.3 The Trust will be managing the facilities in accordance with its Business Plan, approved at the last meeting of this Board, and the Council will be monitoring performance against the agreed outcomes. Regular update reports on performance will be reported to this Board.

- 1.2.4 The Trust's Board has elected Alan Nicholl as its first Chairman. Alan is well known to Members of the Council through his other role as Chairman of Tonbridge Sports Association and will bring a great deal of experience and knowledge to the new position.
- 1.2.5 Prior to the transfer taking place, final confirmation was received from the Kent County Council Local Government Pension Scheme regarding the admission agreement for the Trust. This resulted in the provisional contribution rate for the Trust reducing from 15% to 12%. If confirmed, in due course, the new service delivery arrangements will generate a saving in year one of circa £455,000.

1.3 Charges Review

- 1.3.1 Within the Management Agreement the Trust is required to comply with the charges for the leisure facilities set out in the Core Pricing Schedule. It is agreed that the charges can be reviewed annually for implementation from 1 April each year. The Trust is entitled to increase the core prices provided that the average increase is not greater than CPI, and for any increases in core prices in excess of CPI the Trust requires the Council's consent. In determining fees and charges the Trust is required to have regard to:
- the Trust's charitable objectives
 - the needs of the local community
 - developing a balanced programme
 - the Council's key priorities
 - the Council's policy for pitch hire charges
 - the viability of the Trust
 - the prevailing market conditions
 - pricing of other leisure facilities in the area
- 1.3.2 Attached at **[Annex 1]** is a schedule of the existing core charges, together with the Trust's proposals for 2014/15. The proposed charges are felt to be acceptable and are in accordance with the criteria set out in the Management Agreement. Key issues arising from the proposal include:
- at Larkfield Leisure Centre no increases are proposed for non-member day entrance or the crèche
 - at Larkfield Leisure Centre a minimal increase of 10 pence is proposed for a swim

- at the Angel Centre and Tonbridge Swimming Pool minimal increases have been applied
- at Poult Wood Golf Centre no increases have been applied as the Trust is currently considering the introduction of a membership option. A report on the Poult Wood charges will, therefore, be considered at the next meeting of this Board.

1.4 Legal Implications

- 1.4.1 The legal implications relating to the establishment of the new Trust were considered in the report to the December 2012 meeting of this Board.

1.5 Financial and Value for Money Considerations

- 1.5.1 The transfer to the Leisure Trust will make a significant contribution to the Council achieving its savings target.

1.6 Risk Assessment

- 1.6.1 Risk assessment issues related to the establishment of the new Trust were considered in the report to the December 2012 meeting of this Board.

1.7 Equality Impact Assessment

- 1.7.1 A full Equality Impact Assessment has been undertaken with the assistance of the West Kent Equalities Officer and was approved at the December 2012 meeting of this Board.

1.8 Policy Considerations

- 1.8.1 Asset Management, Community, Healthy Lifestyles, Human Resources, Procurement, Young People

1.9 Recommendations

- 1.9.1 It is **RECOMMENDED TO CABINET** that:
- 1) the successful transfer of the management of the Council's main leisure facilities to a new Trust be noted;
 - 2) the proposed core charges outlined in **[Annex 1]** to this report be approved and be implemented from 1 April 2014, and
 - 3) a report on the charges for Poult Wood Golf Centre be considered at the next meeting of this Board.

The Director of Street Scene and Leisure confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Robert Styles

Nil

Robert Styles
Director of Street Scene & Leisure

Sharon Shelton
Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	See sub-section 1.7.1. The needs of different groups in the community are protected within the core charges.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	See above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable.

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

**INDOOR LEISURE FACILITIES
CORE PRICES REVIEW– 2014/15**

Larkfield Leisure Centre

Activity	Existing Charge 2013-14	Proposed Charge 2014-15
Annual Membership		
Adult	48.00	49.00
Concession	24.00	24.50
Disabled	FREE	FREE
Family	96.00	98.00
Leisure Pass	FREE	FREE
Non-Member Day Entrance		
Adult	2.00	2.00
Concession	1.00	1.00
Lifestyles Swim and Spa Annual Membership		
Adult, Direct Debit	32.00	33.00
Concession, Direct Debit	24.00	25.00
Joint, Direct Debit	56.00	58.00
Family, Direct Debit	64.00	66.00
Leisure Pass Family, Direct Debit	32.00	33.00
Swimming		
Adult, Member	3.80	3.90
Concession, Member	3.00	3.10
Family, Member	9.80	10.10
Leisure Pass Family	6.00	6.20
Lifestyles Membership		
Monthly Direct Debit	43.00	44.00
Concessionary Monthly Direct Debit	34.00	35.00
Lifestyles, Excel Membership		
Monthly Direct Debit	15.00	15.50
Kickstart Membership, 0-10 Year Olds		
Direct Debit	12.00	12.50
Lifestyles, Casual Use		
Adult, Member	8.80	9.00
Concession, Member	4.20	4.40
Exercise Classes		
Adult, Member	5.30	5.40
Concession, Member	4.20	4.40
Lifestyles Referral Programme		
Referral Fitness. Member	4.20	4.40
Referral Swim, Member	3.00	3.10
Lifestyles Fitness Studio		
Studio Hire (per hour)	23.00	25.00

Sports Hall (per court per hour)		
Badminton/Short Tennis, Adult (per court per hour)	10.80	11.00
Badminton/Short Tennis, Concession (per court per hour)	5.40	5.50
Half Hall (Five-a-side/Netball/Basketball)	50.00	51.00
Schools/Groups		
Swimming, Schools	1.70	1.75
Swimming, Special Needs Junior	1.70	1.75
Swimming, Special Needs Adult	2.40	2.40
Dry Side Courses		
Junior , 60 Minute - Standard Direct Debit	17.00	17.50
Junior , 60 Minute - 15 Weeks	75.00	76.50
Junior , 90 Minute - Standard Direct Debit	24.00	24.50
Junior , 90 Minute - 15 Weeks	103.50	105.75
Junior , 120 Minute - Standard Direct Debit	27.00	27.75
Junior , 120 Minute - 15 Weeks	115.50	118.50
Swim School Courses		
Junior, 30 Minute - Standard, Direct Debit	23.50	24.00
Junior, 30 Minute - Standard, 15 Weeks	102.00	103.50
Junior, 30 Minute - Premium, Direct Debit	39.50	40.50
Junior, 30 Minute - Premium, 15 Weeks	165.75	169.50
Junior, 1 Hour - Direct Debit	27.50	28.10
Junior, 1 Hour - 15 Weeks	117.75	120.00
Adult, 45 Minute - Direct Debit	27.50	28.10
Adult, 45 Minute - 15 Weeks	117.75	120.00
Clubs (per hour)		
Larkfield Swimming Club	121.50	124.50
Per Lane	20.25	20.75
Crèche		
1.5 hour	4.35	4.35
Soft Play		
Four Plus	4.50	4.55
Under Fours	3.25	3.30

Angel Centre

Activity	Existing Charge 2013-14	Proposed Charge 2014-15
Annual Membership		
Adult	39.00	40.00
Concession	19.50	20.00
Disabled	FREE	FREE
Family	78.00	80.00
Leisure Pass	FREE	FREE
Lifestyles Fitness Suite Membership		
Monthly Direct Debit	43.00	44.00
Concessionary Monthly Direct Debit	34.00	35.00
Lifestyles, Excel Membership		
Monthly Direct Debit	15.00	15.50
Kickstart Membership, 0-10 Year Olds		
Direct Debit	12.00	12.50
Lifestyles, Casual Use		
Adult, Member	8.80	9.00
Concession, Member	4.20	4.40
Exercise Classes		
Aerobics (one hour) - Adult, Member	5.30	5.40
Aerobics (one hour) - Concession, Member	4.20	4.40
Lifestyles Dance Studio/Fitness Studio/Jubilee/Crèche		
Public Hire, per hour	23.00	25.00
Lifestyles Referral Programme		
Referral Fitness. Member	4.20	4.40
Sports Hall (per court per hour)		
Badminton/Short Tennis, Adult (per court per hour), Member	10.40	10.70
Badminton/Short Tennis, Concession (per court per hour)	5.20	5.35
Half Hall (Five-a-side/Netball/Basketball), Member	50.00	51.00
Crèche		
1 hour	3.50	3.70
Courses		
Junior , 60 Minute - Standard Direct Debit	17.00	17.50
Junior , 60 Minute - 15 Weeks	75.00	76.50
Junior , 90 Minute - Standard Direct Debit	24.00	24.50
Junior , 90 Minute - 15 Weeks	103.50	105.75
Junior , 120 Minute - Standard Direct Debit	27.00	27.75
Junior , 120 Minute - 15 Weeks	115.50	118.50
Individual Meeting Rooms		
Vauxhall	16.00	17.00
Judd, Suite	23.00	24.00

Judd 1/Judd 2	15.00	16.00
Castle, Suite	29.00	30.00
Castle 1	23.00	24.00
Castle 2/Castle 3	13.00	14.00
Castle 1 & 2	26.00	27.00
Castle 2 & 3	15.00	16.00
Medway Hall		
Daytime (per hour)	32.00	33.00
Full Day, 8am - 6pm (Saturday/Sunday)	300.00	310.00
Riverside Function Room		
Meetings	30.00	31.00

Tonbridge Farm All Weather Area

Activity	Existing Charge 2013-14	Proposed Charge 2014-15
With Changing/Floodlights		
Whole Area, Adult, Member	58.00	59.50
Whole Area, Concession, Member	43.00	44.00
Half Area, Adult, Member	29.00	29.75
Half Area, Concession, Member	21.50	22.00
Without Changing/Floodlights		
Whole Area, Adult, Member	18.50	19.00
Whole Area, Concession, Member	14.50	15.00
Half Area, Adult, Member	9.25	9.50
Half Area, Concession, Member	7.25	7.50

Tonbridge Swimming Pool

Activity	Existing Charge 2013-14	Proposed Charge 2014-15
Annual Membership		
Adult	22.00	23.00
Concession	11.00	11.50
Disabled	FREE	FREE
Family	44.00	46.00
Leisure Pass	FREE	FREE
Lifestyles Swim and Spa Membership		
Adult, Direct Debit	32.00	33.00
Concession, Direct Debit	24.00	25.00
Joint, Direct Debit	56.00	58.00
Family, Direct Debit	64.00	66.00
Leisure Pass Family, Direct Debit	32.00	33.00
Swimming		
Adult, Member	3.95	4.00
Concession, Member	2.60	2.70
Family, Member	9.15	9.40
Leisure Pass Family	6.00	6.20
Lifestyles Referral Programme		
Lifestyles Referral Swim, Member	2.60	2.70
Schools/Groups		
Swimming, Schools	1.70	1.75
Swimming, Special Needs Junior	1.70	1.75
Sessions		
Water Aerobics, Adult, Member	4.70	4.90
Water Aerobics, Concession, Member	3.60	3.70
Clubs (per hour)		
Tonbridge Swimming Club	121.50	124.50
Per Lane	20.25	20.75
Swim School Courses		
Junior, 30 Minute - Standard, Direct Debit	23.50	24.00
Junior, 30 Minute - Standard, 15 Weeks	102.00	103.50
Junior, 30 Minute - Premium, Direct Debit	39.50	40.50
Junior, 30 Minute - Premium, 15 Weeks	165.75	169.50
Junior, 1 Hour - Direct Debit	27.50	28.10
Junior, 1 Hour - 15 Weeks	117.75	120.00
Adult, 45 Minute - Direct Debit	27.50	28.10
Adult, 45 Minute - 15 Weeks	117.75	120.00
Lifestyle Excel Membership		
Direct Debit	15.00	15.50
Kickstart Membership		
Direct Debit	12.00	12.50

Tonbridge Racecourse Sportsgrounds

Activity	Existing Charge 2013-14	Proposed Charge 2014-15
Crazy Golf (per hour, per person)		
Adult	2.75	2.80
Concession	2.35	2.40
Family (2 Adults/2 Children)	7.45	7.60

TONBRIDGE & MALLING BOROUGH COUNCIL

LEISURE and ARTS ADVISORY BOARD

9 December 2013

Report of the Director of Street Scene and Leisure and the Director of Finance and Transformation

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 LEISURE SERVICES – REVIEW OF CHARGES 2014/15

Summary

This report outlines charging proposals in respect of Tonbridge Cemetery, Allotments in Tonbridge, Tonbridge Pitch Hire Charges, Tonbridge Castle Council Chamber, Weddings and the Summer Playscheme.

1.1 Introduction

- 1.1.1 In bringing forward the charging proposals for 2014/15 consideration has been given to a range of factors, including policy objectives for each facility/service in the Leisure and Arts Strategy 2008-13, the Council's overall financial position in light of changes in the national economy, market position, trading patterns, the current rate of inflation, competing facilities and customer feedback. The Board is reminded of the Council's Leisure Pass Scheme which enables financially disadvantaged residents to participate in leisure activities at concessionary rates. A copy of the Leisure Pass Scheme leaflet is attached at **[Annex 1]**. Members will also be aware that significant concessions are also given to specific groups including senior citizens, young people, and people with disabilities, ensuring that the Council's leisure services are accessible to all.
- 1.1.2 The proposed charges for 2014/15 have also taken into account the set of guiding principles for the setting of fees and charges approved by Members of the Finance, Innovation and Property Advisory Board and reproduced below for the benefit of the Board:
- 1) *Fees and charges should reflect the Council's key priorities and other corporate aims and priorities recognising there may be trade-offs as these are not mutually exclusive.*
 - 2) *Fees and charges should have due regard to the Council's Medium Term Financial Strategy.*
 - 3) *If there is to be a subsidy from the council tax payer to the service user this should be a conscious choice.*

- 4) *The Council should look to maximise income subject to market conditions, opportunities and comparable charges elsewhere, in the context of its key priorities and other corporate aims and priorities.*
- 5) *Fees and charges should normally be reviewed at least annually (unless fixed by statute or some other body).*
- 6) *Fees and charges should not be used to provide a subsidy from the council tax payer to commercial operators.*
- 7) *There should be consistency between charges for similar services.*
- 8) *Concessions for services should follow a logical pattern so as not to preclude, where appropriate, access to Council services on the grounds of ability to pay.*

1.2 Consultation

- 1.2.1 The views of the public and existing customers are important in considering leisure charges. Various techniques are used to receive feedback including market surveys, customer panels, customer comment cards and mystery shoppers. Due consideration is also taken of the charges at local competing facilities both in the public and private sectors.
- 1.2.2 Proposed charges in respect of facilities used by Tonbridge sports clubs are the subject of consultation with the Tonbridge Sports Association. The Chairman of Tonbridge Sports Association has stated that “the proposed charges in respect of Tonbridge Sportsgrounds are acceptable”.

1.3 Tonbridge Cemetery – Proposed Charges 2014/15

- 1.3.1 As Members may be aware, there is a decreasing availability of new graves at Tonbridge Cemetery. The charging strategy, therefore, takes into account the longer term management of the Cemetery’s capacity.
- 1.3.2 In bringing forward the proposed charges for Tonbridge Cemetery a number of key principles have been taken into consideration:
 - The need to cover all costs, including some internal costs on new burials and services.
 - The need to compare costs with other cemeteries in Kent **[Annex 2]**. It should, however, be noted that direct comparison with other cemeteries is difficult as pricing brackets, services and available grave space differ.
 - The need for the charging strategy to support the management of the remaining capacity in the Cemetery.

- The need to provide some affordable options, whilst supporting the principles of the Council's Medium Term Financial Strategy.

1.3.3 The principles referred to above have been applied to the existing charges and are reflected in the proposed charges shown at **[Annex 3]**. In general, charges have been increased by 3% to reflect the increase in grounds maintenance costs. An exception has been made in regard to burial of stillborn to one year olds, which have been retained at the present minimal level.

1.3.4 It is anticipated that these proposals will generate additional net income of £1,600, which will be reflected in the 2014/15 revenue budget reported to the Finance, Innovation and Property Advisory Board on 8 January 2014.

1.4 Tonbridge Allotments

1.4.1 Allotments in Tonbridge are currently managed on behalf of the Council by the Tonbridge Allotments & Gardens Association. The Association has recently reviewed its charging structure and has proposed amendments as highlighted below.

1.4.2 Currently tenants pay an annual charge of £2.50 per "rod" and therefore a 10 rod plot would cost £25 per year. Currently no fee is separately charged for the general use of water. If tenants elect to use a hosepipe an additional £1 per rod per year is charged. Due to the rising cost of water the Association has proposed that the annual £1 per rod be charged to all plot holders from 1 October 2014 to cover water use on site.

1.4.3 In addition to the above the Association offers shed rental at a limited number of sites at an additional annual charge of £8. Due to the increasing maintenance costs of the sheds the Association has proposed an increase to £10 per annum from 1 October 2014. A comparison of fees charged for other allotment provision in the local area is shown at **[Annex 4]**.

1.5 Tonbridge Sportsgrounds – Pitch Hire Charges

1.5.1 This Council has an agreed policy with Tonbridge Sports Association of amending pitch hire charges to local sports clubs by the October Retail Price Index and rounded to the nearest pound. The Retail Price Index for October 2013 was 2.6% and it is, therefore, proposed that charges be increased in accordance with this indexation. The Tonbridge Sports Association has been consulted and is happy with this approach.

1.5.2 The sports pitch income is credited to the Tonbridge & Malling Leisure Trust. The Tonbridge & Malling Leisure Trust manages the pitch hires in liaison with Tonbridge Sports Association, through the Angel Leisure Centre.

1.6 Tonbridge Castle Chamber – Hire Charges

- 1.6.1 The Council Chamber is used for a number of purposes, including Member and Officer meetings, weddings, private hire and concessionary use by a number of local organisations.
- 1.6.2 Several years ago a minimal charge was introduced for concessionary users. It is recognised that this concessionary charge is greatly valued by these organisations. It is proposed that a concessionary user charge be retained to reflect ongoing support for local organisations.
- 1.6.3 The list of concessionary users was agreed by Cabinet on 10 December 2012 (**LAA 12/050**) and some amendments are proposed as shown in blue **[see Annex 5]**. Concessionary use is subject to a number of restrictions as shown in **[Annex 6]**.
- 1.6.4 The Director of Central Services and Monitoring Officer has brought forward proposed charges for all users of the Chamber, which are set out at **[Annex 7]**. Annual income from the hire of the Chamber is approximately £3,000, and it is estimated that the proposed charges will generate additional income of £100.

1.7 Tonbridge Castle Wedding Charges

- 1.7.1 The current wedding charges were agreed by Cabinet on 10 December 2012 (Decision D130008CAB). Members agreed a charge of £700 for weddings in the Chamber and £1,050 for weddings in the Gatehouse for 2013/14. Charges of £735 and £1,100 respectively were also agreed for 2014/15.
- 1.7.2 The current charges at a number of premises licensed for Civil Marriages are shown in **[Annex 8]**.
- 1.7.3 Weddings are often booked more than one year in advance and applications are now being received for 2015/16. It is, therefore, necessary to consider a charge for implementation from 1 April 2015, as Members have already agreed the charges for 2014/15. The Director of Central Services has proposed an increase of around 5% for the following charges in 2015/16, which will generate additional net income of approximately £700:

	Current Charge 2013/14 (£)	Agreed Charge 2014/15 (£)	Proposed Charge 2015/16 (£)
Weddings			
• Chamber	700	735	770
• Gatehouse	1,050	1,100	1,150
Renewal of Vows/Baby Naming			
• Chamber	525	540	560
• Gatehouse	850	875	900

NB: Non-returnable deposit - £100

1.8 2013 Summer Playscheme Charges

- 1.8.1 Attached at **[Annex 9]** is a copy of the 2013 charges. Income from the Summer Playscheme charges in 2013 was £30,000.
- 1.8.2 Members will note from **[Annex 9]** that the full weekly charge for the Summer Playscheme in 2013 was £37. This entitled children to 20 hours of supervised activities, equating to £1.85 per hour. Registration levels were high with 90% of the places booked, and a number of venues reaching full capacity. Encouragingly, 95% of the parents completing the 2013 Summer Playscheme market survey felt the scheme offered good value for money.
- 1.8.3 In order to meet the needs of those parents who are considered to be financially disadvantaged, significant reductions are offered to Leisure Pass holders. In 2013 a weekly charge of £12 per family was applied to Leisure Pass holders, with no limit on the number of children attending from the same family. This level of concession is generous compared to other leisure activities provided by the Council and resulted in 32% of the children registered on the Playscheme benefitting from the Leisure Pass scheme.
- 1.8.4 In order to support large families, parents are only required to pay for their first two children, and children referred by Social Services are funded by the County Council. Discounts are also offered to parents booking two weeks (5%) or all three weeks (10%).
- 1.8.5 A proposed list of charges for 2014 is shown in **[Annex 9]** showing an increase of £1 on the weekly charge. It is felt that in the current financial climate, only a minimal charge in line with the rate of inflation should be applied. An increase of £1 on the Leisure Pass rate is also proposed, continuing to ensure that the Playscheme remains socially inclusive, with cost not presenting a barrier to those families most in need. With regard to the daily standby charge it is proposed to increase this by 50 pence, retaining the policy of encouraging parents to book for the full week.
- 1.8.6 It is anticipated that additional income of £850 will be generated from the proposed increase in charges, which will be reflected in the 2014/15 revenue budget reported to Finance, Innovation & Property Advisory Board on 8 January 2014.

1.9 Legal Implications

- 1.9.1 The Council's Financial Rules require that all fees and charges must be reviewed at least once a year, and be reported to the appropriate Advisory Board.

1.10 Financial and Value for Money Considerations

- 1.10.1 The proposals within this report have taken into account economic factors and Members will note that, in the main, they represent a relatively modest increase to the Council's revenue stream.
- 1.10.2 All proposed charges presented in this report are inclusive of VAT, with the exception of charges for the Cemetery **[Annex 3]** and the Summer Playscheme **[Annex 9]** which are exempt.

1.11 Risk Assessment

- 1.11.1 As highlighted in paragraph 1.1 to this report, the proposed charges take into account a range of factors including market conditions and customer feedback and have been brought forward within the context of the Council's Medium Term Financial Strategy.
- 1.11.2 There is clearly a risk in proposing increased charges that those people on a low income and from target groups will no longer be able to afford to take part in activities and benefit from a healthy lifestyle. The wide range of concessions available within the charging structure and the Leisure Pass scheme are, therefore, essential to ensure the Council's leisure facilities and services are available to all. There is also clearly a risk of increasing prices in light of current economic conditions.

1.12 Equality Impact Assessment

- 1.12.1 See 'Screening for equality impacts' table at end of report

1.13 Policy Considerations

- 1.13.1 Community, Equalities/Diversity, Healthy Lifestyles, Young People.

1.14 Recommendation

- 1.14.1 It is, therefore, **RECOMMENDED TO CABINET** that:

- 1) the proposed charges for Tonbridge Cemetery as detailed at **[Annex 3]** be agreed and implemented with effect from 1 April 2014;
- 2) the proposed charges for Tonbridge Allotments as detailed in the report be agreed and implemented with effect from 1 October 2014;
- 3) pitch hire charges at Tonbridge Sportsground be increased as outlined within the report for implementation from 1 April 2014;
- 4) the proposed amendments to the list of Tonbridge Castle Chamber concessionary users detailed at **[Annex 5]** be approved;

- 5) the proposed charges for Tonbridge Castle Chamber as shown at **[Annex 7]** be approved, and implemented from 1 April 2014;
- 6) the proposed charges for weddings in 2015/16 at Tonbridge Castle be agreed as detailed in the report; and
- 7) the proposed charges for the 2014 Summer Playscheme as detailed at **[Annex 9]** be approved.

Background papers:

Nil

contact: Stephen Gregg
Darren Lanes
Tina Levett
Paul Worden


Robert Styles
Director of Street Scene & Leisure

Sharon Shelton
Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Not applicable
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	The proposed charges include a range of concessions for senior citizens, juniors, students, people with disabilities and those on low income designed to encourage access for all.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		Not applicable


In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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Apply for a

LEISURE PASS


 LIKE US

Angel Centre, Tonbridge
Tonbridge Swimming Pool
Larkfield Leisure Centre
Tonbridge Sports Ground
Poult Wood Golf Centre
Tonbridge Castle
Tonbridge Allotments
Activate Courses
Summer Playscheme
Y2 Crew

**A free pass that entitles you to
enjoy discounts on leisure
activities provided by Tonbridge
& Malling Borough Council**

Tel: 01732 876029
www.tmbc.gov.uk
Email: leisurecentres@tmbc.gov.uk

**TONBRIDGE
& MALLING**
BOROUGH COUNCIL



Apply for a Leisure Pass



To apply for a Leisure Pass you must be:

- A resident of Tonbridge & Malling Borough Council
- and be in receipt of one or more of the following benefits:
- Job Seekers' Allowance
- Employment and Support Allowance
- Disability Benefit
- Incapacity / Invalidity Benefit / Carers' Allowance
- Income Support / Housing Benefit
- Working Tax Credit / Pension Credit

Tonbridge & Malling Borough Council will also consider applications on an individual basis from those who are not in receipt of any of the above, but consider themselves to be on a low income.

To apply for a Leisure Pass, please complete the application form.

Leisure Pass Entitlements

As a Leisure Pass holder you will be able to obtain discounts at venues and various sports and leisure activities run by Tonbridge & Malling Borough Council, as listed in this leaflet. Your Leisure Pass is valid for 12 months.

Family Members and Carers

Your partner / spouse may also be eligible for a Leisure Pass in their own name. Please complete a separate application form.

Children aged 18 years and under who are in full time education can be included on your Leisure Pass. Please complete section 4 of the application form. Children will be charged the member concessionary rate.

Details of carers who accompany Leisure Pass holders will need to be completed on the application form. Carers attend free of charge.

If you are having difficulty reading this leaflet and would like the information in another format, please call 01732 876029 or email leisurecentres@tmbsc.gov.uk

Leisure Centre Leisure Pass Rates

Memberships



Lifestyles Health & Fitness

Monthly Direct Debit	£34.00
Three month one-off payment	£129.00
Annual Membership 14 months for the price of 12	£408.00
Fitness Suite Induction	£15.00

Lifestyles Swim & Spa

Monthly Direct Debit	£24.00
Annual Membership 14 months for the price of 12	£288.00
Family Monthly Direct Debit	£32.00
Family Annual Payment	£384.00

Angel Centre

Angel Lane, Tonbridge, Kent TN9 1SF
Tel: 01732 359966 • www.angelcentre.co.uk

Lifestyles Gym Casual Use	£4.20
Gym Induction	£15.00
Exercise Class	£4.20
Badminton Court 1 Hour	£5.20
Table Tennis	£3.10
Activity Session	£3.50
Busy Bees Creche 1 Hour	£2.50

Larkfield Leisure Centre

New Hythe Lane, Larkfield, Aylesford, Kent ME20 6RH
01622 719345 • www.larkfieldleisure.co.uk

Individual Swim	£3.00
Family Swim	£6.00
Lifestyles Gym Casual Use	£4.20
Gym Induction	£15.00
Lifestyles Spa Casual Use	£4.10
Exercise Classes	£4.20
Badminton	£5.40
Short Tennis	£5.40
Table Tennis	£3.50
Larkabout Crèche Care Minimum stay 1 hour 30 minutes	£3.35

Tonbridge Swimming Pool

Lower Castle Field, The Slade, Tonbridge, Kent TN9 1HR
Tel: 01732 367449 • www.tonbridgepool.co.uk

Individual Swim	£2.60
Family Swim	£6.00
Lifestyles Spa Casual Use	£4.95
GAMES HUT	
Bowls	£2.30
Crazy Golf	£2.35
Tennis	£3.30

continues overleaf

APPLICATION FORM

Please complete all sections of the form using capital letters and tick boxes as appropriate.

Section 1

Title: Mr ☐ Mrs ☐ Miss ☐ Ms ☐ Other (Please State) _____

First Names _____ Surname _____

Date of birth: _____

Address _____

Postcode _____ Telephone Number _____

Email _____

If renewing your Leisure Pass please provide pass number: _____

Section 2

Please tick the box that currently applies to you:

- | | | |
|----------|---|--------------------------|
| A | Job Seekers' Allowance | <input type="checkbox"/> |
| B | Employment and Support Allowance | <input type="checkbox"/> |
| C | Disability Benefit | <input type="checkbox"/> |
| D | Incapacity / Invalidity Benefit / Carers' Allowance | <input type="checkbox"/> |
| E | Income Support / Housing Benefit | <input type="checkbox"/> |
| F | Working Tax Credit / Pension Credit | <input type="checkbox"/> |

Section 3

- Applicants ticking boxes A or B please have this form validated at the place where you register for benefit.

To the authorised Officer at:

Job Centre Plus ☐

Government Training Scheme ☐

Stamp and date this box

Please stamp and date the box above if the person named on this application form is in receipt of category 'A' or 'B' Benefit listed above or on an authorised Government Training Scheme.



continues overleaf

APPLICATION FORM

- Applicants ticking C, D, E, or F please provide a copy of your current notice of entitlement.

Section 4

Please provide details of any spouse/partner who is not working that you wish to include on your Leisure Pass. Please provide details of any dependents/carers if applicable.

Name of spouse / partner

Date of birth:

Name of child

Date of birth:

Name of child

Date of birth:

Name of carer

I certify that the information I have given is current and correct, and I am a resident of Tonbridge & Malling Borough Council.

Signature of applicant

Date

The application form may be posted or hand delivered to Tonbridge & Malling Borough Council offices/leisure facilities. If hand delivered please mark the envelope for the attention of Leisure Services Business Unit.

If posting please send to:

Leisure Services Business Unit, Tonbridge & Malling Borough Council, Gibson Building, Gibson Drive, Kings Hill, West Malling, Kent ME19 4LZ.

Your Leisure Pass will be forwarded direct to your home address normally within 10 working days.

"This council is under a duty to protect the public funds it administers and to this end may use the information you have provided on this form for the prevention and detection of fraud. It may also share this information with other bodies responsible for auditing or administering public funds for these purposes. See www.tmbc.gov.uk/DPNotice for further information."

2013

Leisure Centre Leisure Pass Rates continued

Poult Wood Golf Centre

Higham Lane, Tonbridge, Kent TN11 9QR
Tel: 01732 364039 • www.poultwood.co.uk

Discount Card

Resident	£25.00
Non-Resident	£35.00

18-Hole Course weekday round(s)

Discount Cardholder	£9.80
Non Resident	£11.30

9-Hole Course Weekend/Bank Holiday Round(s)

Leisure Pass (1 round)	£7.00
Leisure Pass (2 rounds)	£10.00

9-Hole Course Weekday Round(s)

Leisure Pass (1 round)	£4.30
Leisure Pass (2 rounds)	£7.00

Squash per hour session	£5.00
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Tonbridge Castle

Castle Street, Tonbridge, Kent TN9 1BG
Tel: 01732 770929 • www.tonbridgecastle.org

Gatehouse Tours	£4.20
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Concessionary rate available for
Festival of Music and Fireworks

Tonbridge Allotments

Tel: 01732 355302
www.tmbc.gov.uk

50% discount on standard hire charge

Easter and Summer Activate

Tel: 01732 876166
www.tmyouth.org.uk

The Activate programmes provide supervised activities for children aged 8 to 16 years. Leisure Pass holders receive a 50% discount on each booking.

Summer Playscheme

Tel: 01732 876166
www.tmbc.gov.uk

The Summer Playscheme provides supervised fun activities during the school summer holidays. Leisure Pass holders receive a significant discount (over 50%), irrespective of the number of children in the family attending.

Y2 Crew

Tel: 01732 876166
www.tmbc.gov.uk

Y2 Crew provides activities and visits for young people living in Aylesford, Borough Green, Ditton, East Malling, Eccles, Hadlow, Larkfield, Leybourne, Snodland, Wrotham, Tonbridge and Hildenborough during the school summer holidays.

4/13

Printed on Elemental Chlorine Free (ECF) paper from mixed FSC responsible sources.

TONBRIDGE CEMETERY PROPOSED CHARGES 2014/15
COMPARISON WITH OTHER KENT DISTRICTS

		Maidstone ¹	Medway ¹	Dover ¹	Gravesham ¹	TMBC ¹ Current	TMBC ² Proposed
Purchase (£)	Baby	0.00	0.00	0.00	0.00	1.00	1.00
	Child	N/A	*515.00	0.00	330.00	131.00	135.00
	Adult	750.00	*1080.00	565.00	800.00	873.00	899.00
Plot 23 (single)	Adult	750.00	N/A	N/A	400.00	448.00	461.00
Interment (£)	Baby	0.00	0.00	53.00	0.00	0.00	0.00
	Child	260.00	250.00	230.00	330.00	176.00	181.00
	Adult	630.00	625.00	800.00	800.00	500.00	515.00
Plot 23 (single)	Adult	520.00	625.00	695.00	660.00	500.00	515.00
Combined Interment and Purchase (£)	Baby	0.00	0.00	53.00	0.00	1.00	1.00
	Child	260.00	765.00	230.00	660.00	307.00	316.00
	Adult	1380.00	1,705.00	1,365.00	1,600.00	1,373.00	1,414.00
Plot 23 (single)	Adult	1270.00	625.00	695.00	1,060.00	948.00	976.00
Period of Lease (years)		30 years	50 years	50-99 years	60 years	60 years	60 years
Memorial Permit (£)	Small	95.00	160.00	150.00	200.00	103.00	106.00
	Large	95.00	385.00	350	330.00	217.00	224.00
Chapel (£)		150.00	75.00	140.00	130.00	85.00	88.00
Search Fees (£)		N/A	15.00 (per name)	36.00 (over 1 hour)	20.00 (per name)	45.00 (per 5 names)	46.00 (per 5 names)
Interment of Ashes (£)		210.00	130.00	173.00	260.00	130.00	134.00
Memorial Wall Plaque (£)		N/A	N/A	82.00	N/A	130.00	134.00

¹ 2013/14 charges

² 2014/15 proposed charges

* Price includes memorial permit

NOTE: Costs are based on comparable services where available.

All charges shown are exempt of VAT

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TONBRIDGE CEMETERY CHARGES
PROPOSED CHARGES 2014/15

- Please Note:**
1. For burials in graves at Tonbridge Cemetery the fee payable will normally be both Section 1 and Section 2 charges.
 2. All charges apply where the person to be buried or the person leasing the grave, etc., are residents of the Borough. Residents of the Borough who have moved into a home or hospital outside the Borough prior to death are charged as residents.
 3. All charges are doubled for non-residents.

Section 1: Exclusive right of burial in a grave for 60 years		Current (£)	Proposed (£)
(a)	Stillborn – 1 year (inclusive) Children's Plot only	1.00	1.00
(b)	2 – 12 years (inclusive) – Children's Plot only	131.00	135.00
(c)	Over 12 years	873.00	899.00
(d)	Plot 23 – single graves	448.00	461.00
Section 2: Interment (including digging of grave)			
(a)	Stillborn – 1 year (inclusive)	NIL	NIL
(b)	2 – 12 years (inclusive)	176.00	181.00
(c)	Over 12 years	500.00	515.00
(d)	Ashes (Memorial Wall or Grave, where exclusive right has been granted)	130.00	134.00

Please note: These charges apply to interments taking place between 0900 hours – 1500 hours (Monday – Thursday) and 0900 hours – 1300 hours (Friday). In other cases, the Council's additional costs may be payable. A fee of £50 per hour may be charged for late arrivals.

Section 3: Permits for Monuments, Memorials & Inscriptions		Current (£)	Proposed (£)
(i)	Memorial not exceeding 1 metre in height and occupying an area not exceeding 2' x 4'	103.00	106.00
(ii)	Memorial larger than specifications in (i)	217.00	224.00
(iii)	For each additional inscription after the first	79.00	81.00

Please note: Permits will only be approved in accordance with the Cemetery Regulations.

		Current (£)	Proposed (£)
Section 4:	Memorial Garden		
	(i) Memorial tablet and vase block (to include plaque, inscription, 20 year lease and scattering of ashes if required) (Currently not available)	478.00	492.00
	(ii) Double Underground Vault, Memorial Tablet and Vase Block. (To include plaque, inscription, 20 year lease and interment of up to 2 urns)	901.00	928.00
	(iii) Double Overground Vault, Memorial Tablet and Vase Block (To include plaque, inscription up to 80 letters, 20 year lease and interment of up to 2 urns)	901.00	928.00
	(iv) Additional Tablets	170.00	175.00
	(v) Sanctum Panorama Vault and Memorial Tablet (To include plaque, inscription up to 80 letters, 20 year lease and interment of up to 3 urns) Optional bronze vase container	901.00 28.00	928.00 29.00
	(vi) Photo plaque or design on plaque for Sanctum 2000 Overground Vault or Sanctum Panorama	Individually priced	Individually priced
	(vii) Additional cost for inscriptions for Sanctum 2000 and Panorama over 80 letters	£1.50 per gilded letter	£1.50 per gilded letter
Section 5:	Chapel Area – Memorial Wall		
	(i) Memorial Plaque. (Includes supply and installation of plaque, 20 year lease and scattering of ashes if required)	130.00	134.00
	(ii) Additional Inscription. (Includes new plaque, installation and scattering of ashes, if required)	130.00	134.00
Section 6:	Miscellaneous		
	(i) Use of Chapel	85.00	88.00
	(ii) Transfer of Burial Rights/admin fee	72.00	74.00
	(iii) Entry in Book of Remembrance	At Cost + Admin Fee	At Cost + Admin Fee
	(iv) For up to and including five searches for names by one applicant	45.00	46.00
Notes:	(i) Other services/options may be available and charged on an “at cost” basis plus an administration fee. Please discuss any items with the Cemetery Registrar (ii) A copy of the Cemetery Regulations is available free of charge from the Cemetery Registrar		

- (iii) For the repurchase of burial rights for unused graves by T&MBC the Council will pay:
The current purchase price times the remaining duration of the exclusive right less the Council's administration fee ruling at the time

All charges shown are exempt of VAT

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**COMPARISON OF FEES CHARGED FOR
ALLOTMENTS PROVISION IN THE LOCAL AREA**

PARISH/BOROUGH	ANNUAL CHARGE PER 10 ROD PLOT (INCLUDING WATER) (£)	SHED PROVISION
Sevenoaks	16.50 No hoses allowed (currently under review)	No sheds.
East Peckham	20	No response received.
Mereworth	25-30	No charge.
Tonbridge (proposed)	35	£10 per annum.
Maidstone	37	Allotment holder erects own.
Tunbridge Wells	40 (only 5 rod)	Allotment holder erects own.
New allotment company (Southborough)	150 (5 rod)	No sheds.

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Tonbridge Council Chamber
Concessionary Users 2014/15

- Bridge Trust
- Citizens Advice Bureau
- Guide Dogs for the Blind
- KCC Walking Bus (Kent County playing fields)
- Mencap
- Police
- Platonic Arts
- **Relate – reinstated to be approved**
- **Royal British Legion –Tonbridge Branch – To be approved**
- Slade Residents Association
- Small Businesses Federation
- Tonbridge Adult Education Centre
- Tonbridge Access Group
- Tonbridge Allotments and Garden Association
- Tonbridge Arts Group
- Tonbridge Camera Group
- Tonbridge Civic Society
- Tonbridge Historical Society
- **Tonbridge Memorial Gardens Trust – To be approved**
- Tonbridge Model Engineering Society
- Tonbridge Sports Association
- Tonbridge Lions Club
- Tonbridge Town Lands & Richard Mylls Charity
- Voluntary Action within Kent - VAWK
- West Kent Chamber of Commerce & Industries
- West Kent Community Health Forum
- West Kent Victim Support

Proposed changes are highlighted in blue

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**TONBRIDGE CASTLE COUNCIL CHAMBER
CONCESSIONARY USERS**
Terms & Conditions

Due to the increased number of requests by Concessionary Users to book the Council Chamber certain restrictions have had to be put in place to ensure fair usage for all concerned.

We would ask you to take account of the following restrictions when making your bookings in future. Please the attached forms.

- Free use will be limited to two sessions per month from 1 October until 31 March each year (a session being morning, afternoon or evening) or a seven day period in the case of exhibitions.
- Free use will not be available on Friday nights as this time is required to set up and rehearse for weddings the following day.
- Free use in the evening should be limited to 10pm, after which caretaking costs become payable.
- Concessionary bookings will not be accepted more than 12 months in advance.
- A charge will be made for cleaning in the event of food and drink being consumed.
- One Parking Permit only will be issued to the hirer.

NB – If charges are agreed for concessionary users, the above will be amended to refer to “concessionary charge” rather than “free use”.

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TONBRIDGE CASTLE COUNCIL CHAMBER**PROPOSED CHARGES 2014/15**

Hire Charge	Current 2013/14 (£)	Proposed 2014/15 (£)	Current Concessionary Rate 2013/14 (£)	Proposed Concessionary Rate 2014/15 (£)
First 3 hours	90.00	95.00	22.00	23.00
Plus each additional hour or part	38.00	40.00	8.00	8.00
Caretaking per hour	29.00	30.00	16.00	16.00
Cleaning charge ^{*(1)}	44.00	45.00	33.50	35.00
Daily rate	200.00	200.00	35.00	38.00
Weekly rate	895.00	895.00	88.00	95.00
Drinks machine	95p per cup	99p per cup	95p per cup	99p per cup

^{*(1)} Cleaning charge only applies to all users where food is eaten.

All charges shown are exclusive of VAT where applicable.

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**TONBRIDGE CASTLE WEDDING
CURRENT CHARGES

COMPARISON WITH OTHERS**

VENUE	PRICE (£)
Registrar's Office (Standard Charge) Tonbridge Wells (for 50 people)	667
Tonbridge Castle Chamber	700
Boughton Monchelsea Place	1,000
Tonbridge Castle Gatehouse	1,050
Maidstone Great Hall	1,071
Penshurst Place (Monday-Friday only)	2,394
Chiddingstone Castle	2,950

All charges shown are inclusive of VAT

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**SUMMER PLAYScheme
PROPOSED CHARGES 2014**

	Tonbridge & Malling BC Existing Charges 2013 (£)	Tonbridge & Malling BC Proposed Charges 2014 (£)
Standard Weekly Charge		
1 child	37.00	38.00
2 children	74.00	76.00
3 children	74.00	76.00
4 children	74.00	76.00
Leisure Pass Weekly Charge		
1 child	12.00	13.00
2 children	12.00	13.00
3 children	12.00	13.00
4 children	12.00	13.00
Daily Standby Charge		
Standard rate	8.50	9.00
Leisure Pass rate	4.25	4.50
Social Services Referrals	Free *	Free *

* Funded by KCC Social Services.

All charges shown are exempt of VAT

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TONBRIDGE & MALLING BOROUGH COUNCIL
FINANCE INNOVATION AND PROPERTY ADVISORY BOARD

8 January 2014

**Joint Report of the Director of Finance and Transformation and the Director of
Central Services and Monitoring Officer**

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 REVIEW OF FEES AND CHARGES 2014/15

This report brings forward for consideration as part of the budget setting process for 2014/15 proposals in respect of those fees and charges that are the responsibility of the Cabinet Member for Finance and those where there is no appropriate Advisory Board.

1.1 Introduction

- 1.1.1 The purpose of this report is to set out for 2014/15 the proposals for those fees and charges which fall within the remit of this Board and also those fees and charges where there is no appropriate Committee or Advisory Board.
- 1.1.2 The budgetary guidance issued to Chief Officers for the 2014/15 budget cycle, and approved by Cabinet, reiterated the objective to maximise income subject to market conditions, opportunities and comparable charges elsewhere. In bringing forward proposals officers have paid due regard to the guiding principles for the setting of fees and charges previously approved by this Board and endorsed by Cabinet.
- 1.1.3 The proposals regarding fees and charges outlined in this report are incorporated within the Revenue Estimates to be found elsewhere on this agenda. Any changes required following this meeting will be incorporated before the Estimates are presented to Cabinet on 4 February 2014. The proposals are set out on a service by service basis with the recommendations at the end of each section.

LEGAL SERVICES

1.2 Legal Fees Payable by Third Parties

- 1.2.1 From time to time the Council's legal fees can be recovered from third parties, for example costs in connection with section 106 agreements. Our level of fees have historically followed the Supreme Court guideline hourly rates, which are currently as follows:

Solicitors with over 8 years post qualification experience including at least 8 years relevant experience	£217
Solicitors and legal executives with over 4 years post qualification experience including at least 4 years relevant experience	£192
Other solicitors and legal executives and fee earners of equivalent experience	£161
Trainee solicitors, paralegals and fee earners of equivalent experience	£118

1.2.2 It is **RECOMMENDED** that the Council's charges follow the rates set out above.

1.3 LAND CHARGES

1.3.1 The Local Authorities (England) (Charges for Property Searches) Regulations 2008 enable local authorities to charge for their property search services – charging for access to property records or responding to official search requests.

1.3.2 This is a volatile area of activity where income can fall, or alternatively increase, quickly. The prolongation of the recession, together with the revocation of the personal search fee, has of course had an impact upon our activity, although we are now slowly starting to see an upturn in the number of searches.

1.3.3 In bringing this report forward market considerations have been taken into account where permissible within the appropriate legislation and we will of course operate a competitive charging policy where we are able to do so. In reality, save for unrefined data fees (which were introduced in 2009), the current charges have not increased since 2008. This reflects the challenging market conditions faced by this service.

1.3.4 Furthermore, the size of the land charges team has reduced significantly over recent years, with only 2 FTE staff now employed within this team. The turnaround time for dealing with official searches is currently 6-7 days (the comparable turnaround time in January 2013 was 7-10 days). Our continued move towards automation of electronic data e.g. all searches are now returned via email, should also see a corresponding reduction in turnaround time.

1.3.5 The following table shows the proposed fees for local land charges searches and enquiries proposed to be effective from 1 April 2014. No changes are proposed to the current fee levels.

	Current Charge £	Proposed Charge £
LLC1 (the Official Certificate of Search and the search of the Land Charges Register).	35	35
Con29 R (the enquiries of Local Authority's form, comprising of a list of questions including matters relating to highways, building control, environmental health and housing).	135 (Residential) 293 (Commercial)	135 (Residential) 293 (Commercial)
Combined LLC1 & Con29R (full search on domestic property)	148	148
Commercial Search	299	299
Standard optional enquiry	15	15
Non-standard optional enquiry	18	18
Providing refined Con29 data for questions 3.1, 3.7, 3.8, 3.9, 3.10, 3.11 and 3.12 only.	49 or 8 per each question	49 or 8 per each question
Expedition charge	49	49
Additional parcel fee	10	10
Cancellation fee	31	31

- 1.3.6 It is **RECOMMENDED** that the proposed scale of fees for local land charges searches and enquiries set out in this report be adopted with effect from the 1 April 2014.

ADMINISTRATIVE SERVICES

1.4 Photocopying Charges

- 1.4.1 A photocopying service is offered for members of the public calling at the council's main offices or requiring copies of Council documents sent by post. The current charges are 10p for each page of the same document or additional copies of the same page plus postage as appropriate.

- 1.4.2 These charges are intended to cover the costs of the photocopy meter charge (including toner), paper and an allowance towards the staff time in looking out documents and postage where appropriate.
- 1.4.3 The level of charge was reduced in 2007/08 after remaining static for a number of years to comply with Freedom of Information requirements. The marginal cost per copy (including paper) is still approximately £0.10 per copy. The income to the Authority for 2013/14 is £13.23 to date (December). Comparative charges in neighbouring authorities have been somewhat difficult to ascertain and many appear not to charge for photocopying. However, it is considered appropriate to retain a charge to avoid requests for multiple copies of pages and to cover cases where documents cannot be provided by email. It is therefore suggested that the current charge be maintained.
- 1.4.4 It is **RECOMMENDED** that Cabinet be recommended to retain the current photocopying charges of £0.10 (inclusive of VAT) for each page of the same document or additional copies of the same page plus postage as appropriate.

1.5 Legal Implications

- 1.5.1 As set out above.

1.6 Financial and Value for Money Considerations

- 1.6.1 As set out above.

1.7 Risk Assessment

- 1.7.1 As part of the review of fees and charges Chief Officers will consider the risks associated with any proposals.

1.8 Equality Impact Assessment

- 1.8.1 See 'Screening for equality impacts' table at end of report

Background papers:

contact: Adrian Stanfield

Nil

Adrian Stanfield
Director of Central Services

Sharon Shelton
Director of Finance & Transformation

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The charges detailed in this report are payable by all members of the community.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	As above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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TONBRIDGE & MALLING BOROUGH COUNCIL
FINANCE, INNOVATION and PROPERTY ADVISORY BOARD

08 January 2014

Report of the Chief Executive

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 REVIEW OF FEES FOR STREET NAMING & NUMBERING SERVICES

1.1 Street Naming & Numbering : Introduction

- 1.1.1 The requirement to provide a Street Naming & Numbering service is derived from the Towns Improvement Clauses Act 1847, the Public Health Acts Amendment Act 1907 and the County of Kent Act 1981. The TMBC Street Naming & Numbering Policy sets out the framework under which the service is delivered in this authority.
- 1.1.2 During the summer of 2013 the responsibility for Street Naming and Numbering was passed to the GIS Officer in IT Services.
- 1.1.3 Last year's review identified that despite introducing a number of automated systems to help provide the service in a more efficient manner it remained the case that SNN cases can take a very considerable resource to resolve. The fees levied in 2013 were revised to account for the workload involved.
- 1.1.4 In line with the previous fee schedule the following priorities have been accounted for in the latest review:
- 1) There should be no overall reduction in income to the Council through the SNN function;
 - 2) The cost of SNN to the Council should, where possible, be recovered through fees and charges (noting that this is not always possible, and not always desirable);
 - 3) Ensure there are no 'perverse incentives' to apply for alternative naming schemes to minimise costs;
 - 4) Ensure there is clarity in the fee schedule to avoid confusion and the need for officer discretion in charging fees; and
 - 5) Where workloads are sufficient to justify such, additional new fees should be considered.

- 1.1.5 The changes introduced in the fee structure last year continue to address the five principles set out above. For the purposes of this year's review I have concentrated on principles 1 and 2 – ensuring that the cost of SNN to the Council is recovered where possible through fees and charges.
- 1.1.6 In the details provided below I have taken into account inflation based upon the Consumer Price Index at a rate of 2.5%.
- 1.1.7 To provide some context, I have set out the major steps involved in each of the main types of SNN. This is to provide Members with a level of understanding of the work involved. The current scale of Fees in Tonbridge & Malling is set out in **Annex 1**, with the proposed scale in **Annex 2**.

1.2 SNN : New properties

- 1.2.1 The naming of new properties falls into two categories – in-fill addresses, and new developments.
- 1.2.2 In-fill addresses are those where a small number of new properties are to be added to an existing street. Upon receipt of a formal application and appropriate fee, the SNN Officer must liaise with internal colleagues, Royal Mail and the developer in producing a draft numbering/naming scheme. In streets with an existing numbering scheme, the new property must be allocated a number; however where no numbering scheme is in place, the developer may choose a property name. Although only providing a small number of addresses, this can take a substantial resource to ensure no duplication of numbers or, more particularly, property names.
- 1.2.3 Larger new developments require considerable work to ensure they are named and numbered correctly and in compliance with the Policy. Often a new street is also required, the fee for which is included in the SNN fee. Where a new street is named, the SNN Officer must also consult with local members, area planning committee, the parish council and the developer in addition to Royal Mail, which increases the time taken and the cost of the service.
- 1.2.4 The fee structure for addressing properties is the area with most diversity across Kent. At present, TMBC charge £700 for up to 30 plots; Ashford charge a sliding scale to £34 per plot above 20 plots; Tunbridge Wells charge a fixed fee per property addressed. As a result, it is not simple to compare the fees across Kent. However, the table below sets out some examples for a few authorities:

Scenario	Fees (using current schedules)				
	TMBC	T/Wells	Sevenoaks	Maidstone	Ashford
New street, one property	£230	£200	£100	£175	£145
New street, five properties	£325	£400	£200	£300	£290
New street, 35	£750	£1,900	£925	£1,500	£1,290

properties					
New street, 100 properties	£1,400	£5,150	£1,900	£4,100	£3,500

1.2.5 On larger-scale developments, the fee for Street Naming and Numbering in Tonbridge & Malling is one of the lowest across Kent. These larger developments require additional resources to properly devise and apply an SNN scheme, so there is justification for increasing the fee on a revised scale. It is important to note, however, that it is not realistic in any case to quantify the number of hours work required to deliver the SNN service; this is because two near-identical applications can raise very different issues, so taking different resources to resolve.

1.2.6 I recommend the following fee structure for new developments of 4 or more in-fill properties, and for developments requiring new streets:

- 1) Fee for naming of a street, other than in relation to new property addressing: £205 (*currently £200*).
- 2) Fee for addressing plots, including street naming if required:

1-4 units	£205 + £31 per unit (<i>currently £200 + £30 per unit</i>)
5-10 units	£205 + £26 per unit (<i>currently £200 + £25 per unit</i>)
11 or more units	£410 + £11 per unit (<i>currently £400 + £10 per unit</i>)
- 3) A development is considered to be separate if they are received on separate applications and/or they do not share a common road which is also being named for the first time as part of the application.
- 4) Individual flats are considered as individual plots.

1.3 SNN : Existing properties

1.3.1 In addition to new developments, a significant proportion of the work undertaken within the SNN function is related to the renaming or renumbering of existing properties. I recommend the following fee structure for existing streets and properties:

- 1) Renumbering an existing property: £51 (*currently £50*).
- 2) Renaming an existing property, not in a current numbering scheme: £51 (*currently £50*)
- 3) Registering the addition or change or an alias to a numbered property: £51 (*currently £50*)

- 4) Removing an existing alias from a numbered property: No charge (*currently no charge*)
- 5) Rename an existing street: £1,540 (*currently £1,500*)
- 6) Rename a block of flats: £1,540 (*currently £1,500*)
- 7) Fee for addressing units (flats) when splitting an existing property: £87 per unit (*currently £85 per unit*).
- 8) Fee for addressing a single property when merging separate units: £169 (*currently £165*)

1.4 Summary

- 1.4.1 The table below sets out the current and proposed fee for a range of different scenarios.

Scenario	Current schedule	Proposed schedule
Existing street, one new property	£165	£169
Existing street, two new properties	£170	£175
New street, one property	£230	£236
New street, five properties	£325	£335
New street, 35 properties	£750	£795
New street, 100 properties	£1,400	£1,510
Renaming an existing street	£1,500	£1,540
Renaming / renumbering an existing property	£50	£51
Adding an alias to an existing numbered property	£50	£51

- 1.4.2 In my opinion this proposed Fee Schedule, coupled with the current balance of cases received, meets the five principles identified in paragraph 1.1.3.

1.5 Legal Implications

- 1.5.1 The requirement to provide a Street Naming & Numbering service is derived from the Towns Improvement Clauses Act 1847, the Public Health Acts Amendment Act 1907 and the County of Kent Act 1981. The TMBC Street Naming & Numbering Policy sets out the framework under which the service is delivered in this authority.

1.6 Financial and Value for Money Considerations

- 1.6.1 The five principles identified in paragraph 1.1.3 include that there should be no overall reduction in income to the Council through the SNN function; and that the

cost of SNN to the Council should, where possible, be recovered through fees and charges. In my opinion, the proposed Fee Schedule meets these principles.

1.7 Risk Assessment

- 1.7.1 The five principles which underpin this review were designed to minimise risk to the Council.

1.8 Equality Impact Assessment

- 1.8.1 See 'Screening for equality impacts' table at end of report. There are no equality impacts associated with the revised Fee Schedule for Street Naming and Numbering.

1.9 Recommendations

- 1.9.1 In summary, I recommend that the following Fee schedule for Street Naming & Numbering be adopted from 1 April 2014:
- 1) Fee for addressing one new in-fill property: £169
 - 2) Fee for addressing two to three in-fill properties: £87 per property.
 - 3) Where four or more properties are to be named or numbered, the fee for new developments (below) will be levied.
 - 4) Fee for naming of a street, other than in relation to new property addressing: £205.
 - 5) Fee for addressing plots, including street naming if required:

1-4 units	£205 + £31 per unit
5-10 units	£205 + £26 per unit
11 or more units	£410 + £11 per unit
 - 6) A development is considered to be separate if they are received on separate applications and/or they do not share a common road which is also being named for the first time as part of the application.
 - 7) Individual flats are considered as individual plots.
 - 8) Renumbering an existing property: £51
 - 9) Renaming an existing property, not in a current numbering scheme: £51
 - 10) Registering the addition or change or an alias to a numbered property: £51
 - 11) Removing an existing alias from a numbered property: No charge

- 12) Rename an existing street: £1,540
- 13) Rename a block of flats: £1,540
- 14) Fee for addressing units (flats) when splitting an existing property: £87 per unit.
- 15) Fee for addressing a single property when merging separate units: £169

Background papers:

contact: Darren Everden

Nil

Julie Beilby
Chief Executive

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The provision of street naming and numbering services will continue to be delivered to all applicants in a fair and equal way. Changing the fee structure better reflects the cost of providing the service, but does not adversely or positively affect any group in the community.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

Annex 1 – Current scale of fees

- A development is considered to be separate if they are received on separate applications and/or they do not share a common road which is also being named for the first time as part of the application.
- Individual flats are considered as individual plots.

New properties

Up to three in-fill properties on an existing street	
Addressing one new in-fill property	£165
Addressing two to three in-fill properties	£85 per property
Where four or more properties are to be named or numbered, the fee for new developments (below) will be levied.	

Four or more in-fill properties on an existing street, or new properties on a new street	
Fee for naming of a street, other than in relation to new property addressing	£200
Fee for addressing plots, including street naming if required	
1-4 units	£200 + £30 per unit
5-10 units	£200 + £25 per unit
11 or more units	£400 + £10 per unit

Existing properties

Renumbering an existing property	£50
Renaming an existing property, not in a current numbering scheme	£50
Registering the addition or change or an alias to a numbered property	£50
Removing an existing alias from a numbered property	No charge
Rename an existing street	£1,500
Rename a block of flats	£1,500
Fee for addressing units (flats) when splitting an existing property	£85 per unit
Fee for addressing a single property when merging separate units	£165

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Annex 2 – Proposed scale of fees

- A development is considered to be separate if they are received on separate applications and/or they do not share a common road which is also being named for the first time as part of the application.
- Individual flats are considered as individual plots.

New properties

Up to three in-fill properties on an existing street	
Addressing one new in-fill property	£169
Addressing two to three in-fill properties	£87 per property
Where four or more properties are to be named or numbered, the fee for new developments (below) will be levied.	

Four or more in-fill properties on an existing street, or new properties on a new street	
Fee for naming of a street, other than in relation to new property addressing	£205
Fee for addressing plots, including street naming if required	
1-4 units	£205 + £31 per unit
5-10 units	£205 + £26 per unit
11 or more units	£410 + £11 per unit

Existing properties

Renumbering an existing property	£51
Renaming an existing property, not in a current numbering scheme	£51
Registering the addition or change or an alias to a numbered property	£51
Removing an existing alias from a numbered property	No charge
Rename an existing street	£1,540
Rename a block of flats	£1,540
Fee for addressing units (flats) when splitting an existing property	£87 per unit
Fee for addressing a single property when merging separate units	£169

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TONBRIDGE & MALLING BOROUGH COUNCIL

PLANNING and TRANSPORTATION ADVISORY BOARD

20 January 2014

Report of the Director of Planning, Housing and Environmental Health

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 **BUILDING REGULATIONS FEES**

Summary

This report recommends that, following a significant review last year, the scheme of charges for the fee earning aspects of the Building Control Service are held at their current level for 2014/15.

1.1 **Background**

- 1.1.1 On the 1 October 2010 the Building [Local Authority Charges] Regulations 2010 came into force. The key principle of the Regulations was to ensure optimum cost recovery of the service on a 'user pays' basis, ensuring that the customer pays the cost of the service delivered, no more, no less. Local Authorities are encouraged to recover all of their 'fee earning' costs in this way, recognising that there are other aspects of Building Control activity (such as work related to dangerous structures and enforcement issues) that are not recoverable.
- 1.1.2 Members will recall that in January 2013 the results of a significant review of chargeable Building Control activity reflecting the principles of these regulations was presented to Members of the Finance and Property Advisory Board and approved.
- 1.1.3 The new fee structure has been tested and has been demonstrated to fairly reflect the cost of providing the service, across the range of chargeable works, as well as meeting the Council's costs of providing these aspects of the service. It is exactly aligned with Sevenoaks District Council's fee structure and remains competitive with Approved Inspectors working in the private sector.
- 1.1.4 It is opportune for me to update Members on recent changes to the resourcing of the Team. As Members may recall we have had an arrangement for a shared Building Control Manager with Sevenoaks District Council for a two year period. This ended recently with the incumbent taking up a senior Management post back with Sevenoaks. Since then and on an interim basis the Team is being strategically managed by the Chief Environmental Health Officer, assisted on operational management matters by the Principal Building Control Surveyor. In

addition a vacant post has been created by one of the Building Control Surveyors leaving the employment of the Council towards the end of last year.

1.1.5 It is clear that the Shared Management arrangement worked extremely well for this Service and much progress was made on improving efficiency, resilience and non-statutory fee income. As a consequence of these recent staffing changes and the need to protect and further develop resilience within the service, I have embarked on preliminary discussions with Sevenoaks District Council regarding the potential for developing a full shared service arrangement across the two local authority areas. We are at an early stage in this investigation and there will be some issues to resolve around IT, personnel and management arrangements. A more detailed update on these discussions will be presented to Members at a later date.

1.1.6 It is proposed, for the reasons stated above, and particularly in light of a potential shared service arrangement that we maintain the fees as they are currently set, with a review being carried out following the outcome of discussions with Sevenoaks District Council. The current fee scheme can be found at **[Annex 1]**.

1.2 Legal Implications

1.2.1 The approach for setting fees for Building Control is set out in the Building (Local Authority Charges) Regulations 2010.

1.3 Financial and Value for Money Considerations

1.3.1 Whilst it is critical for the Council to review how it covers the cost of this service, the current level of fees has generated £262,000 to the end of December. This compares with £247,682 at the same point last year.

1.3.2 During this interim period in the management of the Service it seems prudent to maintain the alignment our fees with a potential partner, particularly since operational costs have temporarily reduced.

1.4 Risk Assessment

1.4.1 Whilst the risk of not seeking to fully recover costs puts the Council at a financial disadvantage in supporting the resources needed to deliver this service, it is vital that the fees do not detract from our ability to maintain our market share in the Building Control business.

1.5 Equality Impact Assessment

1.5.1 See 'Screening for equality impacts' table at end of report.

1.6 Recommendations

1.6.1 It is **RECOMMENDED** that the current Building Control fee scheme is retained for the year 2014/15.

Background papers:

Nil

contact: Jane Heeley
Martin Oman

Steve Humphrey
Director of Planning, Housing and Environmental Health

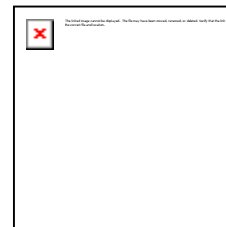
Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The Regulations make provision for dispensations in connection with projects such as disabled adaption of properties and related works.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	See above
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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Building Control Services

Tonbridge & Malling Borough Council
 Gibson Building, Gibson Drive
 Kings Hill
 West Malling, Kent ME19 4LZ
 Tel: 01732 876305
 Fax: 01732 876363
building.control@tmbs.gov.uk



Guidance Leaflet 1 Building Control Fees

The Building Regulations 2010 (as amended) and Building (Local Authority Charges) Regulations 2010

Valid from 1 April 2013

Guidance notes and summary of fees charged

These tables of fees charged and guidance notes are based on Tonbridge & Malling Council's Building Control Charge Scheme. A copy of Tonbridge & Malling Borough Council's charges scheme is available for viewing on request.

Full Plans Application – If you submit a Full Plans Application, we will examine your plans and details within 14 days and if we are satisfied that they comply with the Building Regulations, a notice of approval or conditional approval will be issued. Should further information or clarification be required prior to approval, we will ask you to provide this. A '**Submission Charge**' is payable with your application. You will be invoiced for the '**Inspection Charge**' (where applicable) following the first inspection by Building Control.

Building Notice – If you submit a valid Building Notice you will need to be confident that the work will comply with the Building Regulations as no approval is given for your plans under this procedure. The Building Regulations preclude Building Notices for most work in non-domestic buildings.

Regularisation Application – A Regularisation Application may be submitted when seeking retrospective approval for work which has been substantially completed. A charge of 150 per cent of the total Full Plans application charge (i.e. submission charge + inspection charge) must be paid when the application is submitted. This type of application is, however, exempt from VAT.

Disabled Exemptions – There are no charges payable when the proposed works are to provide access and facilities in an existing dwelling or is an extension to store equipment or provide medical treatment, for a disabled person. In order to claim exemption, the appropriate evidence as to the nature of the disabled person's disability must support any application.

Multiple Works – Where other works are carried out at the same time as building work which is described in classes 1 - 10 in Table 2, the total charge payable will be the appropriate charge in Table 2 added to the appropriate charge in Table 3.

Estimated Cost of Works – The estimated cost of work used to determine the charge in Table 3 should be a reasonable estimate that would be charged by a professional builder to carry out such work (excluding the amount of any VAT).

Electrical Work – Where you choose **not** to use an electrician who belongs to an approved self-certification scheme, we will carry out inspections of the new electrical work and test it once it has been completed. We will employ qualified electricians for this and there is an additional fee to cover costs. (See Table 2 – Class 9).

Further Information – If you have any queries regarding Building Control charges, please telephone 01732 876305 or email building.control@tmbs.gov.uk.

Payments – Cheques should be made payable to Tonbridge & Malling Borough Council. If you wish to make a telephone payment please call Building Control on 01732 876305

Tonbridge & Malling Borough Council – Building Control Fees

Table 1

Standard Charges for the Erection of New Dwellings

The standard charges below relate to creation or construction of new dwellings each unit not exceeding 300m² in floor area, for larger properties use Table 3.

VAT applies at the current rate of 20% (except for a Regularisation Application).

N ^o of New Dwellings	Full Plans Submission				Building Notice Charge	
	Plan Submission Charge		Inspection charge			
	Exc Vat	Inc Vat	Exc Vat	Inc Vat	Exc Vat	Inc Vat
1	£180.00	£216.00	£480.00	£576.00	£792.00	£950.40
2	£240.00	£288.00	£780.00	£936.00	£1224.00	£1468.80
3	£300.00	£360.00	£1020.00	£1224.00	£1554.00	£1864.80
4	£360.00	£432.00	£1260.00	£1512.00	£1944.00	£2332.80
5	£420.00	£504.00	£1380.00	£1656.00	£2160.00	£2592.00

For schemes where the number of units exceed 5, or floor areas of individual units exceed 300m² please contact Building Control to obtain an individual fee quotation for the work.

Note: Where electrical installations are *not* to be certified by an installer registered with one of the Governments Competent Persons Schemes the additional charge in Table 2 Class 9 will be required for each unit. This is to enable checks and tests on the work to be made by our nominated contractor to establish that the work meets with the requirements of Approved Document P.

Shaded figures indicate that the 'Building Notice' charge exceeds the 'Full Plans' charge by 20%, which reflects the additional work associated with servicing Building Notices for such work compared to work associated with a Full Plans application.

Tonbridge & Malling Borough Council – Building Control Fees

Table 2

Standard Charges for Extensions & Alterations to Domestic Buildings

VAT applies at the current rate of 20% (except for a Regularisation Application).

Class & Description		Full Plans Submission				Building Notice Charge	
		Plan Submission Charge		Inspection charge			
		Exc Vat	Inc Vat	Exc Vat	Inc Vat	Exc Vat	Inc Vat
1	Single storey garage up to 60m ²	£90.00	£108.00	£150.00	£180.00	£240.00	£288.00
2	Extension less than 6m ²	£120.00	£144.00	£240.00	£288.00	£360.00	£432.00
3	Extension 6m ² - 40m ²	£180.00	£216.00	£360.00	£432.00	£540.00	£648.00
4	Extension 40m2 - 100m2	£240.00	£288.00	£450.00	£540.00	£690.00	£828.00
5	loft conversion up to 40m ²	£210.00	£252.00	£360.00	£432.00	£570.00	£684.00
6	loft conversion 40m2 - 100m2	£240.00	£288.00	£450.00	£540.00	£690.00	£828.00
7	Conversion of garage to habitable room up to 30m ²	£90.00	£108.00	£180.00	£216.00	£270.00	£324.00
8	Recovering of roofs or cladding of walls to single dwellings	£180.00	£216.00	-	-	£180.00	£216.00
9	Electrical installation to a single dwelling	£200.00	£240.00	-	-	£200.00	£240.00
10	Replacement windows	£120.00	£144.00	-	-	£120.00	£144.00
For all other works to a single domestic building and extensions/conversions over the floor areas specified above, please refer to Table 3 – Estimated Cost of Works.							

Where an extension or loft conversion over 100m² is proposed, the total fee payable will not be less than that specified in Class 4/6 above as applicable.

Where more than one extension / loft conversion is proposed, the floor areas should be combined and the total figure used to calculate the fee from Table 2 above.

Note: Where electrical installations are *not* to be certified by an installer registered with one of the Governments Competent Persons Schemes, the additional charge in Table 2 Class 9 will be required for each unit. This is to enable checks and tests on the work to be made by our nominated contractor to establish that the work meets with the requirements of Approved Document P.

Tonbridge & Malling Borough Council – Building Control Fees

Table 3

Standard Charges for Alterations to a Single Domestic Buildings (Other Than Those Specified in Table 2) and All Work to Non – Domestic Buildings

Please note: Building Notices should not be submitted for works to non-domestic buildings.

VAT applies at the current rate of 20% (except for a Regularisation Application).

Estimated Cost of Works Up To:	Plan Submission Charge		Inspection Charge		Building Notice Charge	
	Exc VAT	Inc VAT	Exc VAT	Inc VAT	Exc VAT	Inc VAT
£2,000	£150.00	£180.00	-	-	£150.00	£180.00
£5,000	£240.00	£288.00	-	-	£240.00	£288.00
£10,000	£100.00	£120.00	£200.00	£240.00	£300.00	£360.00
£15,000	£120.00	£144.00	£240.00	£288.00	£360.00	£432.00
£20,000	£140.00	£168.00	£280.00	£336.00	£420.00	£504.00
£25,000	£160.00	£192.00	£320.00	£384.00	£480.00	£576.00
£30,000	£180.00	£216.00	£360.00	£432.00	£540.00	£648.00
£35,000	£200.00	£240.00	£400.00	£480.00	£600.00	£720.00
£40,000	£220.00	£264.00	£440.00	£528.00	£660.00	£792.00
£45,000	£240.00	£288.00	£480.00	£576.00	£720.00	£864.00
£50,000	£260.00	£312.00	£520.00	£624.00	£780.00	£936.00

For work exceeding an estimated cost of £50,000 in Table 3 please contact Building Control to obtain an individual fee quotation for the work.

Where domestic alterations up to £10,000 are to be carried out at the same time as work described in categories 2 – 6 of Table 2, the charge payable in Table 3 is reduced by 30%.

If you are having difficulty reading this leaflet, and would like the information in another format please call 01732 876305 or email building.control@tmbsc.gov.uk

TONBRIDGE & MALLING BOROUGH COUNCIL

PLANNING and TRANSPORTATION ADVISORY BOARD

20 January 2014

Report of the Director of Planning, Housing and Environmental Health

Part 1- Public

Matters for Recommendation to Cabinet - Key Decision

1 CAR PARKING FEES, CHARGES AND OPERATIONS

Summary

Fees and charges for parking in the Borough are regularly reviewed in the context of current and planned service improvements and the operational management of the parking service.

This report considers all current and potential fees and charges and, through a careful balance of considerations of parking management objectives and support for the local economy, it recommends an appropriate way forward. In summary, the proposals are as follows:

- The continuation of the current policy of no charges in the early morning, late evening, overnight, on Sundays and Public Holidays
- No change to the cost of a resident preferential parking permit, visitor permit or business permit.
- No change to the on-street parking charges
- The half-hour stay parking band to be retained at 50p
- First hour of parking in Tonbridge town centre car parks to be increased to £1.10p
- Broadly, a 20p across the board increase on other tariff bands except the all day band which is proposed at an additional 30p a day
- Annual season tickets in Tonbridge car parks to be raised from £799 to £850
- No change to the tariffs in Borough Green car park
- Blue Bell Hill car park charges to be increased to £2 a day.

- Haysden and Leybourne Lakes – increase the charge for up to 4 hours from 70p to 80p and the over 4 hours charge from £2.80 to £3

1.2 Introduction

- 1.2.1 The Council regularly reviews its fees and charges for services provided for the local community; the last review was undertaken in July 2011 and consequently there has been no increase in any parking charges in the Borough for two and a half years.

1.3 Continuing Investment in the Parking Service

- 1.3.1 As in previous years, the review seeks to achieve a careful balance between supporting the local economy, managing parking on behalf of residents and businesses and securing some financial return to support the cost of the parking service. Many items contribute to this cost, such as maintenance of the car parks, enforcement, rates, lighting, renewal of signs and lines and a considerable and consistent investment in the parking action plan to improve the management and convenience of parking throughout the Borough. It is also true to say that many of the Council's town centre car parks are potentially value land assets were they not to be given over for parking purposes.
- 1.3.2 Over the two year period since the previous report to the Board, the Council has implemented a significant number of parking management initiatives. In the context of this review of fees and charges, it is worth setting these out so that local residents and businesses can understand the totality of the parking service beyond the purely financial considerations and obtain a better perspective on the positive impacts that the parking service has on local parking conditions.
- 1) Approximately £21,000 has been invested since 2011 in a range of on-street parking measures across the Borough.
 - 2) Improvement works have been carried out at a number of car parks including resurfacing of the Upper Castle Fields and Sovereign Way East Car parks, reconstruction of a retaining wall in Kinnings Row Car Park, relining throughout many car parks, costing approximately £120,000 from the capital budgets for this work. Further works planned for the near future include a further extension to the Lower Castle Fields Car Park which should yield an additional 67 spaces for general use.
 - 3) The capital provision also includes a substantial amount to cater for capital renewals, primarily the ticket machines, and this averages out at around £25,000 a year.
 - 4) The improvement work is underpinned by a continuing and consistent programme of maintenance work to keep the car parks safe and convenient for our customers. This programme also includes work on-street to keep all the signs and lines in the Borough clear and legible to

support the enforcement work of the Civil Enforcement Officers (CEO). Annual provision for this programme of maintenance work is about £96,000. Rates are around £208,000 each year and to round off this section on maintenance and safety, CCTV should be included and this amounts to some £265,000 each year to keep the car parks safe and secure for customers.

- 5) The enforcement service, the CEOs and the support team at Tonbridge Castle are critical to promoting a well ordered parking environment in this Borough that is responsive to local needs and pressures. Its costs are only partially recouped from income deriving from the issue of penalty charge notices and parking permits. There is also a need to invest in IT systems to assist in the effectiveness and responsiveness of our parking management service.
- 6) In addition, there is also a staff cost associated with implementing Local Parking Plans and the phased programme of more ad hoc parking interactions. This is integrated with other transportation related work but the input in an average year comes to about £30,000.

1.3.3 Taking all these elements together, they amount to a significant investment by the Borough Council in seeking to provide a comprehensive and integrated parking service on behalf of residents and businesses. They represent a considerable and continuing commitment to the aim of achieving an efficient and effective parking environment in the Borough and they provide an important context for the consideration of parking charges that follows.

1.4 Scope and Context of the Review

- 1.4.1 An important context for any review of fees and charges is the wider economic climate. First and foremost is the effect of the recession on local businesses, traders and residents and their ability to sustain the economic position locally. National economic issues have also prompted reductions in local government funding. Inevitably, this is leading many Councils to examine their income streams with great care and consideration. Clearly, the revenue derived from parking is an important element in the Council's budget, but fees and charges must be carefully balanced by consideration of the potential impacts of new or increased charges on a local economy that is currently in a delicate state. This is particularly true of car parking where town centre vitality and viability is an important consideration.
- 1.4.2 I am also minded that the car parking picture in central Tonbridge could change during the course of the next three to five year period should the proposals for redevelopment and regeneration take place. During that time there will inevitably be some change and temporary management arrangements put in place.

- 1.4.3 The scope of the review exercise covers consideration of all existing services and charges and includes assessment of whether current circumstances justify them being reduced, maintained as they are, or increased.

1.5 Off-Street Parking – Daily Short and Long Stay Charge

- 1.5.1 **The 30 Minute Tariff** - The 30 minute tariff was introduced in Tonbridge in the last review in 2011. This has proved to be a very popular facility with almost 300,000 tickets sold each year. The price is currently set at 50p. Maidstone Borough Council currently charges the same price and Sevenoaks District Council 70p.
- 1.5.2 This 30 minute tariff has become an important dimension in the overall parking picture in Tonbridge meeting specific short stay trips and no change is recommended at this time.
- 1.5.3 **The One Hour Tariff** – This is the most popular ticket sold (> 500,000 each year) and the current price has not risen since the last review in 2011.
- 1.5.4 Most people understand that providing the parking management service comes at a cost and it seems right that if any increase in charges are to be contemplated, then it is the prime use period that should see the rise. However, an important consideration that features in this assessment is that a substantial proportion of all ticket sales in Tonbridge town centre are subject to the dual ticketing arrangement with Sainsbury's, Waitrose and Iceland and that this effectively makes the first hour of parking free for a great many people using the Botany and Angel car parks, but at the same time brings in important additional income to the Council.
- 1.5.5 On balance, it is right to now increase the first hour charge by a nominal amount to £1.10, particularly bearing in mind that this pricing has been held static for over two years.
- 1.5.6 **Other Daily Tariffs** - The suggested change for longer term bands is an addition of 20p on all charges with the exception of the all-day charge which should be a 30p increase to help encourage the take-up of season tickets which will remain attractively priced relative to the day cost. The recommended adjustments to the pricing are shown in Table 1.
- 1.5.7 In considering the all-day charge, it is worth noting that the railway station car park on Vale Road has a daily tariff covering the peak period of £6.

Table 1

Short Stay		
Period – Hours	Current Tariff	Proposed Tariff
30 minutes	0.50	0.50
1 hour	1.00	1.10
2 hour	1.70	1.90
3 hour	2.30	2.50
4 hour	2.80	3.00
Long Stay		
3 hour	2.30	2.50
6 hour	3.30	3.50
All day	4.90	5.20

1.6 Lower Castle Fields Car Park

- 1.6.1 I am not proposing any change to the pricing or management structure in this car park which Members will appreciate provides for a very wide range of parking visitors, using sports and leisure facilities as well as the town centre.

1.7 Season Tickets in Tonbridge Car Parks

- 1.7.1 Annual season tickets for the car parks are currently set at £799 and I am recommending that this be increased to £850. An annual season ticket in the station car park currently costs £1,128.50 and so for local workers this remains a competitive charge.
- 1.7.2 Table 2 contains recommended prices of the various season tickets.

Table 2

	Current Charge (£)	Proposed Charge (£)
Monthly	90	95
Quarterly	250	265
Half-yearly	450	480
Annual	799	850

1.8 Ryarsh Lane Car Park, West Malling

- 1.8.1 Ryarsh Lane car park operates a 'permit users only' car park between 8am and 3pm, Monday to Friday. These permits are available to people working for businesses in West Malling at a price of £50 for a year's parking.
- 1.8.2 The West Malling Local Parking Plan Steering Group is currently considering various options for the ongoing use of this key facility and its relationship with the West Malling High Street short stay car park. Therefore I am not recommending any changes for this car park at this time.

1.9 Borough Green Car Park

- 1.9.1 This car park is operating well and is vital to the business community and shopping facilities in the town. There is currently a two hour free parking policy with charging beyond, mainly to guard against use by commuters or others not using town centre shops and services. I am wary about altering the levels of car park charges and how these might impact on the health and success of the local economy and am not recommending any changes for this car park at this time.

1.10 Blue Bell Hill Car Park

- 1.10.1 This 220 space commuter car park has become increasingly popular in the last few years and, although the number of parked cars varies from day to day, on some days the car park is almost full.
- 1.10.2 The car park is well located for those wishing to car share or travel by commuter bus into London. However the operating costs are not insignificant and it is important that the Council get a reasonable income from this asset.
- 1.10.3 In the circumstances, I recommend that the daily rate for parking in this car park should be raised from £1.50 to £2, which would still represent excellent value.
- 1.10.4 The travel patterns of commuters using this car park are different from other long stay car parks in the Borough. It appears to be based on a short term perspective and does not automatically produce a consistent five day working week. A consequence of this is that season ticket sales are minimal, even for the attractively discounted weekly ticket. Nevertheless, there is some limited demand so the following scale of charges in Table 3 is recommended.

Table 3

Band	Existing Tariff (£)	Proposed Tariff (£)
Day	1.50	2
Weekly	6	7
Monthly	22	26
Quarterly	60	70
Half- yearly	110	125
Annual	190	220

1.11 Resident Preferential Parking Permits

- 1.11.1 The Borough has a wide and comprehensive coverage of residential preferential parking (RPP) schemes. The current price of a resident preferential parking permit is £35 and was raised from £30 in 2001. This charge is effectively a contribution towards the administration costs of running this service. This is undoubtedly a valuable service to local residents, especially where parking is limited and/or under pressure from other potential users. However, mindful of the current prevailing economic conditions I am not recommending that we make a change as part of this review.

1.12 Business Permits

- 1.12.1 The comments above about regularly testing the prices apply to business permits too. These are currently £130 and have been so since 2011. I am not recommending that we increase this as part of this review.

1.13 Visitor Permits

- 1.13.1 The £1 charge for a visitor permit is still fairly comparable across Kent, although some districts are starting to increase their price now. However, I feel this is one that merits retaining as it is and leaving it for a future review to consider.

1.14 Country Park Car Parks

- 1.14.1 Members will be aware that charging is in place for car parking at both of the Council's Country Parks. The last increase was applied in 2012 with charges rising from 60p to 70p for up to four hours and from £2.40 to £2.80 for over four hours.

1.14.2 In addition to the charges above, an annual season ticket can also be purchased which provides parking at both Country Parks. The season ticket was introduced in 2008 at an annual charge of £25 and has not been subject to any increase.

1.14.3 The existing charges, together with the proposed charges, are detailed below and represent a modest increase. It is proposed that the season ticket price remains unaltered to encourage further uptake and to support regular users of the Country Parks.

Table 4

Haysden/Leybourne Lakes Country Parks

Period - Hours	Current Tariff	Proposed Tariff
0-4	70p	80p
4+	2.80	3.00
Annual Season	25.00	25.00

1.14.4 The total annual net income from the Country Park car parks in 2012/13 was £41,190. Based on current levels of demand it is anticipated that the proposed charges will generate additional annual net income to the Council of £4,500.

1.14.5 For information, the current charging structure in relation to Kent County Council's Country Parks is:

- £1.50 to £2.00 (park dependent) flat rate Monday to Friday
- £2.00 to £2.50 (park dependent) flat rate weekend and Bank Holidays
- £40 season ticket (covers eight sites across Kent)

1.14.6 It can, therefore, be seen that in comparison to the charges applied by KCC, this Council's proposed charges continue to offer excellent value for money.

1.15 On-street Parking Charges

1.15.1 There is only one small area subject to on-street parking charges across the Borough. This is located at Avebury Avenue in Tonbridge and some of the neighbouring streets and it was installed with the main aim of providing some rapid turnover, short-stay spaces, close to the town centre as well as some additional capacity for resident permit holders in the area.

1.15.2 The price of a ticket was last changed in 2011 and this generally reflected the rates for short stay spaces in the town centre car parks.

1.15.3 These limited short-stay spaces provide useful opportunities for those who may not wish to use the town centre car parks and I am not recommending a change to the tariff at this time. This would also reflect the thrust of current Government

policy which is directed at reducing the burden on primarily on-street parking costs.

1.16 Potential Additional Charging

- 1.16.1 Previous reviews of parking fees have considered a number of additional items that could be considered for a charge. Some, such as payment for overnight, Sunday and public holiday parking in car parks, are routinely levied by a number of neighbouring authorities. This Council's view has been that local circumstances in the Borough have not justified introducing such charging policies. Similar considerations apply to the other items where charging merits consideration; namely, the car parks in Snodland, West Malling and Aylesford car parks and introducing additional areas of on-street charging. Each of these is discussed in turn.

1.17 Charging Period in the Car Parks

- 1.17.1 The chargeable period in the car parks is 8am until 6pm, Monday to Saturday, except for Lower Castle Field (free Saturday afternoon) and Borough Green car park (free Saturdays). Observations and ticket machine issuing data demonstrate that there is significant activity in many of the car parks before 8 am and in the evenings after 6 pm.
- 1.17.2 Business hours have increasingly extended beyond the historical nine-to-five period and there is also some shopping activity in the evening. This has led many councils to extend the hours of operation of their car parks to reflect this. Tonbridge has a significant level of leisure, sport and social activity, reliant on the town centre parking capacity and the Council has consistently supported these activities by not extending charging periods.
- 1.17.3 There is little to be gained in parking management terms by changing the current arrangements. It would require extended enforcement and the yield financially is relatively marginal and the risk to services supported by this ready access to free parking in the early morning and mid to late evening seems significant. For these reasons I recommend that the operational hours of the car parks be kept as they are currently.

1.18 Sundays and Public Holidays

- 1.18.1 Sundays and public holidays are becoming increasingly busy and this explains why a growing number of parking authorities across the county have introduced parking charges. We have considered the potential introduction of, say, a flat rate charge of £1 for these days, which could, for example, raise an additional £50,000 p.a. However, there are other resourcing implications regarding the need to review and strengthen the on-street waiting restrictions and provide additional enforcement around the town centre for seven day working or we are likely to simply move people out of the car parks and onto potentially unsuitable on-street locations.

- 1.18.2 Members have routinely considered Sunday charging at each review and consistently decided against introducing it, primarily in support of the local businesses and the community use of car parks. I do not perceive any significant difference in circumstances since this was last considered and I am minded to recommend that things be left as they are currently.

1.19 Charges in the Northern Car Parks

- 1.19.1 The car parks in Snodland, West Malling, Martin Square and Aylesford are, for ease of reference, known as the 'northern car parks' although there are a number of other smaller ones dotted around the villages that also help support a range of local parking needs. I would like to focus for the moment on these four larger car parks as they are important for both local residents and businesses and are all very well used. Each car park has its own usage patterns and characteristics and consideration of whether charging could, or should be, introduced really depends on individual assessment of the particular local circumstances in each car park and the role it plays in the wider parking management picture in each location.

- 1.20 Snodland Car Park** – Snodland car park is an important facility for local residents who would not otherwise have any ready access to parking and it represents a critical support for local retail activity exposed to considerable competitive pressures. It is likely that these special local factors will, for the foreseeable future, tend to support it being free in order to support local economic vitality.

- 1.21 West Malling** – The Borough Council provides some 260 spaces in the 2 public car parks in West Malling and these, together with a considerable number of on-street spaces; help support a thriving local economy. The Local Parking Plan, implemented in 2004, manages the competing demands for parking and we extended Ryarsh Lane car park a few years later to create some more off-street spaces.

- 1.21.1 The West Malling Local Parking Plan Steering Group is currently considering various options for the ongoing use and management of the Shoppers' High Street car park and requested that the current restrictions (four hour maximum) be reduced to a maximum of three hours and be extended to include Saturdays. The Group's current position, as reported previously to the Board, is that this car park should remain free of charge. In the meantime, we are deploying some new registration plate referenced machines to assist with enforcement. No charges are currently proposed but this will need to be kept under review.

- 1.22 Martin Square** – The car park at Martin Square operates in close association with the immediately adjacent shops and it is a vitally important local facility in this area. The businesses there have to trade in an environment of stiff competition from the large supermarkets and DIY stores nearby. Members have previously agreed that we should not introduce a charge here unless there was some compelling, over-arching parking management reason to do so. I am unaware of such a reason and believe that even into the long term this car park will remain

one where special local factors again support it being free in order to support local economic vitality.

- 1.22.1 **Aylesford** – Again Aylesford has benefited from its own review through a Local Steering Group and it is still judged to be inappropriate to charge in these two community car parks which are integral to the vitality of the Village community.

1.23 Overnight Resident Season Ticket – Tonbridge

- 1.23.1 This overnight ticket has been well received and assists those residents who want access to a private car and wish to return home to park before the end of the charging period (6pm). Ready access to on-street parking opportunities are generally rare in the heart of the town and there is a small, but growing stream of requests for overnight parking in the car parks.
- 1.23.2 Between 6pm and 8am the next day from Monday to Saturday there is no issue for the Council as the car parks are free and use is unrestricted. However, for some people, this is operationally constraining and they wish to be in the car park a little longer in the morning or a little earlier in the afternoon. This is effectively a short-stay season ticket for a three hour period each day and is priced at £240 a year. I am not recommending a change for this ticket at this time.

1.24 Legal Implications

- 1.24.1 The powers allowing the Borough Council to carry out parking management activity are contained in Sections 32 and 35 of the Road Traffic Regulation Act 1984, supplemented by formal agreement with Kent County Council as the Local Highway Authority, in respect of its powers under the Traffic Management Act 2004.
- 1.24.2 Changes to parking tariffs should be made using the variation notice procedures set out in the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.

1.25 Financial and Value for Money Considerations

- 1.25.1 This review has examined the complete range of current parking fees and considered potential additional items in the context of considerable and continuing investment in the parking management service. This results in a series of reasonable and relatively modest increases. It is worth noting that around 900,000 tickets each year are, or have the potential to be, refunded in the short-stay car parks in Tonbridge.
- 1.25.2 Table 5 is a summary of the financial impact of the recommendations contained in the paper. It is based on the assumption that current usage remains constant and that ticket sales remain uninfluenced by price increases and that there is a similar distribution of tickets in each pricing band.

Table 5

Paragraph	Income Source	Estimated Additional income 2013/14¹
1.5	Short and long stay parking in Tonbridge	£113k
1.7	Season tickets in Tonbridge car parks	£6.25k
1.10	Blue Bell Hill car park	£14k
1.14	Haysden and Leybourne Lakes car parks	£4.5k
	Additional income for 2013/14 ¹	£137.75k

Note 1: Assumes new charges can be introduced from 1 April 2014. This may not be achievable and the actual date of commencement for the new charges might slip into May.

1.26 Risk Assessment

1.26.1 The estimated additional income is modelled on future parking patterns and demand matching what currently takes place. That is it does not reflect any potential adverse customer reaction towards less use of the car parks or to shorter stays. Nor does it take into account the possibility of increased take up of the dual ticketing arrangement in Angel and Botany car parks.

1.27 Equality Impact Assessment

1.27.1 See 'Screening for equality impacts' table at end of report

1.28 Policy Considerations

1.28.1 Asset Management

1.29 Recommendations

1.29.1 That Cabinet be recommended **TO APPROVE** the following proposals with effect from April 2014;

- 1) Introduce the schedule of tariffs for short and long stay parking in Tonbridge shown in Table 1.
- 2) Adopt the schedule of season ticket prices shown in Table 2.

- 3) Introduce the schedule of tariffs for Blue Bell Hill car park shown in Table 3.
- 4) Introduce the schedule of prices for Haysden and Leybourne Lakes country parks shown in Table 4.
- 5) Reduce the maximum stay in the West Malling High Street car park for 4 hours to 3 hours.
- 6) Any objections received by written representations to the administrative process of making the Off-Street Order may be considered by the Cabinet Member for Planning and Transportation.

Background papers:

contact: Mike O'Brien

Nil

Steve Humphrey

Director of Planning, Housing and Environmental Health

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	The recommended changes are neutral in their effect on people within the protected characteristics groupings.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	The recommendations preserve the special arrangements that exist in the Borough car parks to assist disabled people who have Blue Badges.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

**1 RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEE –
REVIEW OF CONCESSIONARY FEES AND CHARGES FOR BENEFIT
CLAIMANTS**

To endorse the recommendations arising from the review.

1.1 Background

1.1.1 The Overview and Scrutiny Committee has undertaken a review of concessionary fees and charges relating to benefit claimants. The recommendations of the review informal group established to undertake the review are set out below. The Overview and Scrutiny Committee is due to meet on 28th January 2014 to formally consider and agree these recommendations. If there are any amendments made to these recommendations, a supplementary report will be tabled at the Cabinet meeting.

1.2 Review Recommendations

1.2.1 The review group has recommended the following:

- (a) the current 100% concession for pest control services should be retained;
- (b) the current 100% concession for bulky goods collections should be retained and additional marketing of the service and of the Saturday Household Waste Service should be undertaken;
- (c) a review of the discounts for leisure services/activities should be undertaken by the Leisure and Arts Advisory Board to simplify the rates which apply;
- (d) the criteria which govern access to the Council's concessions should be made consistent across services and in future be based primarily on those eligible for the Council Tax Reduction Scheme.

- (e) To reflect the findings of the equalities impact assessment (EqIA) , it is recommended that disability/incapacity should be added to the qualifying criteria for all concessions.
- (f) eligibility for access to the concessions should be assessed and reviewed on an annual basis only in order to streamline administration of the concessions scheme;
- (g) the introduction of a single discount card covering all concessions is supported in principle but should be subject to further investigation taking into account examples of best practice;
- (h) additional marketing and promotion of the discount card scheme should be considered to encourage greater take up by those eligible.

1.3 Financial and Value for Money Considerations

1.3.1 As dealt with by the review

1.4 Risk Assessment

1.4.1 n/a

1.5 Equality Impact Assessment

1.5.1 See 'Screening for equality impacts' table at end of report

1.6 Recommendations

1.6.1 That the recommendations of Overview and Scrutiny Committee regarding the review of concessionary fees and charges for benefit claimants **BE ENDORSED**.

Background papers:

contact: Mark Raymond

Nil

Julie Beilby
Chief Executive

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Any potential adverse impacts have been addressed via an EqIA.

Screening for equality impacts:		
Question	Answer	Explanation of impacts
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	It is recommended that concessions for bulky waste and pest control should now be made available for those claiming disability/incapacity benefit.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		-

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Supplementary Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

**1 RECOMMENDATIONS FROM OVERVIEW AND SCRUTINY COMMITTEE –
REVIEW OF CONCESSIONARY FEES AND CHARGES FOR BENEFIT
CLAIMANTS**

To highlight and endorse a minor amendment to the proposed recommendations as agreed by the Overview and Scrutiny.

1.1 Background

1.1.1 The Overview and Scrutiny Committee gave consideration to the recommendations of the review group looking into concessionary fees and charges relating to benefit claimants at its meeting of 28th January 2014.

1.1.2 One minor amendment to recommendation (e) was agreed by the Committee to reflect the finding of an Equalities Impact Assessment related to concessions for those with disability. It was agreed that further assessment of the issue and financial implications should be undertaken as part of work to investigate the introduction of a single discount card. The revised recommendation (e) is as follows (additional wording in bold):

(e) To reflect the findings of the equalities impact assessment (EqIA) , it is recommended that disability/incapacity should be added to the qualifying criteria for all concessions **should a single discount card be introduced.**

1.2 Recommendations

1.2.1 That the revised recommendation (e) **BE ENDORSED.**

Background papers:

contact: Mark Raymond

Nil

Julie Beilby
Chief Executive

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Report of the Chief Executive

Part 1- Public

Executive Non Key Decisions

**1 RECOMMENDATIONS FROM THE OVERVIEW AND SCRUTINY COMMITTEE
– REVIEW OF DISABLED FACILITIES GRANT CONTRIBUTION AND
HOUSING ASSISTANCE FUNDING**

To endorse the recommendations arising from the review.

1.1 Background

- 1.1.1 The Overview and Scrutiny Committee has undertaken a review of Disabled Facilities Grant Contributions and Housing Assistance Funding. The recommendations of the review group established to undertake the review are set out below. The Overview and Scrutiny Committee is due to meet on 28 January 2014 to formally consider and agree these recommendations. If there are any amendments made to these recommendations, a supplementary report will be tabled at the Cabinet meeting.

1.2 Review Recommendations

- 1.2.1 The review group has recommended the following:

- (a) the existing level of capital plan funding for DFG's should be retained for the time being but reviewed again when changes to the funding take place in 2015;
- (b) the capital plan budget for discretionary housing assistance should be set at £90,000 and part funded by way of grant repayments as detailed in Annex 1.

1.3 Financial and Value for Money Considerations

- 1.3.1 As dealt with by the review.

1.4 Risk Assessment

- 1.4.1 n/a

1.5 Equality Impact Assessment

1.5.1 See 'Screening for equality impacts' table at end of report.

1.6 Recommendations

1.6.1 That the recommendations of Overview and Scrutiny Committee regarding the review of Disabled Facilities Grant Contribution and Housing Assistance Funding **BE ENDORSED.**

Background papers:

contact: Gill Fox

Nil

Julie Beilby
Chief Executive

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	Yes	The existing level of funding for DFG's will be retained. The budget for discretionary housing assistance has been set to reflect the level of funding required to ensure priorities within the Housing Assistance Policy are adequately provided for.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	See above.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		N/A

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.

ANNEX 1: Housing Assistance

		2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Budget Provision							
Gross Expenditure Budget		90	90	90	90	90	90
Less Grant Repayment Budget		(30)	(30)	(30)	(30)	(30)	(30)
		-----	-----	-----	-----	-----	-----
Net	a	60	60	60	60	60	60
Actual Income and Expenditure							
Actual Gross Expenditure		90	90	95	90	80	90
Less Actual Grant Repayment		(20)	(40)	(35)	(25)	(30)	(30)
		-----	-----	-----	-----	-----	-----
Net	b	70	50	60	65	50	60
Housing Assistance Reserve							
Opening Balance		150	140	150	150	145	155
Transfer to (from) Reserve	a-b	(10)	10	0	(5)	10	0
		-----	-----	-----	-----	-----	-----
Closing Balance		140	150	150	145	155	155

£90,000 gross budget is the approved level of expenditure in any one year and £30,000 the assumed grant repayments each year to give a net cost of £60,000.

Where the actual net cost at year end is less than £60,000 (i.e net underspend) the difference between the actual net cost and £60,000 will be transferred to the Housing Assistance Reserve. Where the actual net cost is greater than £60,000 (i.e net overspend) the difference between the actual net cost and £60,000 will be met from the reserve.

It is suggested that the Housing Assistance Reserve balance is capped at £200,000. Any net underspends that take the reserve balance above £200,000 will be retained in general reserves.

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Report of the Management Team

Part 1- Public

Executive Non Key Decisions

1 RECENT FLOODING EMERGENCY

Summary

This was a terrible time for a number of our communities, at what should have been a special time of year. This report has set out actions taken, but also importantly identifies areas where we and other agencies can learn from this emergency to make further improvements to our plans to support residents. The Council is committed to continue to work with our communities and partner agencies to deliver the highest level of response in such circumstances.

1.1 Introduction

- 1.1.1 The Christmas and New Year period saw Kent, and elsewhere in England, battered by strong winds and sustained heavy rain. The already water-logged ground was unable to soak up the ongoing rainfall which led to significant flooding in several of our communities which called for a multi-agency response.
- 1.1.2 Tonbridge and Malling Borough Council worked alongside other agencies, each having a clearly defined role in responding to the emergency and supporting our residents. These roles are set out and defined in the multi-agency Emergency Plan.
- 1.1.3 This significant emergency has been dealt with at a time when services were disrupted to a certain degree by the bank holidays over the festive period. Nevertheless, a total of 100 Borough Council staff (many of whom did repeat shifts) were involved in this emergency. 66 of whom, through shift rotas, had an active role either in our Emergency Centre, a Rest Centre or on site in our communities in accordance with the Council's Emergency Plan. Other staff were held on standby rotas to assist should the flooding have lasted longer. And still more staff volunteered but were not needed for the reserve rotas. These volunteers assisted to ensure that we provided the best possible service for our residents. We also deployed our contractors to support local actions.



Old Road, East Peckham



Holford Street, Tonbridge

1.2 Who is Responsible for Flooding?

- 1.2.1 There are a number of agencies with varying responsibilities relating to land drainage and flooding and these are summarised below.
- 1.2.2 In Kent, the County Council is the Lead Local Flood Authority (LLFA), pursuant to the Flood and Water Management Act 2010, and has a number of duties and responsibilities relating to the management of local flood risk. Sources of local flood risk include: groundwater flooding, surface water (rainfall), ordinary watercourses and small reservoirs.
- 1.2.3 However the Environment Agency (EA) is the lead authority for flooding from main rivers and the sea. The EA also has a strategic overview on all forms of flooding and coastal erosion, as well as flooding from reservoirs. The EA works with all relevant Risk Management Authorities. These include Lead Local Flood Authorities, District and Borough Councils, and the Water Companies. The EA has permissive powers to carry out works to reduce flood risk on main rivers and the coast in England & Wales.
- 1.2.4 District Councils have no statutory duties with regard to land drainage, except where they own the land. However they do have permissive powers to ensure that watercourses are properly maintained across their District, and that Riparian Landowners undertake their responsibilities.
- 1.2.5 Southern Water Services (Thames Water in the parishes of Fairseat and Stansted) is the statutory sewerage undertaker for our area with a duty to effectually drain sewers. The purpose of sewers is to drain building development and not agricultural or undeveloped land. Sewers are designed to nationally agreed standards and will become overloaded when rainfall exceeds this or when they are inundated by water running off of undeveloped land.
- 1.2.6 In this Borough we also have two Internal Drainage Boards, one for the Upper Medway and one for the Lower Medway. An internal drainage board (IDB) is a type of operating authority which is established in areas of special drainage need

in and have permissive powers to undertake work to secure clean water drainage and water level management within drainage districts.

- 1.2.7 It is worth noting that the Civil Contingencies Act requires local public services to form Local Resilience Forums. In Kent it is known as the Kent Resilience Forum (KRF) which is formed by emergency responders and specific supporting agencies and is required to plan and prepare for localised incidents and catastrophic emergencies. Tonbridge and Malling is an active member of the KRF.

1.3 The Borough Council's Emergency Plan

- 1.3.1 The Borough Council's Emergency Plan sets out how we will respond to a request for help from any emergency service or any other agencies. It is used as a reference manual for dealing with incidents that comply with a major emergency, and contains contact details of staff trained for specific roles in Emergency Planning.
- 1.3.2 The Plan outlines the systems which are in place to enable us to respond in as calm and professional a manner as possible, and to take positive action quickly to mitigate the effects of any incident.
- 1.3.3 A key and specific function for the Council is to open and manage rest centres and assist recovery. That responsibility featured strongly in the recent flooding events but of course the Council's wider community support role was also important in providing a range of assistance where we had the capability.

1.4 Local Multi-Agency Flood Plan

- 1.4.1 This is a specific multi-agency plan developed by the KRF to help organisations who are involved in responding to a flood work together better. The EA, on behalf of the KRF, has led on this work. The plan sets out the various responsibilities of each agency with a role to play in a flooding event and is an important document for us.

1.5 Parish Council Flood Plans/Wardens

- 1.5.1 Several Parish Councils across the Borough have their own Flood Plan and volunteer Flood Wardens. These arrangements enable a community to respond promptly and effectively to a flood emergency. Parish Flood Plans have the opportunity to provide guidance at a very local level on what to do in an emergency, who to contact and what support is available in the local community. The County Council's Emergency Planning team is able to provide assistance to Parish Councils in writing these plans.

1.6 Flood Risk

- 1.6.1 In total, some 70,000 residential properties in Kent are situated in the floodplain. In addition, many more people work in, visit or travel through potentially vulnerable areas and could be unfamiliar with the risk. Within this Borough there are 3396 properties of varying age and type in the floodplain.

- 1.6.2 As a consequence of climate change, both the chance and consequence of flooding are increasing. Sea level rise, more frequent and higher storm surges, and increased winter rainfall and more intense summer rainfall will add to existing risk.

1.7 The Leigh Barrier

- 1.7.1 The Leigh Barrier, built in 1982, was designed to reduce the risk of flooding in Tonbridge by controlling the amount of water flowing through the town. It also provides some protection for communities downstream such as East Peckham and Yalding, but that is not its primary purpose.
- 1.7.2 The Barrier includes three massive steel gates across the River Medway which can be moved to either let the river flow normally, or to restrict the flow of the river and hold water in a large storage area. The gates are always open to some degree, depending on how much water needs to be released or stored.
- 1.7.3 There is usually enough capacity in the storage area to prevent flooding downstream of the Barrier in Tonbridge. In more severe flooding events there may be flooding downstream, but this will be far less than if the Barrier were not in place.
- 1.7.4 When the peak flow has passed and the upstream water levels drop, the EA releases the stored water at a controlled rate in order to reduce flooding downstream.
- 1.7.5 Between 21st and 23rd December around 90mm of rain fell in the Upper Medway river catchment. Over half fell on the 23rd December onto ground which was already saturated. This resulted in exceptionally high river levels and flooding to Tonbridge, East Peckham, Hildenborough, Yalding and the surrounding areas.
- 1.7.6 The EA issued flood alerts and warnings to the areas affected at least three hours in advance of flooding.
- 1.7.7 Between 24th and 27th December, over 5.5 million cubic metres of water were held behind the Leigh Barrier. This greatly reduced water levels on the River Medway and the extent of flooding in Tonbridge, as well as reducing water flows in the Medway through East Peckham, Yalding and other communities downstream. Without the Leigh Barrier and other flood defences, flooding would have been as bad as that seen in 1960 and 1968, when Tonbridge High Street was under 2 metres of water.

1.8 The Area of our Borough Affected

- 1.8.1 The following list is of properties which were flooded. It has been compiled from information currently available to us and may not be exhaustive at this stage.

1.8.2 Hildenborough

- Bramble Close – 46 properties
- Brookmead - 7 properties
- Byrneside – 12 properties
- Copse Road – 16 properties
- Elm Grove – 7 properties
- Hawden Close – 7 properties
- Leybank – 22 properties

1.8.3 Tonbridge

- High Street – estimated 20-25 properties
- Danvers Road – 42 properties
- Barden Road – 21 properties
- Avebury Avenue – 2 properties
- Postern Lane – estimated 5 – 10 properties
- River Walk – 1 property
- River Lawn Road – 1 property

1.8.4 Golden Green - estimated 2 properties

1.8.5 East Peckham

- Little Mill – estimated 20-25 properties
- Snoll Hatch Road – Estimated 15-20 properties
- Pinkham – estimated 5 properties

1.9 Multi-Agency Command Structure during Emergencies

- 1.9.1 A **Gold–Silver–Bronze command structure** is used by the emergency services to establish a hierarchical framework for the command and control of major incidents and disasters.

- 1.9.2 Our officers participated in the Gold (strategic planning) and Silver (tactical planning) command briefings arranged by the emergency services throughout 24, 25, and 26 December, and in several “recovery” meetings led by the County Council following the main flooding.
- 1.9.3 Other agencies involved included the Met Office, the EA, KCC, Police and other affected Councils to ensure we had the most up to date information and, where appropriate, offer assistance to neighbouring authorities.
- 1.9.4 **Council activities – The following commentary provides a summary of the main Council activities during the flooding events. It points out the main thrust of our efforts but inevitably cannot possibly cover the myriad of calls and tasks that were handled and put in place.**
- 1.9.5 **Monday 23 December**
- 1.9.6 Staff started to mobilise this Council's response when it was apparent from information received from the Met Office and the EA that flooding was expected in a number of our communities across the Borough.
- 1.9.7 Early liaison with East Peckham Parish Council re flood warning in Little Mill. Sandbags deployed locally.
- 1.9.8 **Tuesday 24 December**
- 1.9.9 Monitored flood alerts on EA website and via KCC Emergency Planning team.
- 1.9.10 At 10am we deployed Incident Liaison Officers (ILOs) to check the conditions in East Peckham, Little Mill and Golden Green.
- 1.9.11 We activated our Borough Emergency Centre mid-afternoon. We opened two Rest Centres as requested by KCC. Rest Centres at East Peckham and Tonbridge were open before dark. The Red Cross and Salvation Army provided assistance in the Rest Centres and the local Co-op supermarket in East Peckham donated some food (The Rest Centre at East Peckham closed at 11.25pm as there had been no evacuees and supplies were transferred to the Tonbridge Rest Centre.)
- 1.9.12 We also had ILOs on site during the flooding in Tonbridge. They coordinated some of the volunteer 4x4 activity and bus transport in Avebury Avenue to rescue residents from beyond the flood water to the Tonbridge Rest Centre. We also assisted KCC highways to close Danvers Road with cones from the parking team.
- 1.9.13 Advice was provided to residents by phone re precautions they should take using EA advice (move things up in house, watch flood alerts, listen to radio, turn power off, move to friends and family if worried, or if they were advised to leave by emergency services). All sandbags at the Council's disposal were deployed and

we secured additional supplies from KCC. Advice was given to residents wishing to arrange their own sandbags.

- 1.9.14 First residents arrived at Tonbridge Rest Centre (Weald of Kent School) at 6.20pm. Hotel accommodation was arranged for those who needed it at the Vauxhall Premier Inn and the Rose & Crown.

1.10 Christmas Day Wednesday 25 December

- 1.10.1 On the morning of 25 December two Tonbridge & Malling Borough Council staff were dispatched in a Landrover to Yalding at the request of KCC to evacuate stranded residents. However the water was too deep (1.2m) for the Landrover and by then Kent Fire and Rescue were on site utilising a boat to get people out.
- 1.10.2 Last evacuees arrived at the Tonbridge Rest Centre at 1.20am on Christmas Day.
- 1.10.3 In agreement with KCC the Tonbridge Rest Centre was closed at 11.15am and the emergency centre at approx 1.15pm. The Rest Centre kits were left in place as it was anticipated that there would be more flooding during the night of Thursday 26 and the morning of Friday 27 December. Further shifts of emergency staffing were put in place. Fortunately these were not needed.

1.11 Boxing Day, Thursday 26 December

- 1.11.1 Conference call set up for 12 noon. Meteorological Office changed rainfall forecast to min 13mm and max 25mm for early hours Friday. Over 20mm would still have caused flooding so we had to prepare for this scenario. Concern was for potentially new evacuees i.e. those returning home after Christmas to find homes flooded.
- 1.11.2 We set up rotas for Rest Centre and the Emergency Centre, ILOs etc. This was done on the understanding that there was a probability of more flooding.
- 1.11.3 Recovery was not the Council's main focus on Boxing Day as it would have potentially been overtaken by further flooding. However, Friday's rainfall was at the minimum level so no more flooding occurred that day.

1.12 Friday 27 December

- 1.12.1 We then began the recovery phase, providing emergency refuse advice and services and road cleaning to residents in most affected areas, also major street cleansing operation in Tonbridge Town centre. During this phase there remained a concern about the ability for some people to return to their properties or find alternative accommodation so rest centres were still on standby and other measures such as food supply was put in hand. The Council published information on the website. Staff and Councillors visited those areas worst hit.
- 1.12.2 A community clear up commenced on Friday morning, and the Council attended to give full advice and support by removing some damaged goods on the day.

- 1.12.3 Again the voluntary sector provided assistance through our Emergency Plan arrangements and volunteers from St John Ambulance located in Danvers Road during the afternoon providing hot drinks and “fish and chip” meals to residents.
- 1.12.4 Arrangements were made for bulk collections of damaged goods over the following week. This allowed people to make contact with their insurance companies, and also catered for those who may have been returning home after days away from home over Christmas.

1.13 Saturday 28 December

- 1.13.1 Further sandbags were ordered and distributed over this extended emergency.
- 1.13.2 Incidentally, some sandbags were also used in early December to protect residents of Wouldham and Aylesford from the tidal flooding experienced in the north of the borough, when we also had the Emergency Centre in operation and opened a Rest Centre to accommodate people evacuated from their homes in Aylesford. Our sandbag stock was replenished twice over the Christmas/New Year period and in total some 6000 sandbags were distributed to residents over this extended flooding emergency.

1.14 Monday 30 December

- 1.14.1 We engaged with Business in the Community, who were supporting retailers.

1.15 New Years Day, Wednesday 1 January

- 1.15.1 With further flood warnings issued, and in liaison with KCC Emergency Planning, we again opened the Emergency Centre at 8am. Further flooding was possible and although not predicted to be as bad as 24/25 December the EA advice, through teleconference calls, was that further (repeat) flooding of property was possible in Tonbridge, Hildenborough and the Little Mill area of East Peckham.
- 1.15.2 ILOs were out on the ground again from early morning until late into the evening when the Emergency Centre was closed down again. The ILOs visited all areas at risk, providing advice and guidance to residents.
- 1.15.3 Discussions took place with Ministers and a representative from DCLG, to advise on arrangements on the ground.

1.16 Thursday 2 January

- 1.16.1 Two teleconference calls were held with the Met Office, EA, KCC and the Police. River levels, although high, were now stable and no further problems anticipated then. ILOs present in Tonbridge to provide reassurance to residents and monitor river levels.

1.17 Friday 3 January

- 1.17.1 Further teleconference calls with Met Office, EA and emergency services indicated potential flooding on 4 & 5 January. Volunteers were again sought to work over the weekend on a shift rotation basis.

1.18 Saturday 4 January

- 1.18.1 The Emergency Centre was reopened and manned from 8am on with staff (ILOs) on the ground throughout the day and evening. Rest Centres (and staff to man them) were put on standby. Further sandbags were distributed to vulnerable areas (Danvers Road, Hildenborough and one pallet of sandbags was left at the Castle). ILOs, with the Police, provided advice and guidance to residents. KCC sought assistance from the Military for the distribution of sandbags across affected areas in Kent. Although mobilised this was not needed and was stood down.
- 1.18.2 In the event the rainfall was less than expected and no further flooding occurred. ILOs returned to the Emergency Centre which closed at 9.30pm.

1.19 Sunday 5 January

- 1.19.1 Three further telephone conference calls with the Met Office, EA and emergency services. Rivers were stable but further severe weather warnings for Kent remained in place. Teams of staff remained on standby throughout the day to open emergency centre and rest centres if required.

1.20 Monday 6 January

- 1.20.1 On the Monday two staff, ILOs, were again out all evening dealing with local flooding concerns and providing reassurance to residents.

1.21 Friday 17 January

- 1.21.1 Alerts of heavy rainfall received from the Met Office led to further teleconference calls with them, the EA, KCC and the Police to try and quantify the extent of any problems. In the event the rain fell mainly in the Sevenoaks area where they experienced flooding in some of their communities along the River Darent.
- 1.21.2 A Flood warning was issued for the River Bourne with potential impact in Hadlow and Little Mill. Staff were on the ground throughout the day and late into the evening providing sandbags and advice to residents through the catchment including Ightham, Plaxtol, Hadlow and East Peckham. The Emergency Control Centre was open from 5pm to approximately 9pm. Although we had some localised problems we were fortunate not to see further extensive flooding.

1.22 Saturday 18 January

- 1.22.1 Staff worked again on Saturday monitoring water levels along the Medway and kept in contact with the EA to ensure we were ready for any problems. As

Members are aware, there was extensive flooding in the low-lying land areas within Tonbridge including the Racecourse sportsground and Lower Castle Fields car park.

- 1.22.2 The EA also alerted us to the potential flooding of two properties in Postern Lane, Tonbridge and an ILO attended to assess and offer assistance if needed.

1.23 Tonbridge Swimming Pool

- 1.23.1 At midday on Christmas Eve the staff at Tonbridge Pool were advised by the Police to evacuate the facility following notification from the Environment Agency that the Leigh Barrier needed to release water at a greater frequency. Prior to this notification, water was already up against the floodwall and gates protecting the front of the building. Within just half an hour the water was two feet in depth against the flood wall. Before the pool was evacuated the flood defences constructed after the flood in 2000 were secured including the closure of all the flood gates around the building.
- 1.23.2 In 2000 the flood resulted in water levels of over 2 feet throughout the building and a closure of 14 weeks. Despite the flood in 2013 being more severe than 2000, the building only flooded to the level of 3-4 inches, with the exception of the plant room, which is located below ground level.
- 1.23.3 Every effort is being made in close liaison with the Council's Insurers and the Leisure Trust to re-open the facility as soon as possible, and Members will be updated verbally at the meeting when a clearer timescale will be available. If feasible, the health suite and café area will be re-opened first, followed by the pools.
- 1.23.4 The cost of the reinstatement is being met in full by the Council's Insurers. The loss of income resulting from the closure will be met by the Insurers representing the Leisure Trust.
- 1.23.5 Whilst it is clear that the flood defences assisted greatly in protecting the pool, further consideration is being given to additional modifications in case of future flood. A meeting has been arranged with the Council's Insurers and it has already been agreed that a number of items of plant will be raised to a higher level within the plant room.
- 1.23.6 An update report on progress with the reinstatement works, including more detailed information on timescales, will be reported to the next meeting of the Leisure & Arts Advisory Board.

1.24 Community Leisure Facilities

- 1.24.1 In addition to Tonbridge Pool a number of other community leisure facilities within Tonbridge were affected by the floods. Tonbridge Indoor Bowls Club, Tonbridge Juddians Rugby Club and the Riverside Bowls Club have all been flooded and are

currently in the process of reinstatement. The Council has met with all the Clubs concerned and is offering assistance as appropriate, including help with the clear up and temporary accommodation. Close contact will be maintained with the Clubs in liaison with Tonbridge Sports Association.

- 1.24.2 The main building at Haysden Country Park was also flooded and it is hoped that the toilet facilities will be back in operation by the time of this meeting.

1.25 Communications

- 1.25.1 Communication during an emergency period is strategically managed through the multi-agency communications team at 'Gold Command', who manage the release of multi-agency information to the media. Our own media team was copied into these news releases. Regular updates were provided to Members of the Council and there was frequent contact with Parish Councils in affected areas.
- 1.25.2 During the emergency our media team provided three press releases (**Annex 1, 2 & 3**), regular updates via our website and links to other relevant websites.
- 1.25.3 Twitter was also used to provide key updates.

1.26 Further Recovery Actions

- 1.26.1 Details of any other properties who reported that they needed assistance were collated and collection of soiled furniture and goods was arranged, having given advice to residents to liaise with insurance companies prior to disposal of goods.
- 1.26.2 Advice was provided to residents affected in roads in Hildenborough and East Peckham by a leaflet drop on Monday 30 December. Tonbridge roads were advised by leaflet drop on Saturday 28 December.
- 1.26.3 The collection schedule was also provided on our website and "tweeted" on social media.
- 1.26.4 Residents who were affected by the flooding were provided with details of the Kent Support and Assistance Service (KSAS).

1.27 Resident Engagement

- 1.27.1 A significant degree of public engagement took place during the flooding events. This was of course highly charged at times with people understandably very distressed at their situation. We have also had some positive feedback in response to the Council's actions.
- 1.27.2 As with any event of this type it is important that community engagement is continued and that there is the opportunity to reflect on the extent of the problems, the reasons why it occurred and what lessons may be taken for the future response.

- 1.27.3 To that end, multi-agency meetings are being set up with East Peckham, Tonbridge and Hildenborough residents affected by the flooding so that feedback can be obtained which will help to inform any future response to similar events. The role of the EA, KCC, Parish Council's and ourselves will inevitably be subject to scrutiny and it will be an opportunity to explain and learn from what happened

1.28 Insurance

- 1.28.1 Some residents may find that insurance companies may require more information relating to flood risk before renewing a policy if a property falls within an area at risk of flooding.
- 1.28.2 The EA will provide a standard letter to help an insurer decide on the risk when renewing a housing insurance or provide a new quote. It provides information about:
- whether there are any defences in the area and the standard of protection that they provide
 - how likely flooding is, taking into account any risk management measure such as flood defence barriers in the area
 - whether there are any plans for flood risk management measures in the area

1.29 Resilience Advice

- 1.29.1 The EA's website provides comprehensive advice to those who need to prepare for flooding. This includes issues such as flood-proofing a property, registering for warnings and getting insurance for flood risk.
- 1.29.2 Our own website "signposts" to a number of sites with relevant flooding information.
- 1.29.3 In September 2010 Borough Council staff provided support to the EA's Flood Awareness event held in Yalding. This was published widely across our Borough and provided an excellent opportunity for residents from Tonbridge and Malling and Maidstone Borough Councils to understand the flooding risks in their area, view products which might assist in protecting property and obtain advice from professionals.



The Tonbridge and Malling Flood “Stall”

- 1.29.4 We will be meeting on a regular basis with the Environment Agency at a senior and operational level to explore what options may be available to improve the situation for those who live in areas susceptible to flooding. We will also be concentrating on how the agencies might be even better coordinated, particularly at the local and front line level (Bronze). In this respect we have already been discussing plans for an earlier establishment of formal local coordination particularly in Tonbridge.
- 1.29.5 Other areas we are discussing include options to streamline the warning alerts, neighbourhood planning and engagement, the role of flood champions and a clear sharing of accurate mapping data.
- 1.29.6 The EA encourage residents in flood risk locations to register for flood alerts/warnings and we will work with the EA to see if we can improve the alert system and our local communications in emergencies.

1.30 The Bellwin Scheme

- 1.30.1 This is a discretionary scheme for providing central government financial assistance in exceptional circumstances to affected local authorities in the event of a major emergency. The Scheme may be activated in any case where an emergency or disaster involving destruction of or danger to life or property occurs, and where as a result local authorities incur expenditure in connection with the response. However, there is no automatic entitlement to assistance and each case is judged on its circumstances. It is important to note that payment would only be made for expenditure where insurance cover is unobtainable, and historically the scheme has usually been used to cover weather-related claims.

- 1.30.2 Bellwin has traditionally been seen as a response to incidents in which bad weather caused threats to life and property beyond all previous local experience. Although the law does not rule out other types of incident, Central Government expects that the scheme will continue to apply predominantly as a response to bad weather incidents that occur within the area that the scheme covers. We have been advised that this flooding emergency, together with the tidal emergency at the start of December, will be eligible for assistance pursuant to the Bellwin scheme.
- 1.30.3 Central Government will normally pay grant at a rate of 85 per cent of eligible expenditure above a threshold set for the applying authority, which for us is £26,262.
- 1.30.4 We have advised DCLG that we will be making a claim and have three months to submit full details.

1.31 Future Actions

Parish Councils and Local Community Forums will be encouraged to work with us and other agencies to develop their own local Flood Plans and identify local Flood Wardens. Through these 'grass-root' groups, communities should be able to:

- a) - be constantly in touch with what is intended for their community
 - b) - know procedures that are already in place regards routine maintenance
 - c) - address their concerns over malfunctioning assets/and other issues
 - d) - have a voice as to the future flood risk of their community through consultation
 - e) - instigate 'flood watchers'
 - f) - create awareness of flood risk to the wider community
 - g) - prepare to reduce the impact on the community should a flood event occur
- 1.31.1 Of course Tonbridge is unparished and as such the establishment of Local Community Forums will be a key issue. The options for local engagement will be discussed at a local level as solutions will vary depending on the nature of the flood risk and the nature of the community.
- 1.31.2 This process has already commenced with the first of the community meetings being scheduled for the 4 February in Hildenborough with the Danvers Road area meeting following on the 5 February.
- 1.31.3 Review the communications strategy to include the use of Social Media.

1.31.4 Tonbridge Forum on the 17 Feb is devoted solely to flood issues, with a multi agency presence.

1.31.5 There are actions that we at Tonbridge & Malling, and others, will reflect on in the light of local experience including better solutions for local co-ordination between the agencies on-site, in the run up to, and during any flood emergency. We have had preliminary discussions to explore options to have a more visible multi agency presence on the ground.

1.31.6 On a broader scale there is a multi agency debrief planned in March which will be the opportunity to discuss improvement actions across the organisations involved in the response.

1.32 Legal Implications

1.32.1 As described in the report.

1.33 Financial and Value for Money Considerations

1.33.1 As set out earlier in the report, under the Bellwin Scheme, Central Government will normally pay grant at a rate of 85 per cent of eligible expenditure above a threshold set for the applying authority, which for us is £26,262.

1.33.2 The Council will therefore need to meet the 'threshold' costs of £26,262 plus 15% of costs above the threshold, in addition to any costs which do not qualify for the Bellwin Scheme.

1.33.3 It is difficult at this stage to estimate how much this might be as costs are currently being collated, but a total cost to the Council in excess of £50,000 might be a prudent estimate at this point. Members are advised that the final cost will be reflected at Outturn and will need to be funded from the Council's reserves."

1.34 Risk Assessment

1.34.1 It is important that we have systems and processes in place so that we are in a good position to be able to advise and support our communities in times of emergencies.

1.35 Equality Impact Assessment

1.35.1 See 'Screening for equality impacts' table at end of report

1.36 Policy Considerations

1.36.1 Community

1.37 Conclusions and Recommendations

- 1.37.1 This was a terrible series of events for a number of our communities, at what should have been a special time of year. This report has set out actions taken, but also importantly identifies area where we, and other agencies, can learn from this emergency in order to make further improvements to our plans to support residents.
- 1.37.2 We are committed to continue to work with our communities and partner agencies to deliver the highest level of response in such circumstances.
- 1.37.3 It is **RECOMMENDED** that the report **BE NOTED** and the future actions listed in the report **BE ENDORSED**.

Background papers:

contact: Mike O'Brien

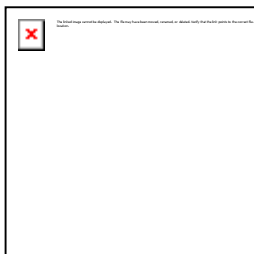
Nil

Steve Humphrey

Director of Planning, Environmental Health and Housing

Screening for equality impacts:		
Question	Answer	Explanation of impacts
a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	Preparing for emergencies will assist all residents equally
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	[Please explain your answer]
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?		

In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above.



News release

NR/11

31 December 2013

The flooding in Tonbridge and Malling

The flooding emergency over Christmas was a significant event which called for a multi-agency response. Tonbridge & Malling Borough Council worked alongside other agencies, each having a clearly defined role in responding to the emergency and supporting our residents.

Nicolas Heslop, Leader of Tonbridge & Malling Borough Council, said: "I have so much sympathy for the residents and businesses that were flooded on Christmas Eve. For this to occur at any time of the year is distressing but it was compounded by happening at Christmas. I am also aware of the many residents who were without power for some days and this will have been very distressing for them.

"Since Christmas Eve the Emergency Services continue to work tirelessly to help local residents and businesses affected by the severe weather conditions. The Borough Council is working closely with other agencies including Police, Kent Fire & Rescue, the Environment Agency, Kent County Council and a number of other partners and volunteers. Tonbridge & Malling Borough Council deployed nearly 100 staff, many coming in whilst on annual leave, running rest centres, giving advice on the telephones, supporting emergency services, updating information on our website and tweeting. In addition a number of our contractors are providing staff and resources to help in the clear up. We supported 44 residents at our rest centres. Many were able to make their way to family and friends but we also helped find temporary accommodation for those with nowhere to go.

"The Council is now helping residents to recover from the flooding by disposing of damaged items, once their insurance companies have given them the go-ahead to do so. However, the high water levels remain an ongoing concern and we remain on alert for potential further flooding."

The roads most affected by the recent flooding have now been identified and the Council has made arrangements for the collection of flood-damaged goods from the affected roads this week:

- Tuesday 31 December:
 - **Tonbridge** - Barden Road, Danvers Road, Avebury Avenue, Holford Street

More follows...

- Friday 3 January:
 - **Hildenborough** - Bramble Close, Copse Road, Brookmead, Birch Close, Hawden Close and Leybank
- Saturday 4 January:
 - **East Peckham** - Old Road, Hale Street and Little Mill

Details of any other properties who report that they need assistance are being collated and the Council will schedule those for collection as soon as possible.

The Council has advised the specific roads in Hildenborough and East Peckham by a leaflet drop on Monday 30 December. Tonbridge roads were advised by leaflet drop on Saturday 28 December.

The schedule will be on the Council's website www.tmbc.gov.uk and "tweeted" on social media.

Residents who have been affected by the flooding may wish to contact the Kent Support and Assistance Service (KSAS) on 0300 333 5700. If these residents tell the operator that they have been affected by the flooding they will then be dealt with by a dedicated assessor. Further information about KSAS is available on the KCC website www.kcc.gov.uk.

Ends

Notes to editors:

Three photographs are attached to the email showing the Council's refuse and recycling contractor attending flooded properties in Danvers Road, Tonbridge, on Friday 27 December for residents to dispose of flood damaged household items.

Further information:

Tonbridge & Malling Borough Council participated in the Gold (strategic planning) and Silver (tactical planning) command briefings arranged by the emergency services throughout 24, 25, and 26 December.

The Council helped 44 people at the Rest Centre in Tonbridge (39 from the borough and 5 from Yalding). Many of them needed a safe place from where they could contact family and friends. Some needed help to get emergency supplies of medication. Others needed emergency accommodation. The Council placed 13 Tonbridge and Malling residents in hotel accommodation and a further 3 residents from Maidstone Borough Council.

More follows...

Monday 23 December

Early liaison with East Peckham Parish Council re flood warning in Little Mill. Sandbags deployed locally.

Tuesday 24 December

Monitored flood alerts on Environment Agency website and via KCC Emergency Planning team.

At 10am the Council deployed Incident Liaison Officers (ILOs) to check out the conditions in East Peckham, Little Mill and Golden Green.

The Council activated their local Control centre mid-afternoon. They opened two Rest Centres as requested by KCC. Rest Centres at East Peckham and Tonbridge were open before dark. (The Rest Centre at East Peckham closed at 11.25pm as there had been no evacuees and supplies were transferred to the Tonbridge Rest Centre.)

The Council also had ILOs on site during the flooding in Tonbridge. They coordinated some of the volunteer 4x4 activity and bus transport in Avebury Avenue to rescue residents from beyond the flood water to the Tonbridge Rest Centre. The Council also assisted KCC highways to close Danvers Road with cones from the parking team.

The Council was advising residents by phone re precautions they should take using EA advice (move things up in house, watch flood alerts, listen to radio, turn power off, move to friends and family if worried, or if they were advised to leave by emergency services). Deployed all sandbags at the Council's disposal and secured additional supply from KCC. Advised residents wishing to arrange their own sandbags.

First residents arrived at Tonbridge Rest Centre at 18.20. Hotel accommodation was arranged for those who needed it at the Premier Inn and the Rose & Crown.

Christmas Day Wednesday 25 December

On the morning of 25 December two Tonbridge & Malling Borough Council staff were dispatched in a Landrover to Yalding at the request of KCC to evacuate stranded residents. However the water was too deep (4 feet) for the Landrover and by then Kent Fire and Rescue were on site utilising a boat to get people out.

Last evacuees arrived at the Tonbridge Rest Centre at 1.20am, Christmas Day morning.

More follows...

In agreement with KCC the Tonbridge Rest Centre was closed at 11.15am and the emergency centre at approx 1.15pm. The Rest Centre kits were left in place as it was anticipated that there would be more flooding during the night of Thursday 26 and the morning of Friday 27 December. Further shifts of emergency staffing were put in place. Fortunately these were not needed.

Boxing Day, Thursday 26 December

Conference call set up for 12 noon. Meteorological Office changed rainfall forecast to min 13mm and max 25mm for early hours Friday. Over 20mm would still have caused flooding so the Council had to prepare for this scenario. Concern was for potentially new evacuees ie those returning home after Christmas to find homes flooded.

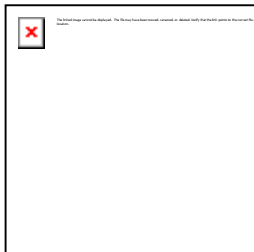
Set up rotas for Rest Centre and emergency centre, ILOs etc. This was done on the understanding that there was a probability of more flooding.

Therefore recovery wasn't the Council's main focus on Boxing Day as it would have potentially been overtaken by further flooding. However, Friday's rainfall was minimum level so no more flooding.

The Council began the recovery phase, providing emergency refuse advice and road cleaning to residents in most affected areas, also major street cleansing operation in Tonbridge Town centre. The Council published information on the website. Staff and Councillors visited those areas worst hit.

A community clear up commenced on Friday morning, and the Council attended to give full advice and support by removing some damaged goods on the day.

It is important that residents affected by the flooding consult their insurance companies prior to disposing of damaged goods. The Council is arranging for bulk collections of damaged goods over the coming week. This will allow people to make contact with their insurance companies, and also cater for those who may be returning home after days away from home over Christmas.



News release

NR01

7 January 2014

The latest on the flooding in Tonbridge and Malling

Rainfall during the course of the weekend 4 and 5 January was not as heavy as originally forecast and there were no official evacuation requests in any parts of the borough.

The weather remains unsettled and the Council is continuing to monitor local conditions in liaison with the Environment Agency, Kent County Council Highways and Kent Police, each of which have a clearly defined role in responding to the emergency and supporting our residents.

Nicolas Heslop, Leader of Tonbridge & Malling Borough Council, said: "The river levels remained high over last weekend and on Saturday 4 January Borough Council staff activated the Council's Control Centre. Incident Liaison Officers visited the areas of the borough where excess water was giving concern and although there was no further flooding in the borough due to river water, there was an increase in surface water caused by run-off and a number of roads were affected.

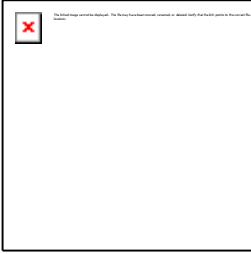
It is hoped that the rain currently forecast for the first half of this week will not prove to be as heavy as in previous days and that we may then look forward to a spell of dry weather. This will be particularly welcome by those residents and businesses who are now trying to restore their flooded properties and will also give the river levels a further chance to drop. In the meantime, we remain on alert."

Ends

For more information please contact Janet Saunders, Media & Communications Manager

Tel: 01732 876008 or email: janet.saunders@tmbc.gov.uk

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News release

NR04

21 January 2014

Another flood warning in Tonbridge and Malling

From 5pm to 9pm on Friday 17 January Tonbridge & Malling Borough Council staff once again opened the Council's Emergency Control Centre due to a flood warning issued by the Environment Agency for the [River Bourne from Hadlow to East Peckham, including Golden Green and Little Mill](#).

[Late on the evening of Friday 17 January, the Environment Agency also issued a flood alert for the River Medway for the area from Penshurst to Hampstead Lock at Yalding, including the Leigh Barrier Flood Storage Reservoir, Ensfield Road, Tonbridge, Paddock Wood, the Hop Farm, East Peckham, Branbridges and Hale Street.](#)

[Incident Liaison Officers were deployed during the flood warning for the River Bourne and the flood alert for the River Medway. Tonbridge Racecourse Sportsground and the Lower Castle Field car park experienced some flooding on Saturday morning, and two properties in Postern Lane in Tonbridge were affected by flood water later that afternoon.](#)

The Council has continued to monitor local conditions in liaison with the Environment Agency, Kent County Council Highways and Kent Police, each of which have a clearly defined role in responding to the emergency and supporting our residents.

Nicolas Heslop, Leader of Tonbridge & Malling Borough Council, said: "The river levels once again gave cause for concern and it was a relief to all that no residents had to be evacuated. However, the increase in surface water caused by run-off is still affecting a number of roads."

Ends

For more information please contact Janet Saunders, Media & Communications Manager

Tel: 01732 876008 or email: janet.saunders@tmbc.gov.uk

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TONBRIDGE & MALLING BOROUGH COUNCIL

CABINET

4 February 2014

Report of Director of Central Services

Part 1- Public

Matters for Information

1 Local indicators - 2013/14

This report presents the results for the first half of the current financial year for those local indicators that are monitored regularly.

1.1 Indicators

1.1.1 Types of indicator:

- KPIs are key performance indicators - these are related to key priorities and have targets.
- KIs are key indicators - these are the same as KPIs but without targets.
- PIs - performance indicators - these are not related to key priorities but they do have targets.

1.2 Results

1.2.1 This report presents the indicator results for the first half of 2013/14, from 1 April to 30 September 2013. It reviews the long term trends in performance, compares results against targets for the current financial year to date and identifies any unusually positive or negative results based on the latest figures.

1.2.2 The results are presented in Annex 1, an A3 colour document circulated along with the main papers as a separate document:

- Longer term performance based on colour coding is shown in the "Trend" column. Green shows improving performance and red shows deteriorating performance. The numbers in this column show the rate of change based on the trend.
- A numerical index and colour coding are used to compare the result and target in the "On target?" column. The higher the index number the better. An index of 100 or more with a green background shows target achieved. An index of less than 100 with a red background shows target not

achieved. Where performance is affected by a seasonal or other profile, no index value is calculated and the colour coding is determined by the service manager.

1.2.3 In overall terms, we:

- Achieved an improving/positive trend for 14 out of the 29 indicators for which trend information is available.
- Met our targets for 15 of the 25 indicators monitored in the first half of 2013/14.
- Identified four indicators showing an unusually positive result and two indicators showing an unusually negative result in the second quarter of 2013/14.

1.3 Legal Implications

1.3.1 None

1.4 Financial and Value for Money Considerations

1.4.1 Quarterly reporting and review of local indicators provides a significant opportunity to influence and improve performance thereby achieving our targets and a positive trend and, in the process, also improving value for money.

1.5 Risk Assessment

1.5.1 The targets for the local indicators are designed to 'stretch' the organisation and they are extremely challenging. Hence, although each individual target is realistic, collectively there is therefore a real risk that some targets will not be achieved. Quarterly reporting enables managers and Members to influence performance regularly during the year and reduce this risk.

Background papers:
Nil

contact: Bruce Hill

Adrian Stanfield
Director of Central Services

2013/14 Q2 quarterly indicator report (Apr-Sep 2013)	
Cells shaded grey identify contextual data for information and any PIs not applicable/not required this quarter.	
Cells shaded turquoise identify data required from lead officer.	

Number	Description	Lead officer
Central/Corporate		
KI-103	Number of other interactions via web forms.	Bruce Hill (co-ordinates)
PI-202	Percentage of telephone calls to our MacFarlane handling system negatively abandoned.	Charlie Steel
Executive		
KPI-219	Total number of crimes recorded by the police.	Alison Finch
KPI-220	Number of incidents of anti-social behaviour recorded by the police.	
KPI-221	Number of repeat victims of domestic abuse within past year.	
KPI-222	Number of drug offences recorded by the police.	
Finance		
KPI-502	Percentage of council tax collected by the authority in the year.	Glen Pritchard
KPI-503	Percentage of non-domestic rates collected by the authority in the year.	
KI-516	Number of new homes (including affordable housing).	
KPI-510	Average number of days to process all new housing and council tax benefit claims.	Andrew Rosevear
KPI-511	Average number of days to process changes in claimants' circumstance.	
KPI-513	Reducing the funding gap (£000s)	Neil Lawley
KI-514	Number of one-off payments made via the Automated Telephone Payment (ATP) system.	Brian Courtney
KI-515	Number of one-off payments made online.	

Annex 1							
Trend - straight-line fit of up to five most recent years' quarterly results: - Improving (and by how much) - Flat - Deteriorating (and by how much)			On Target? - compares performance to date against target, using an index, or against a seasonal or other profile. - Target being achieved/on profile - Target not being achieved/hot on profile		Latest performance - this quarter's result in the context of previous performance: - Unusually positive - In line - Unusually negative		
2013/14 target	2013/14 Q2 Jul-Sep	2013/14 half-year Apr-Sep	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data
Not set	1,922	3,699	46/Q	Not applicable			Additional to KI-514 and KI-515 (see under Finance). Trend data since Q1 2009/10.
6.5	9.2	8.8	0.6/Q	74			Negatively abandoned calls are calls with a wait time longer than 10 seconds and the caller ends the call without hearing a message that provides the required information or being diverted to a payment line. Trend data since Q1 2012/13.
5,453	1,265	2,529	12/Q				Trend data since Q1 2009/10.
3,220	750	1,394	25/Q				Trend data since Q1 2011/12.
303	111	197	14/Y		Not applicable		Insufficient data available to establish a trend.
273	91	169	0.5/Q				Trend data since Q1 2009/10.
98.50	28.06	55.04	0.1/Q			The collection rate is marginally lower than 2012/13 at this stage (0.16%). Contributory factors may be the introduction of the Council Tax Reduction scheme on 1 April and the ongoing difficult economic climate.	Seasonal pattern with collection concentrated in Q1-Q3. Trend data since Q1 2009/10.
99.60	26.89	62.52	0.1/Q				Seasonal pattern with collection concentrated in Q1-Q3. Trend data since Q1 2009/10.
Not set	148	304	10/Q	Not applicable			Trend data since Q1 2012/13.
28.0	46.1	40.9	0.5/Q	68		Signs of improvement following Q2	Deteriorating since Q1 2012/13. Trend data since Q1 2009/10.
7.0	11.7	10.5	0.2/Q	67		Signs of improvement following Q2	Results volatile. Trend data since Q1 2009/10.
£900	380	650	Not applicable		Not applicable	Includes estimated saving as a result of the decision to establish the TMLT. The savings target has also been increased by £200,000 to £1.1m following the 2013 Spending Review.	Savings depend on circumstances and do not fit a trend.
Not set	4,168	8,511	129/Q	Not applicable			Trend data since Q4 2010/11.
Not set	6,155	12,309	333/Q	Not applicable			Trend data since Q4 2010/11.

2013/14 Q2 quarterly indicator report (Apr-Sep 2013)	
Cells shaded grey identify contextual data for information and any PIs not applicable/not required this quarter.	
Cells shaded turquoise identify data required from lead officer.	

Number	Description	Lead officer
Planning, Housing & Environmental Health		
KPI-313	Percentage of complaints about environmental pollution and other requests for service responded to within 5 working days.	Jane Heeley
KPI-326	Number of overweight adult referrals onto the weight management programme.	
KPI-327	Number of adults who receive information and brief advice about their alcohol intake.	
KPI-328	Number of referrals to the NHS "Stop Smoking" service.	
KPI-329	Number of food businesses signed up to the Healthy Eating Award.	
KPI-330	Percentage of food establishments which are broadly compliant with food hygiene law.	Sathnam Kaur
KPI-402	Number of households becoming sole or part owners of existing properties through low cost home ownership initiatives.	
KPI-409	Number of households living in temporary accommodation.	
KPI-410	Number of new affordable housing completions to buy or rent.	Neil Hewett
PI-603	Percentage of appeals allowed against the authority's decision to refuse planning applications.	
PI-611 -other	Percentage of other planning applications determined within 8 weeks.	

Annex 1

Trend - straight-line fit of up to five most recent years' quarterly results:							On Target? - compares performance to date against target, using an index, or against a seasonal or other profile.	Latest performance - this quarter's result in the context of previous performance:
Improving (and by how much)							- Unusually positive	- Unusually positive
Flat							- Target being achieved/on profile	- In line
Deteriorating (and by how much)							- Target not being achieved/hot on profile	- Unusually negative
2013/14 target	2013/14 Q2 Jul-Sep	2013/14 half-year Apr-Sep	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data	
100	98	96	0.1/Q	96			Trend data since Q1 2009/10.	
400	141	274	19/Q			Above profile	Total enrolled to end of quarter. Trend data since Q1 2012/13.	
300	109	170	1/Q				Trend data since Q1 2012/13.	
50	1	9	2.2/Q				Trend data since Q1 2012/13.	
25	22	22	3.9/Q			Total number of premises currently holding the award.	Upward trend based on businesses signing up to this new award in 2012/13. Trend data since Q1 2012/13.	
90.0	86.0	90.0	1.3/Q	100			Trend data since Q1 2012/13.	
10	11	14	0.4/Q			Q2 data is 1 FirstBuy, 4 Shared Ownership, 5 re-sales, 1 mortgage rescue. Q1 total was 3.	Trend data since Q1 2009/10.	
15	10	10	1/Q	150			Figure is a 'snapshot' at the end of the quarter and is variable on a daily basis. Trend data since Q1 2009/10.	
150	107	121	1.4/Q			Q2 completions (3 Court Lodge, 9 Coldharbour pitches, 3 Grange Road, 92 Ashbys Yard). Q1 total was 14 units.	Trend data since Q1 2009/10.	
25.0	38.5	33.3	0.1/Q	75			Results volatile. Trend data since Q1 2009/10.	
86.00	81.30	77.84	1/Q	91			Trend data since Q1 2009/10.	

2013/14 Q2 quarterly indicator report (Apr-Sep 2013)	
Cells shaded grey identify contextual data for information and any PIs not applicable/not required this quarter.	
Cells shaded turquoise identify data required from lead officer.	

Trend - straight-line fit of up to five most recent years' quarterly results:	
- Improving (and by how much)	
- Flat	
- Deteriorating (and by how much)	

Number	Description	Lead officer
Street Scene & Leisure		
KPI-309	Percentage of reported high priority fly-tips collected within 24 hours.	Phil Beddoes
PI-311	Number of household waste collections missed per week and not rectified within 24 hours, apart from collections missed for reasons outside our control, such as severe weather.	
PI-319 (context)	Kilograms of residual household waste per household.	
KPI-320	Percentage of household waste sent for reuse, recycling and composting.	
KPI-322	Cleanliness of roads and pavements.	
KPI-832	Percentage of customers satisfied with our leisure centres.	Stephen Gregg
KPI-833	Percentage of Lifestyles (gym) customers at high risk of leaving who are encouraged to stay and do stay.	
KPI-834	Number of leisure pass holders.	
KPI-835	Average number of Excel members age 11-18.	
KPI-836	Average number of Kick Start members age 0-10.	
KPI-840	Average number of customers enrolled in swim school.	

2013/14 target	2013/14 Q2 Jul-Sep	2013/14 half-year Apr-Sep	Trend	On target?	Latest performance in context	Comments about performance	Comments about profiles/ patterns of results and any further contextual data
100	100	100	0.2/Q	100			Trend data since Q1 2009/10.
3.00	2.60	2.80	0.02/Q	107			Trend data since Q1 2009/10.
540 (contextual)	141	286	0.4/Q	Not applicable			Seasonal pattern sometimes with Q4 peaks. Trend data since Q1 2009/10.
43.00	44.01	45.00	0.2/Q				Seasonal pattern generally with Q4 dips. Trend data since Q1 2009/10.
7.0	7.3	6.9	0.04/Q	99			This LPI provides a measure of the average cleanliness of highways in the borough. A score of 6.7 is a "Good" result where roads are predominantly free of both litter & detritus in channels. Trend data since Q1 2011/12.
80.0			1.4/Q	No data		Q2 data not available for leisure indicators due to establishment of the new Leisure Trust.	
70.0			0.12/Q	No data			
900			18/Q	No data			
300			62/Q	No data			
400			15/Q	No data			
1,850			5/Q	No data			

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